

Responsibilities of Directors and Representatives

The Scheme of Delegation is the key document that sets out the agreed terms, mission, responsibilities and powers of both the Directors of a Multi Academy Trust and the Representatives that sit on individual Academy Committees (referred to as Local Governing Bodies). Whilst the Directors have ultimate legal responsibility for the success of the MAT, certain powers are delegated to the Representatives on each schools Local Governing Body.

The Mission

The shared Mission of the MAT and the individual schools within it, is to be part of the Church's mission, to make Christ known to all people, placing Christ and the teaching of the Catholic Church at the centre of people's lives.¹ This can be explored more fully in Christ at the Centre (2012), by Rev Marcus Stock².

The Mission of the MATs and the individual schools within them are pursued by interaction locally with parishes and the wider community but also via collaboration between the member schools, other local schools, charities, statutory and voluntary bodies.³

Directors Powers and Responsibilities

Foundation Directors are appointed by the Diocesan Bishop. Through these appointments the Bishops purpose is to bind together the individual school communities to secure the quality of Catholic education, to strengthen the Church and to benefit the common good in accordance with the message of the Gospel.⁴

The MAT Directors have the duty to⁵:

- Act in the fulfilment of the MAT's object
- The Founder Member and Diocesan Bishop to uphold the objects

Directors are responsible for⁶:

- Overall responsibility and ultimate decision making for all the work of the MAT.
- Setting the aims and objectives for the individual schools
- Setting policies to achieve individual schools aims and objectives
- Setting priorities for key areas of improvements within the MAT schools, which affects resourcing
- Setting targets to achieve the schools aims and objectives and to focus improvement within schools
- Setting the Strategic Improvement Plan to meet targets, reflect priorities and in accordance with policy to achieve the aims and objectives for the MAT schools
- Reviewing the progress of the Strategic Improvement Plan
- Monitoring and evaluating the impact of the Strategic Improvement Plan
- Reviewing the effectiveness of the strategic framework (i.e. the aims and objectives and whether or not the policies are effective and targets are achieved)

¹ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 5, 3.1.

² Christ at the Centre is available from NORES and a copy is sent to all new and returning Foundation Governors, Representatives and Directors upon appointment.

³ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 5, 3.3 and 3.4.

⁴ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 8, 5.2.

⁵ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 5, 4.1.

⁶ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pgs. 6 & 7.

- Directing change where required
- Establishing one or more Local Governing Bodies/Committees within the individual schools.
- Establishing MAT wide committees to undertake key strategic functions to enable the collaborative running of the individual schools.

Directors Committees – Function and Scope

The purpose of creating MAT-wide committees is to enable the individual schools within a MAT to work in communion and to give witness to the Catholic faith in action. These committees secure that the Mission is shared by all of the member schools and drive strategy to provide quality Catholic education across the member schools.⁷

In setting up these committees the Directors fulfil their responsibility to raise standards and improve provision across all the MAT schools. They aim to achieve best value for money in the resources and services they secure in all aspects of organisation, management and administration of the MAT schools.

Directors Committees will focus on⁸:

- Securing the Catholic Character of the schools
- Ensuring both individual and collaborative responsibility and action within and between the MAT schools
- Self-evaluation and improvement planning
- Succession planning and leadership formation and development within the schools
- Admissions
- Standards and Performance
- Data tracking and analysis
- Policy formation and evaluation for curriculum, teaching, learning, assessment and monitoring.
- Strategic financial management of budgets, resources and services

Through their manner of working Directors will grow and develop a competitive, collaborative culture in order to raise standards in all the member schools.⁹

Academy Representatives

Directors have the power to appoint committees for each individual school and to ensure local representation in the running of the schools rooted within the local, parish and parental community. Each school has an Academy Committee, also known as a Local Governing Body. Foundation Representatives are appointed by the Bishop to these committees. The Bishop's purpose in appointing Foundation Representatives is to strengthen the voice of the local Catholic community in determining the strategic direction of the individual school, to build the parental and parish commitment to the school and to protect the history and traditions of the school. The Directors have a right to appoint Representatives under the Scheme of Delegation.

