Holy Cross Catholic
Multi Academy Company

Achieving together in faith

Operational Scheme of Delegation

2026/27

Reviewed annually

Role	Name	Signature
Chair of Governors		
Headteacher		

Our Mission

Our school communities are united as the family of God to provide an outstanding Catholic education for all our pupils. With Christ at the centre of all we do, we will inspire every child to be the best person they can be by developing their God given gifts and talents.

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Introduction

Holy Cross Catholic MAC's Scheme of Delegation is fully compliant with the DES Scheme of Delegation and includes the MAC's local operational guidance on levels of delegation.

All DES Operational Tasks are highlighted in yellow and have a DES reference number. Those with an asterisk* indicate that further guidance is available within the DES explanatory notes that can be found at the end of this document.

Key for DES Command Words

Accountable = accountable for the area/task/decision. This is usually the MAC Board of Directors as the legally accountable and liable body

Responsible = responsible for delivering the area/task/decision in line with agreed MAC 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

Section A: Vision, ethos, compliance and strategy

All Holy Cross Catholic MAC schools and Central Team will be fully compliant with the Diocesan Directives issued by the Diocesan Bishop concerning the general regulation of all Catholic schools in his diocese.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
1. DES.A1	Strategic Objectives **Set MAC vision, values and strategy**	**To approve** the strategic direction of the MAC	**To develop and deliver** the strategic direction of the MAC in partnership with the Local Governing Bodies and Headteachers	**To develop and deliver** the strategic direction of the MAC in partnership with MAC Headteachers	**To develop and deliver** the strategic direction of the MAC in partnership with the MAC and LGB
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**INFORMED**	**INFORMED**
2. DES.A2	School Vision, Values and Strategy **Set individual school vision, values and strategy in line with the overall MAC vision**	**To approve** the strategic direction of MAC schools	**To develop** and support the delivery of the strategic direction of MAC schools in partnership with Local Governing Bodies and Headteachers	**To develop and deliver** the strategic direction of the School in partnership with the MAC and Headteacher	**To develop and deliver** the strategic direction of the School in partnership with the MAC and LGB
		ACCOUNTABLE	**PROVIDE ASSURANCE**	**RESPONSIBLE**	**RESPONSIBLE**
3.	MAC Improvement Plan (MIP)	**To approve** the MIP. **To monitor** progress against the MIP and its impact on improving pupil outcomes, at least termly, through rigorous evidenced based monitoring and evaluation.	**To develop** a MIP in conjunction with the Headteachers, reflecting the priorities of Schools and the MAC. **To ensure** the MIP is shared with all staff and governors at least annually		

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			To monitor progress against the MIP and report the impact of the plan regularly and report termly to the appropriate Board Committee.		
		ACCOUNTABLE	**RESPONSIBLE**		
4. DES.A3	**School Improvement Plan** **Set individual school improvement plan in line with MAC priorities**	**To approve** School Improvement Plans, ensuring they reflect the priorities of the MAC and schools, annually. **To monitor** progress of the schools against agreed performance targets and progress against the improvement plan.	**To recommend** School Improvement Plans to the MAC Board. **To monitor** progress against School Improvement Plans and their impact on improving pupil outcomes, at least termly, through rigorous evidenced based monitoring and evaluation.	**To recommend** the School Improvement Plan to the CEO. **To monitor** progress against the School Improvement Plan and its impact on improving pupil outcomes, at least termly, through rigorous evidenced based monitoring and evaluation.	**To develop** a School Improvement Plan (SIP) in conjunction with the School Improvement Partner and the LGB, reflecting the priorities of the School and MAC. **To ensure** the School Improvement Plan is shared with all staff and governors at least annually **To monitor** progress against the School Improvement Plan and the impact of the plan regularly and report termly to the LGB and CEO.
		ACCOUNTABLE	**PROVIDE ASSURANCE**	**RESPONSIBLE**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
5. **DES.A4**	Compliance **Ensure compliance with equalities legislation**	**To ensure** compliance with all regulations including Company, Charity, MAC Employment and Equalities law across the MAC	**To deliver** compliance with all regulations affecting the MAC including, Company, Charity, MAC Employment and Equalities law across the MAC.	**To deliver** compliance with all regulations affecting the MAC including Company, Charity, MAC and Employment and Equalities law within the School **To report** to the MAC on compliance within the School.	**To comply** with all regulations affecting the MAC including Company, Charity, MAC, and Employment law
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
6. **DES.A5**	Governance **Establish and appoint board committees as required by the Academy Trust Handbook**	**To approve** clear systems of governance to ensure public funds are managed in line with the Nolan Principles and achieve the charitable objective of the MAC and the Academy Trust Handbook. **To act** to protect the reputation of the MAC and its schools, taking action where required including the establishment of an Interim Governing Body, or the removal of governors if necessary	**To manage** the MAC ensuring public funds are managed in line with the Nolan Principles and achieve the charitable objective of the MAC and the Academy Trust Handbook. **To act** to protect the reputation of the MAC and its schools, taking action where necessary	**To act** to protect the reputation of the MAC and the School, taking action directed by the MAC Board where necessary.	**To ensure** public funds are managed in line with the Nolan Principles and achieve the charitable objectives and policies of the MAC and the Academy Trust Handbook. **To act** to protect the reputation of the MAC and the School, taking action directed by the LGB and/or the MAC Board where necessary
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
7. **DES.A6**	Lead Directors **Appoint Lead Directors for Catholic Life, Safeguarding, Health and Safety and SEND**	**To ensure** Lead Directors for Catholic Life, Safeguarding and Careers (Catholic Life and Welfare Cttee), Health and Safety, Sustainability (Resources Cttee.) and SEND (Quality Cttee).are appointed to support the work of the board.			
		ACCOUNTABLE			
8. **DES.A7**	Skills Audit **Identify the skills and experience the Board needs to effectively discharge its responsibilities**	**To review** the Boards annual skills audit and consider whether the Board requires any addition skills or experience to effectively discharge its duties.	**To support** the Board in undertaking an annual skills audit.		
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**		
9. **DES.A8***	Governing Body Review **Establish structure of local governance layer**	**To approve** the appointment of LGB governors. **To review** the performance of the MAC Board and LGBs annually, identifying skill shortages, structural	**To report** to the MAC Board on the effectiveness of governance throughout the MAC making recommendations where appropriate.	**To review** the performance of the LGB, identifying skill shortages, structural changes and/or any areas for development or support **To support** the recruitment and training of high calibre governors	**To support** the recruitment and training of high calibre governors

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		changes and/or any areas for development or support.			
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**PROVIDE ASSURANCE**
10. DES.A9*	**Foundation Directors Appoint and remove foundation Directors**				
	RESPONSIBLE	**CONSULTED**			
11. DES.A10*	**Appoint and remove foundation Governors**				
	RESPONSIBLE	**CONSULTED**			
12. DES.A11a*	**Appoint co-opted Directors**	**To approve** the appointment of co-opted Directors in consultation with DES.			
	CONSULTED	**ACCOUNTABLE**			

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
13. DES.A11b*	Remove Co-opted Directors	**To approve** the removal of co-opted Directors in consultation with DES.			
	Members - RESPONSIBLE DES - CONSULTED	**ACCOUNTABLE**			
14. DES.A12*	Appoint and remove co-opted Governors			**To approve** the appointment and removal of co-opted Governors in consultation with the CEO, MAC Board and DES.	
	CONSULTED	**CONSULTED**	**CONSULTED**	**ACCOUNTABLE**	
15. DES.A13*	Remove staff or parent Governors	**To approve** the removal of staff or parent Governors in consultation with DES.		**To recommend** the removal of staff or parent Governors	
	CONSULTED	**ACCOUNTABLE**		**RESPONSIBLE**	
16. DES.A14	Business Continuity Plan (MAC level)	**To review** the MACs Business Continuity Plan at least annually, taking action where necessary	**To prepare and review** the MACs Business Continuity Plan, taking action where necessary.		

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**RESPONSIBLE**		
17. DES.A15	**Business Continuity Plan (Individual school level)**	**To review** School Business Continuity Plans annually, taking action where necessary.	**To review** School Business Continuity Plans annually, taking action where necessary.	**To review** the School Business Continuity Plan, taking action where necessary annually in conjunction with the LGB. **To submit** the completed Business Continuity Plan to the MAC annually.	**To prepare and review** the School Business Continuity Plan, taking action where necessary at least annually in conjunction with the LGB
		ACCOUNTABLE	**PROVIDE ASSURANCE**	**RESPONSIBLE**	**RESPONSIBLE**
18. DES.A16*	**MAC-wide policies (statutory and non-statutory)**	**To approve MAC-wide policies.** **To ensure** compliance with all MAC policies	**To recommend** policies to the MAC Board for approval. **To report** to the MAC Board on compliance within the MAC **To ensure** compliance with all MAC policies **To monitor** the MAC Policy Review Schedule and update policies as required.	**To report** to the MAC on compliance within the School **To ensure** compliance with all MAC policies	**To ensure** compliance with all MAC policies
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
19. **DES.A17***	**Individual school level policies (statutory and non-statutory)**	**To ensure** processes and procedures are in place to monitor compliance	**To monitor** compliance with school policies in accordance with MAC, local and national guidance. **To monitor** the school websites to ensure that school policies are compliant with guidance and current.	**To monitor** compliance with school policies in accordance with MAC, local and national guidance. **To monitor** the school website to ensure that school policies are compliant with guidance and up to date.	**To deliver** effective school policies in accordance with MAC, local and national guidance. **To ensure** compliance with school policies. **To ensure** school policies are up to date and posted on school websites, as appropriate.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
20. **DES.A18***	**Safeguarding** **MAC safeguarding practices, with regard to statutory guidance**	**To approve** safeguarding policies and procedures across the MAC in accordance with MAC, local and national guidance. **To review** the effectiveness of safeguarding policies and procedures across the MAC in accordance with MAC, local and national safeguarding guidance.	**To recommend** safeguarding policies and procedures across the MAC in accordance with MAC, local and national guidance. **To monitor** safeguarding procedures across the MAC in accordance with MAC, local and national guidance. **To notify** the Chair of the Board immediately if informed of any safeguarding issues or	**To monitor** safeguarding procedures within the School ensuring practice follows policy in accordance with MAC, local and national guidance. **To notify** the MAC immediately when informed of any safeguarding issues or concerns relating to the Headteacher, member of staff or where Governors or staff feel there is significant risk to a child.	**To deliver** effective safeguarding procedures within the School in accordance with MAC, local and national safeguarding guidance. **To notify** the MAC and Chair of Governors immediately when informed of any safeguarding issues or concerns relating to the conduct of staff or where the Headteacher feels there is a significant risk to a child. **To ensure** all staff/governors have

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			concerns relating to the conduct of staff or where the Headteacher feels there is a significant risk to a child.	**To ensure** that all Governors are compliant with the required Safeguarding training for Governors.	appropriate safeguarding training on induction and termly and all training is recorded. **To ensure** all visitors to schools (including agency staff and contractors) have the appropriate level safeguarding checks and relevant induction/safeguarding briefing.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
21. **DES.A19***	Looked After Children **Compliance with regulatory requirements for looked after children**	**To ensure** schools' compliance with regulatory guidance and reporting requirements for Looked After Children and Previously Looked After Children.	**To monitor** schools' compliance with regulatory guidance and reporting requirements for Looked After Children and Previously Looked After Children.	**To ensure** the school complies with regulatory guidance and reporting requirements for Looked After Children and Previously Looked After Children.	**To comply** with regulatory guidance and reporting requirements for Looked After Children and Previously Looked After Children.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
22. **DES.A20***	**SCR compliance**	**To review** SCR audit recommendations and take appropriate action.	**To ensure** that the Central Team SCR is up to date and contains all statutory information.	**To ensure** the SCR is monitored on a termly basis.	**To review** the SCR on a termly basis and report findings to the LGB. **To ensure** that the SCR is up to date and contains all statutory information.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
23. **DES.A21***	**Admissions** **Determine admissions policies**	**To adopt** the BDES School admissions policy **To delegate** to LGBs the implementation of the BDES policy	**To review** application of the BDES admissions policy in line with current guidance and CEO to be the main point of contact with BDES. **To support** the schools in the management of the admissions policy and to liaise with BDES and the Local Authority where required	**To implement** the School admissions policy in conjunction with the MAC and BDES model policy provided by the MAC annually. **To manage** admissions processes and waiting lists in line with the policy.	**To administer** the School admissions policy in line with BDES model admissions policy, in discussion with the LGB and the MAC.
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
24.	**Admissions appeals**	**To delegate** to Local Governing Bodies attendance at School Admissions Appeal Panels	**To provide** access to an Independent Appeals Service **To support** the School if an appeal is received **To notify** BDES of any admissions appeals received.	**To present** a case to the Independent Appeals Panel if required. **To attend** School Admissions Appeal Panels as required.	**To notify** the CEO and LGB if an appeal for admission is received.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
25.	**School Pupil Admission Nos** (acquiring or disposing of freehold land or buildings or heritage assets requires ESFA approval)	**To approve** recommendations for changes to Pupil Admission Numbers in consultation with the Diocese and Local Authority.	**To consider** proposals for changes to School Pupil Admission Numbers and make recommendations to the MAC Board	**To make** proposals for School Pupil Admission Numbers and make recommendations to the MAC Board	**To make** proposals for School Pupil Admission Numbers and make recommendations to the MAC Board in line with BDES and Local Authority guidance.
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
26. **DES.A22**	**Attend inspections (Ofsted, CSI)**	**To ensure** relevant procedures are in place to support schools during their inspections and to attend meetings as requested.	**To support** the Headteacher and schools during inspections and attend meetings when required.	**To support** the Headteacher and schools during inspections and attend meetings when required.	**To lead** all inspections within their schools
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
27. (see also28.) **DES.A23***	**Capital Expenditure** *(School Condition Allocation)* **Ensure land and buildings are maintained and fit for purpose.**	**Resources Committee to approve** annual capital spend up to £100,000. **MAC Board to approve** annual capital spend over £100,000 per project.	**To recommend** a capital programme for the MAC to the Resources Committee. **To review and recommend** additional internal SCA capital works to the Resources Committee. **To ensure** landlord approval from the	**To monitor** the capital projects determined by the CFOO and the MAC Board.	**To assist in the preparation** a rolling programme of capital projects in conjunction with the MAC's Capital Partners, MAC Central Team and the LGB. *Non-Capital works and repairs and maintenance remain the responsibility of the school from their revenue funding.*

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			Diocese where applicable (structural works).		
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**CONSULTED**
28. **DES.A24**	**Develop and implement a MAC wide Estates strategy**	**To approve and monitor** the MAC's Estate Strategy	To develop and implement the MAC's Estates Strategy in line with DfE guidance and in consultation with schools.		
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**CONSULTED**
29.	**Leases and Lettings of Land**	**To approve** all contracts for the leasing or letting of land to or by the MAC, obtaining, where necessary, ESFA approval.	To **refer all** proposals for the letting or leasing of land to or by the MAC to the Resources Committee for onward reference to the Board. *NB leases may only be executed with Board approval and in the manner provided under the Companies Act 2006.*		To **notify** the CEO/CFOO of **any** proposal for the leasing or letting of land by or to the school at the earliest possible time.
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**CONSULTED**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
30. **DES.A25***	Assets Register **Establish and review asset management plan**	**To receive** assets reports from the MAC Resources Committee. **Resources Committee - To review and approve** asset register for Central MAC and schools annually.	**CFOO - To enter** items over the capitalisation limit of **£2,000** onto the register for Central MAC.	**To review** the fixed assets register annually.	**To adhere** to the MAC Asset Management Policy. **To maintain** the school asset register using the IRIS Assets software. Frequency?
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
31.	Security of Assets		**CFOO - To ensure** there is adequate security for stores and equipment at Central MAC.	**To ensure** there is adequate security for stores and equipment at School.	**To ensure** there is adequate security for stores and equipment at School.
			RESPONSIBLE	**RESPONSIBLE**	**RESPONSIBLE**
32.	Disposal of Assets	***Resources Committee:*** **To authorise** the disposal of assets over net book value of between £5,000 and £50,000. Disposal of assets over £50,000 requires referral to ESFA	**To report** on the disposal of assets over net book value of between £5,000 and £50,000 to the MAC Board.	**To approve** the disposal of items with a net book value up to £5,000 . **To recommend** disposal of assets over £5,000 to the Resources/Audit Committee.	**Following consultation** with the CFOO. **To recommend** to the LGB and CFOO disposal of assets.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
33.	Loan of Assets		***CFOO* - To approve the long term (more than 2 weeks) loan of assets** subject to loan register being signed and maintained for Central MAC and schools.		**To approve short term (less than 2 weeks)** loan of assets subject to loan register being signed and maintained by School.
		ACCOUNTABLE	**RESPONSIBLE**		**RESPONSIBLE**
34. **DES.A26***	**Health and Safety** **Statutory compliance with regulations, guidance and policies relating to Health and Safety, premises and accommodation**	**To approve** the MAC Health and Safety Standards and Statement of Intent including the MAC Health and Safety Policy **To review** Health and Safety across the MAC.	**To support** the School in fulfilling its Health and Safety duties **To monitor** Health and Safety across the MAC and report regularly, at least termly, on Health and Safety to the MAC Board **To appoint** a competent person to provide Health and Safety advice and management at the School in line with the MAC Health and Safety standards.	**To perform** regular Health and Safety monitoring visits, including visits supported by a competent Health and Safety advisor, and to act on any issues raised or advice given. **To report** to the MAC on Health and Safety within the School at least termly, including any concerns relating to Health and Safety and **to act** on any instructions from the MAC Health and Safety Advisor, the HSE or any regulatory bodies.	**To comply w**ith all current Health and Safety guidance and regulations, including the MAC Health and Safety policy and standards. **To ensure** a competent person provides Health and Safety advice and management at the School in line with the MAC Health and Safety standards. **To report** to LGB outcomes from Health and Safety monitoring including site walks and Health and safety meetings.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
35. **DES.A27**	**School Information and Website Compliance** **Statutory compliance with regulations, guidance and policies relating to the running of a Charitable Company, eg information shared with Companies House, GIAS and MAC and school website**	**To ensure** CFOO fulfils statutory responsibilities in relation the role of Company Secretary. **To ensure** that Government Information About Schools is up to date.	**CFOO –** (acting as Company Secretary) **to ensure** Company House records are up to date. **To provide** guidance on statutory information required on the School website. **To monitor** compliance of schools' web sites and CFOO to ensure schools are compliant.	**To monitor** the School website in line with the MAC guidance, at least annually. **To monitor** that Government Information About Schools (GIAS) is updated regularly to reflect any changes.	**To update** the School website in line with DfE and MAC guidance, at least annually or when required. **To update** Get Information About Schools (GIAS) in line with DfE and MAC guidance at least every 60 days
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
36.	**Policies and Codes of Conduct**	**To approve** all MAC-wide policies and codes of conduct, keep them under review and monitor compliance with them through internal audit processes.	**To develop and recommend** MAC policies, procedures and codes of conduct, including statutory policies, to the MAC Board. To ensure that MAC and school websites are fully compliant with DfE and ESFA guidance and regulation.	**To approve** school specific policies for LGB approval. **To develop and implement** school specific policies in accordance with the list of policies provided by the DfE and MAC. **To adopt and implement** all policies provided by the MAC.	**To implement** CES, BDES, DfE and MAC policies, procedures and codes of conduct, including statutory policies and school specific policies To develop school specific policies for LGB approval.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
37.	**Other Major Strategic Decisions**	**To approve** proposals received of a major strategic nature.	**To consider** any proposal of a major strategic nature and make recommendations to the MAC Board or relevant sub-committee of the Board where appropriate and other approvals if necessary.	**To recommend** proposals of a major strategic nature to the MAC.	**To consider** and make recommendation on proposals of a strategic nature to the LGB and the MAC.
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**CONSULTED**