⁷ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 7, 4.6.

⁸ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pgs. 7 & 8, 4.7.

⁹ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 7, 4.7.2

Constitution of Local Governing Bodies – Membership Key Facts¹⁰

Term of office for Academy Representatives is 4 years (except for the Head Teacher who is ex-officio), subject to them remaining eligible to fulfil their role.

- Membership is not less than 6, but there is no maximum number (unless determined by the Directors)
- A minimum of 4 shall be appointed by the Bishop so that Foundation Representatives shall always be in the majority by at least 2
- Staff representatives shall be elected or appointed by the Local Governing Body in addition to the Head Teacher or Principal), but staff members (including the Head Teacher or Principal) cannot number more than one third of the total members of the Local Governing Body
- A maximum of 2 Parent Representatives shall be elected by parents of registered pupils at the school and must be a parent of a pupil at the school at the time of election.
- The Headteacher or Principal of the school is an ex-officio member of the Local Governing Body
- Directors may appoint 'Additional Representatives' from time to time
- Directors are entitled to attend any Local Governing Body meeting and will count towards the quorum and have full voting rights in any meeting.

Delegated Powers

Directors have the authority to delegate tasks and functions to the Local Governing Body of a school. In general terms the Directors are responsible for setting strategic direction, determining policy and procedure and to hold individual schools to account by providing both challenge and support to the Head Teacher. Directors shall delegate functions to the Local Governing Body that relate to¹¹:

- Catholic Life
- Day-to day running to include Health and Safety, implementation of Curriculum plans and arrangement for Teaching and Learning
- The culture and traditions of the school
- Communication and relationship building with parents of pupils attending the school
- Engagement with the parish priest and local church in the religious, spiritual, moral, social and cultural formation of the pupils in the school
- Relationships with other local schools, agencies and businesses as well as the wider neighbourhood community
- Providing evidence, data and feedback to Directors on the effectiveness and impact of the MAT and individual schools collective and individual aims and objectives, policies, targets and plans.
- Financial management of school budget in accordance with the requirements of the Academies Financial Handbook, ensuring monthly management accounts are provided to Directors.¹²
- Upkeep of the school buildings and in conjunction with Directors, to develop a 5 year Estates Management Plan for approval by the Diocesan Trustees.¹³

¹⁰ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pgs. 9 & 10, 6.1, 6.2.

¹¹ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 15, 7.1.3 – 7.1.5

¹² Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pgs. 16 & 17, 7.2

¹³ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 17, 7.3

- Ensure compliance with any Insurance policies pertaining to the school and to manage risk accordingly.¹⁴
- The appointment and management of staff (not including the Head Teacher/Principal, Deputy Head/Principal and for secondary schools the Head of RE and Chaplain). Representatives must take into account terms and conditions and employment policies and procedures set by the Directors¹⁵
- Extended Schools activities/Lettings must have Directors approval. The Local Governing Body must assess the viability of any such ventures and also any implication on the MATs charitable status in terms of the taxation threshold for generated income.¹⁶

Operation of the Local Governing Body

Schedule 2 of the Scheme of Delegation¹⁷ details the functioning of the Local Governing Body, covering the role of Chair and Vice Chair, Clerk, the Minutes and Meetings and is included in full on pages XX to XX of this Handbook. The Local Governing Body and its Representatives have a duty to¹⁸:

- Comply with the policies of the MAT and the Diocesan Bishop and with any subsequent additions or amendments
- Act with integrity, objectivity and honesty, in the best interests of the MAT and the school and be open about decisions made.
- Provide data and information regarding the business of the school to Directors.
- Submit to inspections by the Directors, S48 inspections and any additional canonical inspections/visitations as arranged by the Directors/Bishop
- Work closely with Directors and to promptly implement Directors recommendations.

¹⁴ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 18, 7.4

¹⁵ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 18 – 20, 7.5

¹⁶ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pg. 20, 7.6

¹⁷ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pgs. 25-34

¹⁸ Diocese of Northampton, Catholic Multi-Academy Model Scheme of Delegation Pgs. 21 & 22, 8