Section B: Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
38. DES.B1*	Catholic Life and Mission - Curriculum **Set MAC approach to curriculum and assessment, with regard to Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education**	**To ensure** MAC and MAC schools are fully compliant with Diocesan directives and guidance on Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education.	**To set** MAC approach to curriculum and assessment for Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education in line with Diocesan directives and guidance. **To report** to MAC Board on MAC approach and school compliance with Diocesan directives and guidance.	**To monitor** school compliance with Diocesan directives and guidance for Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education.	**To ensure** full compliance with, and implementation of, Diocesan directives and guidance for Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education.
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**CONSULTED**
39. DES.B2*	Curriculum and Assessment **Set MAC approach to all other areas of curriculum and assessment, with regard to statutory requirements, not mentioned above**	**To receive** reports from Quality Committee on impact of curriculum policies and schools' implementation. **To ensure** compliance with national guidance and MAC curriculum policy to secure excellent outcomes and value for money.	**To set** MAC approach to all other areas of curriculum and assessment, with regard to statutory requirements, not mentioned above (38) to ensure a broad and balanced curriculum. **To report** to Quality Committee on MAC and school curriculum policy and outcomes.	**To monitor** curriculum implementation and data outcomes to ensure curriculum is in line with MAC policy and is leading to excellent outcomes for all pupils.	**To ensure** implementation of a broad and balanced curriculum and assessment processes in line with MAC policy and procedure. **To monitor** and review data to ensure excellent outcomes for all pupils.

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
40. DES.B3	Early Years and Sixth Form **Deliver Early Years Foundation Stage (EYFS), in line with statutory requirements**	**To receive** reports from Quality Committee on impact of EYFS/Post 16 curriculum policies and schools' implementation. **To ensure** compliance with national guidance and MAC EYFS/Post 16 curriculum policies to secure excellent outcomes and value for money.	**To set** MAC approach to EYFS/Post 16 curriculum and assessment, with regard to statutory requirements to ensure a broad and balanced curriculum. **To report** to Quality Committee on MAC and school EYFS and Post 16 curriculum policy and outcomes.	**To monitor** EYFS/Post 16 curriculum implementation and data outcomes (as appropriate) to ensure curriculum is in line with MAC policy and is leading to excellent outcomes for all pupils.	**To ensure** implementation of MAC EYFS curriculum and assessment processes in line with statutory requirements. **To ensure** implementation of cost-effective Post 16 curriculum including collaborative courses when appropriate. **To monitor** and review data to ensure excellent outcomes for all pupils.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**
41. DES.B4*	MAC Data **Production, analysis and review of data at MAC level**	**To receive** reports from Quality Committee on school data and any actions taken.	**To review** data provided by all schools. **To ensure** appropriate action is taken to address any issues arising. **To report** to Quality Committee on school data.		**To provide** data to CEO in line with MAC assessment policy and practice. **To ensure** implementation of MAC assessment policy and practice.
		ACCOUNTABLE	**RESPONSIBLE**		**RESPONSIBLE**

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
42. **DES.B5**	School Data **Production, analysis and review of data at individual school level**	**To receive** reports from Quality Committee on school data including Pupil and Sports Premium and any actions taken. **To ensure** compliance with national funding guidance on Pupil and Sports Premium spending.	**To review** data provided by all schools including in relation Pupil Premium and Sports Premium. **To ensure** appropriate action is taken to address any issues arising. **To report** to Quality Committee on school data including Pupil and Sports Premium and actions taken.	**To receive** reports on pupil assessment outcomes including Pupil and Sports Premium and ensure appropriate action is taken. **To review** data including Pupil and Sports Premium and ensure appropriate action is taken to secure excellent outcomes for all pupils.	**To ensure** implementation of MAC assessment policy and practice. **To ensure** completion and publication of Pupil and Sports Premium statements in line with government guidance. **To review** data including Pupil and Sports Premium and ensure appropriate action is taken to secure excellent outcomes for all pupils. **To report** to LGB and CEO on pupil assessment outcomes including Pupil and Sports Premium.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**
43.	**School Self Evaluation (SEF)**	**To receive** regular updates on school SEFs.	**To monitor** the Self Evaluation process and outcomes in the schools	**To recommend** the SEF to the CEO. **To monitor** the school SEF and ensure that it accurately reflects the school's position at least termly.	**To implement** a rigorous self-evaluation process, evidenced by robust systems of monitoring, evaluation and validation of external data in conjunction with the LGB, School Improvement Partner(s) and CEO. **To update** the SEF regularly in response to monitoring and report to Governors.

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
					To identify priorities to be addressed in the SIP.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**
44.	**MAC Self-Evaluation**	**To approve** and review the MAC Self Evaluation and share with the appropriate Board Committee.	**To ensure** the MAC Self Evaluation process is completed annually. **To monitor** the MAC's strengths and weaknesses termly and identify priorities to be addressed.		
		ACCOUNTABLE	**RESPONSIBLE**	**CONSULT**	**CONSULT**

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
45.	**Improving outcomes for pupils**	**To receive** updates on progress against the School improvement plans and provide robust challenge, monitoring and support to the MAC and the schools to ensure the best outcome for pupils. **To direct** the MAC and/or schools to take action where concerns are raised over the outcomes for pupils, including establishing an Intervention Group to provide additional leadership and guidance	**To appoint** a dedicated School Improvement Partner(s) who will support each School, focusing on priorities for improvement and improving pupil outcomes. **To provide** an annual review of School effectiveness and to benchmark progress and share the reports with the School and the MAC Board. **To monitor** robustly the outcomes for all pupils across the MAC regularly, providing support and challenging underperformance where identified.	**To monitor** robustly the outcomes for all pupils at the School throughout the term and challenge underperformance where necessary.	**To plan and implement** strategies to raise attainment and achievement for all pupils. **To engage** in the work of the School Improvement Partner/CEO and other advisors to raise achievement for all pupils. **To provide** regular monitoring and robust challenge for pupil progress and report to CEO.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
46. **DES.B6**	**Careers Guidance** **Deliver careers guidance, with regards to statutory requirements**	**To ensure** that schools have a Strategic Careers Plan. **To monitor** progress against KPIs. **To receive** reports on progress towards achieving Gatsby benchmarks and	**To ensure** that schools have a Strategic Careers Plan. **To monitor** progress against KPIs. **To report** to the Catholic Life and Welfare Committee on progress towards achieving Gatsby	**To approve** the school strategic plan for Strategic Careers Plan. **To monitor** the implementation. **To receive** an annual evaluation of progress towards achieving Gatsby benchmarks	**To plan and implement** a Careers Guidance Programme in line with statutory guidance. **To provide** regular reports to LGB and Directors on progress towards achieving Gatsby benchmarks and

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		national quality in careers standards.	benchmarks and national quality in careers standards.	and national quality in careers standards.	national quality in careers standards.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**
47. DES.B7*	SEND Code of Practice **Ensure compliance with SEND Code of Practice**	**To ensure** all MAC schools are compliant with SENCO Code of Practice.	**To ensure** all MAC schools are compliant with SENCO Code of Practice.	**To ensure** the SENCO has achieved the relevant qualification in accordance with the SEND Code of Practice.	**To ensure** the SENCO has successfully completed the relevant qualification in accordance with the SEND Code of Practice.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**
48. DES.B8*	Suspension/Exclusions **Suspensions and exclusions and compliance with statutory guidance**	**To receive** regular reports on pupil suspensions and exclusions. **To ensure** compliance with statutory guidance on pupil suspensions and exclusions.	**To monitor** pupil Suspensions and exclusions and report to the MAC Board. **To support** the School in the management of excluded pupils or pupils at risk of exclusion and report on pupil exclusions to the Board. **To provide** access to a suitably qualified Independent Review Panel where required.	**To manage** and attend Governor Disciplinary Panel hearings, with the support of the MAC where required.	**To notify** the MAC and the Local Governing Body if a pupil is suspended or permanently excluded from the School. **To ensure** the process is supported by a professional clerking service. **To report** on pupil exclusions and suspensions to the MAC at least termly.
		INFORMED	**PROVIDE ASSURANCE**	**ACCOUNTABLE**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
49. DES.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 MAC that leads on the provision of Catholic Life and Mission)	**To approve and support** the appointment of Headteacher and Deputy Headteacher and other reserved Catholic posts.	**To lead** the Headteacher and other reserved Catholic posts recruitment process. (Panel to include Diocese, MAC and LGB representation) **To notify** the DES of protected post vacancies and ensure DES are represented during recruitment. **To support** the Headteacher in the recruitment of the Deputy Headteacher (Panel to include Diocese, MAC and LGB representation). **To recommend** the appointment to the MAC Board.	**To notify** the CEO of any recruitment requirement for Headteacher appointments **To provide** representation on the Headteacher and Deputy Headteacher recruitment panel	**To seek approval** from the CEO of any recruitment requirement for Deputy Headteacher, SLT and any reserved post appointments.
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
50.	Recruitment CEO/CFOO	**To lead** the CEO recruitment process. (Panel to include Diocese, MAC and LGB representation). **To approve** CEO/CFOO appointments.	**To lead** the CFOO recruitment process. (Panel to include Diocese, MAC and LGB representation).		

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
	CONSULTED	**RESPONSIBLE**	**RESPONSIBLE**		
51. **DES.B10**	Recruitment of Staff **Individual school staff appointment (other than for reserved posts) with regard to statutory requirements**		**To approve** the recruitment process for staff. **To approve** recruitment requests, ensuring appointments are in line with budgetary constraints. **To lead** the recruitment of MAC Headteachers, Deputy Headteachers, Finance, and Central MAC staff. **To support** the recruitment of school leadership posts. **To ensure** staffing contracts are CES Academies Contract.	**To support** the recruitment of staff by providing representation on recruitment panels where agreed with the Headteacher. **To ensure** that all recruitment processes use the CES model employment documentation.	**To seek approval** from the CEO for any recruitment requirements or variations to contracts. **To lead** the process for filling staffing vacancies up to senior leadership team appointments, in line with MAC recruitment procedures and following approval from the CEO. **To ensure** that all staff are appointed to a CES Academies contract signed by the **Headteacher.** **To ensure** that all staff participate in an induction programme which includes the distinctive nature of Catholic education. **To ensure** that all contract variations are processed to payroll. **To ensure** that conflicts of interest are declared and taken into consideration during recruitment processes.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**CONSULTED**	**RESPONSIBLE**	**RESPONSIBLE**
52. DES.B11*	**Central and Exec team staff appointments with regard to statutory requirements**	**To receive** reports on the Central Establishment staffing.	**To lead** recruitment to Central and Executive Team posts.		
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**		
53. DES.B12*	**Staff dismissal (for reserved posts) with regard to statutory requirements**	**To appoint** a panel appointed by Directors to consider a case for dismissal of any reserved posts. **To approve and support** the dismissal of Headteacher and Deputy Headteacher and other reserved Catholic posts.	**To lead** the Headteacher dismissal process. (Panel to include Diocese, MAC and LGB representation) **To notify** the DES of protected post dismissals and ensure DES are represented during dismissal. **To support** the Headteacher in the dismissal of the Deputy Headteacher (Panel to include Diocese, MAC and LGB representation). **To recommend** the dismissal to the MAC Board.	**To notify** the CEO of any dismissal requirement for reserved posts. **To provide** representation on the dismissal panel for reserved posts.	**To seek approval** from the CEO for any dismissal process required for reserved posts.
	CONSULTED	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
54. **DES.B13***	**Disciplinary and Dismissals for school staff** **Staff dismissal** (other than for reserved posts) **with regard to statutory requirements**	**To receive** reports on disciplinary and/or dismissal hearings across the MAC. **To hold** appeals following disciplinary and/or dismissal procedures, where required.	**To support** disciplinary and dismissal procedures, in conjunction with the Headteacher and LGB for school staff. **To liaise** with MAC Board to arrange for appeal hearings.	**To review** disciplinary proceedings and dismissal hearing reports from the Headteacher. **To manage** disciplinary and dismissal procedures, in conjunction with the Headteacher.	**To notify** the CEO/CFOO and Chair of Governors of any circumstances which may lead to disciplinary procedures. **To implement** MAC discipline and grievance policies and procedures with the support of the MAC. **To manage** disciplinary and dismissal procedures, in conjunction with the Chair of LGB or Directors.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
55. **DES.B14***	**Disciplinary and Dismissals - Senior Leadership and Central Team** **Staff dismissal (central and exec team) with regard to statutory requirements**	**To hold** appeals following disciplinary and/or dismissal procedures, where required in relation to Headteachers and Central Team.	**To review and manage** disciplinary and dismissal procedures in relation to Headteachers and Central Team. **To support** disciplinary and dismissal procedures, in conjunction with the Headteacher and LGB for SLT.	**To notify** the CEO of any circumstances which may lead to disciplinary procedures relating to the Headteacher and to provide support and assistance where required.	**To notify** the CEO/CFOO and Chair of Governors of any circumstances which may lead to disciplinary procedures of the senior leadership team (SLT). **To manage** disciplinary and dismissal procedures of the SLT, in conjunction with the Chair of LGB or Directors.
	INFORMED	**ACCOUNTABLE**	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
56. **DES.B15**	**Terms and Conditions of Employment** **HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment, Staff CPDF, Staff Welbeing)**	**To monitor** any changes to the terms and conditions of employment of School staff (teaching and non-teaching). **To approve** changes to the terms and conditions of employment for staff.	**To recommend** proposed changes to the terms and conditions of employment for staff to the MAC Board. **To ensure** that all recruitment processes use the CES model employment documentation. **To ensure** all central staff have a DBS check completed in line with Keeping Children Safe in Education. **To ensure** all central staff sign a DBS declaration annually. **To ensure** all pre-employment checks are in place in line with Safer Recruitment requirements. **To implement CES** terms and conditions of employment and ensure that all staff receive an annual determination letter. **To audit** employee files to monitor compliance with recruitment and employment documentation and processes.	**To ensure** that all recruitment processes use the CES model employment documentation. **To ensure** CES terms and conditions of employment and ensure that all staff receive an annual determination letter.	**To ensure** that all recruitment processes use the CES model employment documentation. **To ensure** all staff have a DBS check completed in line with Keeping Children Safe in Education. **To ensure** all staff sign a DBS declaration annually. **To ensure** all pre-employment checks are in place in line with Safer Recruitment requirements. **To implement CES** terms and conditions of employment and ensure that all staff receive an annual determination letter.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
57. DES.B16	Performance Management CEO **Performance Management of the CEO**	**To engage** a professional advisor for the CEO's performance management process **To lead** the CEO performance management process **To approve** recommendations from the MAC Pay and Remuneration Committee	.		
		ACCOUNTABLE			
58. DES.B17	**Performance Management of the Executive Leadership Team**	**To lead** the Executive Leadership Team performance management process.	**To lead** the Central Team performance management process. **To review and report** to the Board annually on the Central Team performance arrangements and outcomes. **To hold** any appeals following the performance review process, if required.		
		ACCOUNTABLE	**RESPONSIBLE**		

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
59. **DES B18***	Performance Management- Headteacher **Performance Management of first in charge within a school setting**	**To review** the outcomes of Headteacher's performance review process **To approve** recommendations from the MAC Pay and Remuneration Committee **To hold** any appeals in respect of a Headteacher's performance management process	**To engage** a professional advisor for the Headteacher's performance management process **To lead** the Headteacher performance management process **To review** and report to the MAC Board on the annual Headteacher's performance management process and outcomes	**To provide** representation for the Headteacher performance management panel	
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	
60. **DES.B19**	Performance Management School Staff **Performance Management of other school staff**	**To approve** the staff performance management process within the MAC based on recommendations from the Pay and Remuneration Committee. **To review** outcomes of the staff performance review process.	**To review and report** to the Board annually on the staff performance arrangements and outcomes. **To hold** any appeals following the performance review process, if required.	**To monitor** the staff performance review process and outcomes in autumn term.	**To implement** the staff performance management process and inform CEO and LGB of the outcomes of the process. **To recommend** outcomes of performance review to the MAC Pay and Remuneration Committee.
		ACCOUNTABLE	**PROVIDE ASSURANCE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**

Educational performance and staff performance management

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
61.	Continuous Professional Development	**To receive** reports on the impact of continuous professional development at the schools.	**To review** the spend on continuous professional development and its impact on raising pupils' achievement across the MAC.	**To monitor** the impact of CPD on continuous professional development and its impact on raising pupils' achievement.	**To manage** the School's budget for continuous professional development in accordance with the agreed MAC and School Improvement Plans. **To report** annually to the CEO and to the LGB.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
62.	Pay Policy	**To approve** a MAC Pay Policy	**To recommend** a MAC Pay Policy for approval by the MAC Board	**To implement** the MAC Pay Policy.	**To implement** the MAC Pay Policy.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
63.	New TLRs and Non-Contractual Payments/ Honoraria **Non-Contractual Payments / Honorariums** (*excluding dismissal and early retirement)*		**To approve** any changes to new TLRs and non-contractual/ honorarium payments.	**To monitor** the staffing structure.	**To recommend** to the CEO any changes in TLR structures. **To seek approval** from the MAC as soon as becoming aware that any non-contractual payments may be under discussion including honorariums.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			RESPONSIBLE	**CONSULT**	**CONSULT**
64.	**Negotiations with Trade Unions**		**To negotiate** with national and local Trade Unions representatives on behalf of the MAC. **To provide** advice and guidance on the implementation of agreements reached with the Trades Unions.	**To implement** advice and guidance from the CEO on agreements with Trade Unions.	**To implement** advice and guidance from the CEO on agreements with Trade Unions.
			RESPONSIBLE	**RESPONSIBLE**	**RESPONSIBLE**
65.	**External Consultant Appointments**	**To approve** recommendations to appoint external consultants where a related party transaction is involved.	**To approve** recommendations to appoint external consultants in line with the ethos and priorities of the MAC.	**To recommend** to the MAC the appointment of an external consultant e.g. school effectiveness, finance or governance where the spend is over the value of £1,000 in any academic year.	**To consider** opportunities for working with external consultants e.g. school effectiveness, finance or governance **To recommend** the appointment of an external consultant where the spend is over the value of £1,000 in any School year.
		ACCOUNTABLE	**RESPONSIBLE**	**CONSULTED**	**CONSULTED**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
66.	Legal Claims	**To approve and monitor** management of action regarding claims that may affect the reputation of the MAC or the School and the appointment of external legal advisers.	**To notify** the Chair of the Board of any actual or potential claim or proceedings affecting the School as soon as becoming aware of them. **To approve** course of action regarding claims that may affect the reputation of the MAC or the School.	**To notify** the MAC of any actual or potential claim or proceeding affecting the School as soon as becoming aware of them and to act on any instructions received from the MAC. ***NB Schools should not appoint their own legal advisers without prior written consent from the MAC.***	**To notify** the MAC and Chair of Governors of any actual or potential claim or proceeding affecting the School as soon as becoming aware of them and to act on any instructions received from the MAC. ***NB Schools should not appoint their own legal advisers or seek their own legal advice without prior written consent from the MAC.***
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
67.	Staff Complement	**To receive** reports on staffing costs and structures at the schools. (Pay and Remuneration Committee).	**To report** to the MAC Board on staffing costs and structures at the schools.	**To recommend** to the MAC the staff complement in line with budgetary constraints.	**To recommend** the staff complement to the LGB, in line with budgetary constraints and in consultation with the MAC.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
68.	Redundancies/ Organisational Changes	**To approve** proposals for organisational changes or redundancies whilst considering any representation made by the CEO, Headteacher and LGB.	**To review and recommend** proposals for organisational changes or redundancies to the MAC Board, in consultation with the LGB.	**To recommend** organisational changes to the CEO in consultation with the Headteacher.	**To notify** the CEO and LGB as soon as becoming aware that one or more redundancies or a staffing restructure may be necessary. **To propose** organisational changes to the LGB and CEO.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
					To manage organisational changes following approval.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
69.	**Compensation, severance and early retirement payments** *(DFE approval is required for ex-gratia payments)*	**To approve** compensation, severance or early retirement payments. **To seek** approval from DFE for such payments when required by the Academies Trust Handbook before making any offers to staff.	**To approve** Payment in Lieu of Notice. **To recommend** Payment in Lieu of Notice, compensation, severance or early retirement payments to the MAC Board.	**To notify** the CEO as soon as becoming aware that any Payment in lieu of Notice, compensation, severance or early retirement payments may be payable and before any discussions with staff have taken place.	**To notify** the CEO and LGB as soon as becoming aware that any Payment in lieu of Notice, compensation, severance or early retirement payments may be payable and before any discussions with staff have taken place.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**

Section C: Financial Performance

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
70. DES.C1	Accounting Officer **Ensure CEO is MAC accounting officer**	**To ensure** the CEO is the Accounting Officer for the MAC			
		ACCOUNTABLE			
71. DES.C2*	Delegated Authority Limits **Set delegated authority limits for financial transactions**	**To approve** a MAC-wide Scheme of Delegation which ensures that the MAC can operate efficiently and effectively	**To review**, annually, the MAC-wide Scheme of Delegation.		
		ACCOUNTABLE	**RESPONSIBLE**		
72. DES.C3*	Financial Controls **Establish controls framework including internal audit**	**To appoint** internal auditors. **To review** financial controls and ensure probity and good financial management across the MAC.	**To ensure** probity and good financial management at both MAC and School level and the implementation of all financial controls and policies of the MAC	**To comply** with the MAC Scheme of Delegation and other financial controls and policies, ensuring probity and good financial management within the School	**To comply** with the MAC Scheme of Delegation and other financial controls and policies, ensuring probity and good financial management within the School
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
73. DES.C4*	Budget Setting	**To approve** the School budgets annually following recommendation from the Resources Committee.	**To support** the preparation of annual School budgets	**To review** the School budget, ensuring it is in line with	**To prepare** the draft School budget in consultation with the LGB, Office/Business Manager, and MAC Finance

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
	Annual Budget and 3 year forecast		**To recommend draft** annual School budgets for approval by the MAC Board after consideration with the Resources Committee. **To submit** approved budgets to the ESFA.	School priorities and within budget.	Manager for presentation to the Resources Committee.
		ACCOUNTABLE	**RESPONSIBLE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**
74. **DES.C5***	**Month End Process and Periodic Management Accounts** **Monthly management accounts and forecasts**	**To monitor** finance reports from the Resources Committee for schools and Central MAC, taking action where necessary. **Resources Committee –** **To report** budget summaries and periodic management accounts for the schools and Central MAC to the MAC Board, recommending action where necessary.	**CEO - To ensure,** monthly, budget summaries and periodic management accounts for the schools and Central MAC are reported to to the CBoD and Chair of Resources. **CFOO - To report,** monthly, budget summaries and periodic management accounts for the schools and Central MAC to the CEO, CBoD and Chair of Resources recommending action where necessary using information provided by MAC FM.	**To review** the most recent management accounts for the School and challenge where necessary at each LGB meeting.	**To report** the most recent management accounts to the LGB at each meeting. **To ensure** the preparation of timely month end process for MAC FM. **To attend** month end sign off meetings and school finance visits when required.
		ACCOUNTABLE	**RESPONSIBLE**	**CONSULTED**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
75.	Budget Monitoring	**Resources Committee to review** spend and financial performance throughout the year, taking action where necessary. **MAC Board to review** the MAC's finances at least 6 times per year.	**To review** the School budgets monthly, taking action where necessary. **To report** School Budgets monthly to Chair of the Board and Chair of the Resources Committee. **To report** on spend and impact of restricted funds.	**To receive** reports and be aware of spends, around the impact of restricted funds e.g. Pupil Premium, PE and Sports Premium and National Tutoring Programme. To be aware of spend and have plans based on annual funding rather than carry forward.	**To monitor** spend against budget on at least a monthly basis taking action where necessary. **To report** on spend, including restricted funds and current forecast against the budget at least half termly to the LGB and monthly to the MAC Central Team.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
76. DES.C6*	Manage cash position	Resources Cttee **to receive** reports on the MAC's cash position. **To approve** the investment policy, ensuring risks are appropriately managed	**CFOO:** responsible for the day-to-day management of the cash position. responsible for reporting the cash position to the Resources Cttee of the Board.		
		ACCOUNTABLE	**RESPONSIBLE**		

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
77. DES.C7*	**Monitor pupil premium spend and PE and sport premium**	**To receive** reports on the progress of all groups of pupils, including disadvantaged pupils and the use of additional funding. **To provide** robust challenging and monitoring to the MAC and the schools. **To direct** the MAC and/or schools to take action where concerns are raised over the progress of disadvantaged pupils.	**To receive** reports from the Headteacher on the amount of pupil premium/catch up funding received, the use of the funding and the impact it has on the progress of eligible pupils. **To monitor** progress of all groups of pupils, including disadvantaged pupils and provide robust challenging and monitoring to the schools.	**To monitor** the progress of all groups of pupils, including disadvantaged pupils and pupil premium or catch-up funding received and challenge under performance, if necessary.	**To address** the needs of all groups of pupils. **To monitor and report** on the progress of all groups of pupils, including the impact of additional funding such as pupil premium or catch-up funding received. **To publish** on school website spend and outcomes in accordance with grant conditions.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
78.	Capital Expenditure *(Devolved Formula Capital)*	**To approve** devolved formula capital spend in line with MAC ICT priorities.	**To recommend** devolved formula capital spend to the Board in line with MAC Digital Strategy priorities and bids from schools.		
		ACCOUNTABLE	**RESPONSIBLE**		
79.	Financial Benchmarking and Best Value	**To review** spend across the MAC and ensure best value for money has been achieved.	**To monitor** spend and ensure best value for money has been achieved across the MAC. **To undertake** benchmarking exercises on an annual basis	**To review** benchmarking reports. **To monitor** internal processes to ensure Best Value is achieved.	**To participate** in benchmarking exercises on an annual basis. **To ensure** value for money is achieved.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			and report findings to the Board.		
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
80.	**Financial Compliance**	**To review** compliance with the Academies Trust Handbook across the MAC.	**To ensure** compliance at both MAC and School level with the Academies Trust Handbook.	**To comply** with the requirements of the Academies Trust Handbook.	**To comply** with the requirements of the Academies Trust Handbook.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
81.	**Operating Leases** *(and other similar contracts for the supply and/or maintenance of equipment involving periodical payments)*	**To approve** the entry into Operating Leases by the MAC where required.	**To approve** all those above the Headteacher's authorisation limit and costing up to £25,000 per annum or any such combined agreements which would cause the annual total cost of such agreements up to £25,000. **To approve** with the agreement of Chair of Resources Committee those costing between £25,000 and £50,000 per annum. **To recommend** Operating Leases to the MAC Board		**To seek approval from** the MAC Central Team to enter into any Operating Leases above an annual cost of £1,000 or any such combined agreements which would cause the annual total cost of such agreements to exceed £2,500 (and to take such action as the MAC may reasonably require in connection with the entering into, variation or termination of any such agreement).

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			costing £50,000 per annum or more. To **review** periodically those Operating Leases signed by Headteachers and **consider** recommendations by the Headteacher to enter into such agreements outside of the Headteacher's spending authority. To (i) **notify** the Resources Committee of the results of such reviews and (ii) refer proposed agreements to that Committee costing £25,000 or more per annum.		
		ACCOUNTABLE	**RESPONSIBLE**		**CONSULTED**
82.	**All forms of financing agreement or arrangement** *(including all forms of borrowing, hire purchase, conditional sale or finance lease agreements howsoever described)*	**To approve** the entry into such agreements by the MAC, obtaining ESFA approval.	To **recommend** all such proposed financing agreements or arrangements to the Resources Committee prior to any recommendation being made to the Board.		
		ACCOUNTABLE	**RESPONSIBLE**		

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
83.	**Negotiation and Renegotiation of Agreements for the supply of goods and/or services (SLAs)** *(Service Level Agreements (SLAs))*	To **approve** all contracts over the value of £50,000	To **advise** the Headteacher on the final terms of any significant contracts that may have a material impact on the School. To **approve** any proposed SLA in respect of any School in line with authorisation limits in Section 49. and exceeding the Headteacher's spending authority To **consider** and **approve** any SLA which applies to more than one school and has a value or an annual cost of £50,000 or less (and confirming with any FSoD limit). To **refer** to the Board contracts over £50,000		**To advise** the MAC and the LGB of the School's need to negotiate or renegotiate any SLA for the School which is not a MAC centrally agreed contract. To **recommend** any SLAs to the MAC or **approve** in line with Section 49. To **notify** the CEO/CFOO of any proposal to enter into **any** new or renegotiated SLA and act in accordance with any instructions given by the CEO/CFOO.
		ACCOUNTABLE	**RESPONSIBLE**		**RESPONSIBLE**
84.	**Notification of fraud or theft**	**To notify** the ESFA of instances of fraud or theft over the value of £5,000 whether by employees, Trustees or third parties; or where fraud is unusual or systematic in nature.	**To notify** the MAC Board of all instances of fraud or theft whether by employees, directors or third parties.	**To notify** the MAC Central Team of instances of fraud or theft whether by employees, the MAC or third parties.	**To notify** the MAC Central Team and LGB of instances of fraud or theft whether by employees, Trustees or third parties.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
85. DES.C8*	**Appoint external auditor**	**To recommend** Auditors to Members for approval and report annually. (Auditing Services to be retendered at least every 5 years.)			
	Members - ACCOUNTABLE **DES - CONSULTED**	**RESPONSIBLE**			
86. DES.C9*	**Completing annual and periodic financial reports to the MAC Board, ESFA and/or DfE** **Annual report and accounts, with regard to accounts consolidation exercises required by DfE**	**MAC Board - To approve** annual and periodic financial reports prior to submission to the ESFA and/or DfE. **Resources Committee - To review** annual and periodic financial reports to MAC Board, ESFA and/or DfE and present to MAC Board for approval.	**CEO - To review** annual and periodic financial reports to Resources Committee, ESFA and/or DfE and present to MAC Board for review. **CFOO - To prepare** annual and periodic financial reports to the MAC Resources Committee/Board, ESFA and/or DfE. **To submit** approved reports.	**To ensure** financial procedures are adhered to.	**To ensure** requested information is supplied to CFOO and MAC BM/FM within set deadlines. **To ensure** financial procedures are adhered to.
	Members - INFORMED **DES - INFORMED**	**ACCOUNTABLE**	**RESPONSIBLE**	**CONSULTED**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
87. DES.C10*	**Manage conflicts of interest and related party transactions**	**To ensure** that all Conflicts of Interest and potential Related Party Transactions are declared in advance and managed in line with Academy Trust Handbook. **To ensure** that Declarations of Interest promptly and annually. **To ensure** that any significant in-year changes are notified immediately	***CEO:*** **To ensure** all central staff with financial responsibility and/or significant spending powers and all directors complete an annual declaration of business interest and the Register of Interest is published on the MAC website annually. **To ensure** that all Conflicts of Interest and potential Related Party Transactions are declared in advance and managed in line with Academy Trust Handbook. **To ensure** that Declarations of Interest promptly and annually **To ensure** that any significant in-year changes are notified immediately	**To ensure** that all Conflicts of Interest and potential Related Party Transactions are declared in advance and managed in line with Academy Trust Handbook. **To ensure** that Declarations of Interest promptly and annually. **To ensure** that any significant in-year changes are notified immediately **To ensure annually** that all governors Headteacher and budget holders complete an annual declaration of business interests and the Register of Interests for governors and staff is published on the School website annually.	**To ensure** that all Conflicts of Interest and potential Related Party Transactions are declared in advance and managed in line with Academy Trust Handbook. **To ensure** that Declarations of Interest promptly and annually **To ensure** that any significant in-year changes are notified immediately **To ensure** all staff with financial responsibility and/or significant spending powers complete an annual declaration of business interest.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
88. MF26 DES.C12*	Insurance Premium Renewal **Ensure adequate insurance cover is in place**		**CEO - To approve** insurance arrangements for Central MAC and schools **To review and propose**		**To inform** CFOO of any insurance claims and any site changes that may impact on insurance.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
	inc. relevant approvals on indemnities		sums insured, risk and claims handling at central MAC Office and schools. **To manage** insurance claims at Schools.		
		ACCOUNTABLE	**RESPONSIBLE**		**PROVIDE ASSURANCE**
89. **DES C13***	**Risk Management - MAC Risk Register**	**To review** the MAC Risk Registers at least annually, taking action where necessary. **To review** the MAC Risk Registers at least termly at the MAC's Audit Committee.	**To prepare** and review the MAC Risk Register, taking action where necessary to mitigate risk, at least annually.		
		ACCOUNTABLE	**RESPONSIBLE**		
90. **DES.C14***	**Risk Management - Individual school risk register**	**To review** School Risk Registers at least annually, taking action where necessary. **To review** School Risk Registers at least termly at the MAC's Audit Committee.	**To review** the School Risk Registers at least termly, taking action where necessary.	**To review** the School Risk Register, taking action where necessary to mitigate risk, at least termly in conjunction with the Headteacher. **To submit** the completed Risk Register to the MAC at least termly	**To prepare and review** the School Risk Register, taking action where necessary to mitigate risk, at least termly or as needed in conjunction with the LGB.
		ACCOUNTABLE	**PROVIDE ASSURANCE**	**PROVIDE ASSURANCE**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
91.	**Placing orders for goods and services, and contracts when approved.** *(3 quotes required for an item over £5,000 for primaries and £10,000 for secondaries/ central team)* *Find a Tender (formerly OJEU) process to be followed if applicable*	***MAC Board:*** **To authorise** spend over **£50,000.** **To approve** the Capital Spending Plan. ***Resources Committee:*** **To authorise** the signing of any Hire Purchase or Leasing agreements. **To authorise revenue** spend in schools over 1% GAG funding or £50,000 whichever is lowest. **To recommend revenue** spend over £50,000 to the **Full Board.** **To Recommend the** Capital Spending Plan to the Board	***CEO:*** **To authorise revenue** spend between **£20,000** and **£50 000** at Central MAC. **To recommend school revenue** spend over 1% GAG funding or £50,000 whichever is lowest, to the **Resources Committee.** For all Hire Purchase or Leasing agreements please refer to the Scheme of Delegation. ***CFOO:*** **To authorise** all **revenue** spend up to **£20,000** at Central MAC. **To recommend** over £20,000 spend over this amount to **CEO.** **To authorise school revenue** spend up to 1% GAG funding or £50,000 whichever is lowest above the HT level of delegation. **To recommend revenue** spend over 1% GAG funding or £50,000	**To recommend** to CFOO/CEO revenue spend over: **£5,000** for Primary **£20,000** for Secondary For all Hire Purchase or Leasing agreements please refer to the Scheme of Delegation.	**To authorise revenue** spend up to the following amounts and according to school delegation levels which have been agreed with MAC Central Team: **£5,000** for Primary **£20,000** for Secondary. **To recommend revenue** spend over these amounts to the Local Governing Body. *(3 quotes required for an item over £5,000 for primaries and £10,000 for secondaries/ central team)* For all Hire Purchase or Leasing agreements please refer to the Scheme of Delegation.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			whichever is lowest, to the CEO. For all Hire Purchase or Leasing agreements please refer to the Scheme of Delegation. *N.B. All capital orders are processed through the MAC Central Team*		
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
92.	**Tendering Process** *For tenders expected to exceed relevant thresholds, a Find A Tender (formerly OJEU) procurement tender must be followed*	***Resources Committee:*** **To monitor** and report to **Full Board** tenders for transactions ove100,000.	***CFOO:*** **To oversee** tenders over the value of £100,000 on behalf of the MAC Board.		
		ACCOUNTABLE	**RESPONSIBLE**		
93.	**Authorising invoices/payments** (*assuming that the process in F1 has been followed prior to payments being made).* *(Invoices/payments should not be authorised by the*		***CEO:*** **To authorise** invoices/ payments for Central MAC. **To authorise school** invoice/ payments over 1%		**To authorise** invoice/payments up to 1% GAG funding or £50,000 whichever is lowest, having already obtained CFOO/CEO/Board approval where required.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
	person who placed the order and checks should be made that the correct tendering process has been followed)		GAG funding or £50,000 whichever is lowest. ***CFOO:*** **To authorise** invoice/ payments for Central MAC. **To authorise** invoice/payments over 1% GAG funding or £50,000 whichever is lowest.		
			ACCOUNTABLE		**RESPONSIBLE**
94.	**Making payments** *(signing cheques, BACS payments and other bank transfers)*		***CFOO:*** **To make** payments for approved purchases for the schools or Central MAC with one other approver or delegate to MAC BM as appropriate.		**To make** payments for approved purchases for the School with one other approved bank signatory.
			ACCOUNTABLE		**RESPONSIBLE**
95.	**Authorised to make virements between cost centres / codes** *(without increasing overall budget)*	***Resources Committee:*** **To monitor** virements across the MAC, taking action where necessary.	***CFOO:*** **To approve** virements. **To report** on approved virements to the MAC Resources Committee.		**To recommend** virements to the MAC and **to report** virements as part of the month end process to MAC BM.
		ACCOUNTABLE	**RESPONSIBLE**		**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
96.	**Use of reserves or increase of overall annual budget** *(by reserves we mean brought forward unallocated funds)*	***MAC Board:*** To **note** the use of reserves or increase in budget to the MAC Board. ***Resources Committee:*** **To approve and report** the use of reserves or increase in budget to the MAC Board	***CEO:*** **To review and recommend** the use reserves or increase in budget to the MAC Resources Committee ***CFOO:*** **To review and recommend** the use reserves or increase in budget to the MAC Resources Committee	**To note** the recommendation re. the use of reserves.	**To recommend** the use of reserves or increase in budget to the CFOO and inform the LGB.
		ACCOUNTABLE	**RESPONSIBLE**	**RECOMMEND**	**RESPONSIBLE**
97.	**Aged Debtors and Creditors**	***Resources Committee:*** **To monitor** the reports as part of the reconciliation of month end returns for the Central MAC and the schools taking action where necessary.	***CEO:*** **To review and approve** as part of the month end returns provided by the CFOO in accordance with the MAC financial timetable taking action where necessary. ***CFOO:*** **To produce** as part of the month end returns for review and approval by the CEO taking action where necessary.	**To review** reports as necessary.	**To review and approve** as part of the month end returns provided by the Admin/Business Managers in accordance with the MAC financial timetable taking action where necessary. **To report to LGB.**
		ACCOUNTABLE	**RESPONSIBLE**	**CONSULTED**	**RESPONSIBLE**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
98.	**Approval to borrow money.** *(This is not allowed under the funding agreement and must always be a board decision)*	**To present** a proposal to the Secretary of State.	**Not permitted.**	**Not permitted.**	**Not permitted.**
		ACCOUNTABLE			
99.	**Opening a bank account**	***Resources Committee:*** **To authorise** the opening of **any** bank accounts for the Central MAC and schools.	***CEO:*** **To recommend** the opening of any bank accounts for the Central MAC and schools to the Resources Committee. ***CFOO:*** **To recommend** the opening of any bank accounts for the Central MAC and schools to the CEO e.g. a new school joining the MAC.	**Not permitted.**	**Not permitted.**
		ACCOUNTABLE	**RESPONSIBLE**		
100.	**Approving bank signatory**	***Resources Committee:*** **To approve** bank signatories for the Central MAC Accounts.	***CEO:*** **To recommend** bank signatories for the Central MAC Accounts to MAC Resources Committee for approval.		**To recommend** other Bank approvers to the CFOO from the following: Head, Deputy Head teacher, Member of SLT.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			CFOO: **To approve online** bank approvers or delegate to MAC BM.		
		ACCOUNTABLE	**RESPONSIBLE**		**CONSULTED**
101.	**Authorised credit / charge card user (if applicable)**	***Resources Committee:*** **To approve** Central MAC credit card users and card limit.	***CFOO:*** **To approve School** credit card users and card limit. **To recommend** list of approved credit/debit card users for Central MAC to MAC. Resources Committee.		**To recommend** credit card users to the CFOO. Note: Credit Card balances must not be paid off mid-month to by-pass the agreed credit card limits.
		ACCOUNTABLE	**RESPONSIBLE**		**CONSULTED**
102.	**Use of Credit/Debit Cards**		***CEO:*** **To monitor** and review credit/debit card usage across the MAC. ***CFOO:*** **To comply** with the HCC MAC Credit/Debit Card Policy.		**To comply** with the HCC MAC Credit/Debit Card Policy.
		ACCOUNTABLE	**RESPONSIBLE**		**CONSULTED**

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
103.	**Authorised to administer petty cash** *(The MAC has phased out the use of petty cash)*	Not applicable.	**To authorise** petty cash in exceptional circumstances typically for one-off events.	Not applicable.	Not applicable.
		ACCOUNTABLE	**RESPONSIBLE**		
104.	**Collection and banking of cash** *(The MAC aims to phase out cash handling in the short term with the exception of charitable donations).*	***Resources Committee:*** **To approve** the Cash Handling policy. **To monitor** cash handling compliance as part of internal audit reports.	***CFOO:*** **To recommend** Cash Handling policy to the MAC Resources Committee. **To monitor** cash handling compliance as part of internal control checks.		**To implement** the MAC Cash Handling policy.
		ACCOUNTABLE	**RESPONSIBLE**		**RESPONSIBLE**
105.	**Authorised to complete VAT 126 claims**		***CFOO:*** **To review and submit consolidated** VAT 126 claims for the MAC.		**To review** VAT 126 report for the School as part of the month end process.
			ACCOUNTABLE		**RESPONSIBLE**
106.	**Write off bad debts/losses**	***MAC Board:*** **To review** the writing off bad debt/losses over £5,000.	***CFOO:*** **To approve** writing off bad debt/losses over **£500 up to £5,000.**	**To recommend** writing off bad debt/losses to CFOO over £500. **To notify** the CFOO of any	**To authorise** writing off bad debts /losses to the value of £500 and report to LGB/Central MAC.

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
		Resources Committee: **To review** writing off bad debts / losses. **To approve** writing off **bad debts** over value or £5,000 and report to the MAC Board.	**To recommend** writing off bad debt/losses over £5,000 to the MAC Resources Committee.	bad debt/losses to be written off.	**To recommend** writing off bad debts /losses to the value of over £500 to LGB/Central MAC.
		ACCOUNTABLE	**RESPONSIBLE**	**RESPONSIBLE**	**RESPONSIBLE**
107.	**Payroll Administration**		***CEO:*** **To instruct** BM to amend the employee files including salary amendments and allowances. ***CFOO:*** **To monitor** payroll payments		**To update** IMP / SAM People with any authorised amendments to the employee files including salary amendments and allowances **at the time of change.** **To ensure** that any variations to salary are processed in accordance with payroll deadlines. **To approve** on VERA the payroll variations.
			ACCOUNTABLE		**RESPONSIBLE**
108.	**Payroll Payments**		***CFOO:*** **To reconcile** the staff payments at the Central MAC, comparing figures to		**To monitor** the reconciliation of School staff payments at the School each month comparing figures to previous months gross salary,

Section No.	BDES	MAC Board	Chief Executive Officer/Chief Finance and Operating Officer	LGB	Headteacher
			previous months gross salary, adjustments, appointments, resignations, pay amendments etc. **To approve** monthly payroll including variances from the previous month.		adjustments, appointments, resignations, pay amendments etc. **To approve** on VERA the monthly payroll file in accordance with payroll deadlines.
			ACCOUNTABLE		**RESPONSIBLE**

Financial scheme of delegation

Revenue Orders	Delegation – Decision (D)/Recommendation (R) Levels							
	Full Board	Resources	CEO	CFOO	LGB	Head	School BM	Budget holder
Curriculum budget holder (within budget)*						D	D/R*	R
Primary up to £5,000						D		
Primary between £5,000 and 1% GAG				D	R	R		
Primary between 1% GAG and £50,000		D	R	R	R	R		
Primary over £50,000	D	R	R	R	R	R		
Secondary up to £5,000							D	
Secondary between £5,000 and £20,000						D	R	
Secondary between £20,000 and 1% GAG OR £50,000 (whichever is lowest)				D	R	R	R	
Secondary over £50,000 OR over 1% GAG (whichever is lowest)	D	R	R	R	R	R	R	
MAC up to £20,000				D				
MAC between £20,000 and £50,000			D	R				
MAC over £50,000	D	R	R	R				
All leases and hire purchase agreements		D				R		
**All site structural works (regardless of funding source)				D		R		

Note: - 3 quotes required for all orders over £5000 for Primaries and £10000 for Secondaries/Central Team. Formal tenders are required over £100,000.

- *Items may be delegated to staff within the School unless otherwise indicated. Schemes of Financial Delegation should exist within each School.
- Any expenditure can be overruled by MAC Board /Resources Committee.
- **All site structural works require prior approval. MAC (and if required Diocese/CCC) approval must be obtained for all structural site works even when financed by revenue funding and within a headteachers delegation limits. Structural works include any amendments to buildings or playing fields.
- Utilities renewals are delegated to the CEO/CFOO so long as they are in line with the Broker's recommendation. If outside of Broker's recommendation, Full Board approval is required.

School Funding 2026/27 – 1% General Annual Grant (GAG) Allocations

School	GAG 2026/27 £	1% GAG 2026/27 £
Bishop Ullathorne	**7,808,170**	*78,082*
Cardinal Newman	**9,923,915**	*99,239*
Christ the King	**2,167,340**	*21,673*
St Augustine's	**1,753,349**	*17,533*
St Elizabeth's	**1,350,459**	*13,505*
St John Vianney	**1,116,496**	*11,165*
St Thomas More	**1,371,545**	*13,715*

(N.B. no changes to the content of the notes may be made).

Reference	Notes
Section A. Vision, ethos, compliance and strategy	
A8: Establishing structure of Local Governance Layer	• The MAC Directors are accountable for establishing governance layers across the MAC in any way they choose in order to ensure that the MAC operates in a way that meets its object.
	• No MAC Director should also serve on any LGB within the MAC.
	• The MAC Directors may appoint an LGB for each school. If the MAC Directors wish to appoint a single LGB for a number of schools, they must first consult with the DES.
	• Any MAC Director shall be entitled to attend any meeting of the LGB and its committees.
	• The MAC Directors delegate powers to a LGB by their adoption of this scheme of delegation.
	• The MAC Directors cannot delegate to a committee or any other body:
	o The preservation and development of the educational character and mission of the MAC and its schools.
	o Approval of the MAC budget.
	o Responsibility for ensuring the solvency of the MAC and its schools.
	o Appointment of the Clerk.
	• The MAC Directors should review the terms of reference and membership of any committee at least once every academic year.
A9: Appointing and Removing Foundation Directors	• Each Board of MAC Directors will contain a minimum of three Foundation Directors who are appointed by the Archbishop. 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.

Reference	Notes
A10: Appointing and Removing Foundation Governors	• Each LGB will contain a minimum of six Foundation Governors who are appointed by the Archbishop. The number of Foundation Governors in post on the Board must always be greater than the number of all other Governors in post, by at least two.
	• One of the Foundation Governor positions 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 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 MAC Directors will be invited to comment before such a removal and the MAC 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.
A11: Appointing and Removing Co-Opted Directors	• Co-Opted Directors may be appointed by the existing MAC Directors who have not themselves been co-opted. Before co-opting a Director, the existing MAC 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 MAC 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 MAC 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 MAC Directors or the Members.
A12: 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.

Reference	Notes
	• 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.
A13: Removing Staff or Parent Governors	• A Staff or Parent Governor may be suspended or removed by the MAC Directors. The governors may make a recommendation to the MAC 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 MAC Directors will give due regard to any representations made by the LGB and the Governor concerned.
A16: MAC wide policies (statutory and non-statutory)	• MAC policies must be put into practice in all individual schools.
A17: Individual School level policies (statutory and non-statutory)	• Reviewing and amending any individual school policies taking into account adopted MAC policies. • School policies can be changed by the MAC Directors where they do not meet the requirements of the Bishop's Directives or overall MAC policies.
A18: MAC safeguarding practices, with regard to statutory guidanceA19: Compliance with regulatory requirements for looked after childrenA20: SCR compliance	• On behalf of the MAC Directors, the CEO is responsible for ensuring compliance with all safeguarding requirements across the MAC. This includes compliance with all MAC policies as well as with other external imposed legislative/statutory and regulatory requirements, ensuring the single central record is maintained for all MAC based and cross school appointments, and developing and maintaining quality assurance systems to monitor and evaluate the effectiveness of Safeguarding within the MAC and its schools.
	• The MAC Directors have a duty to:
	o safeguard and promote the welfare of children
	o have regard to any statutory guidance on safeguarding, issued by the Secretary of State
	o ensure the suitability of staff, supply staff, volunteers, contractors and proprietors
	o appoint a lead Director for Safeguarding
	• The Principal will:
	o appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance
	o appoint a designated safeguarding lead and clearly identify them and all other qualified safeguarding staff

Reference	Notes
A21: 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 MAC Directors are the admission authority for each school within the MAC
	• The MAC Directors will:
	o Delegate the day to day responsibility for admissions within each school to the LGB for that school.
	• The LGB:
	o 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.
	o will consider all applications for admission to the school and decide whether or not a place can be offered.
	o 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.
	o organise any appeal hearings as required in accordance with the School Admission Appeals Code and following the protocols and guidance provided by the DES.
A23: 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 Governing Body shall not, without obtaining the prior approval, in writing, of the Trustees make any major 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
A25: Establish and review asset management plan	• This is to include all assets which can be capitalised.
A26: 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.
Section B. Educational performance and staff performance management	
B1: Setting MAC approach to curriculum and	• 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.

Reference	Notes
assessment, with regard to Religious Education, Catholic Life, Collective Worship, Relationships and Sex Education	• 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 MAC 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 may be through the appointment of an education standards committee which can be set up by the MAC Directors.
	• Determine a curriculum policy for the MAC to ensure the provision of a balanced and broadly based curriculum.
B4: Production and analysis of educational data at MAC 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	• Adopt the MAC-wide behaviour policy that incorporates an exclusions policy.
	• Review the use of exclusions across the MAC 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 MAC 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 MAC that leads on the provision of Catholic Life and Mission)	• The MAC Directors will have responsibility when considering the appointment of reserved posts, whether permanent or temporary, the MAC Directors must comply with the "Appointing Leaders Handbook" and involve the DES at all stages. The Appointing Leaders Handbook is available on the DES website.
	• LGBs and Principals are not normally involved in the appointment of the MAC's central team including the CEO
	• At the invitation of the MAC Directors, LGBs and Principals can be involved in the appointment of school level posts as listed.

Reference	Notes
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 MAC 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 dependant 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 MAC 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 MAC Directors may delegate the dismissal of staff to the CEO/Principal as appropriate.
B14: Staff dismissal (central and exec team) with regard to statutory requirements	• The MAC 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 MAC Directors will appoint a committee of 3 to consider any case to dismiss a CEO.
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.
Section C. Financial performance	
C2: Setting delegated authority limits for Financial transactions	• It is the responsibility of the MAC Directors to approve a MAC wide financial scheme of delegation which ensures that the MAC 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 MAC Directors are accountable for establishing a framework for internal audit across the MAC. 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 MAC Directors would lead this process.

Reference	Notes
	• The appointment of internal auditors is the responsibility of the MAC Directors, on advice and guidance from the central team.
C4: Annual Budget and 3 year forecast	• The MAC Directors will approve the balanced financial budget for the MAC 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 MAC 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 MAC 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 MAC Directors MUST consider these when they meet and be assured of the that it has appropriate oversight of the financial position of the MAC.
	• 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 MAC must manage its cash position robustly, must avoid becoming overdrawn, and must not breach restrictions on borrowing.
	• The MAC 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 published timetables.
	• The spend against these funding sources is to be monitored by the LGB.
C8: Appointing external auditor	• Auditors are to be appointed by the MAC Members. The MAC Directors will ensure (re-) appointment is recommended to the Members on an annual basis.
	• MACs 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 MAC Directors approve the accounts before submission to the EFSA and the annual accounts are received by the Members via the DES.

Reference	Notes
C10: Managing conflicts of interest and related party transactions	• Conflicts of interest are to be declared by the MAC Directors 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 MAC 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 MAC central team will advise on the most appropriate route for the insurance provision across the MAC. Insurance cover will include (but not limited to): Public Liability, Employers Liability, Motor Vehicles and Cybersecurity (where cover can be arranged)
C13: MAC Risk register	• A central MAC 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 MAC risk register.
	• It the responsibility of the Principal, with advice from the central team to create a risk register for the school which the LGB will monitor on a regular basis.