



The
Pope Francis Catholic
Multi Academy Company

Scheme of Delegation

Background and Approach

This document outlines delegated responsibilities for the key governance tiers of The Pope Francis Catholic Multi Academy Company (PFMAC). It sits alongside but does not seek to replicate information contained in other key documents such as the Articles of Association, scheme of delegation of financial authority, policy schedules and the PFMAC Governance Handbook. Under the Articles of Association the Directors are responsible for producing this Scheme of Delegation and ensuring it is adhered to within the organisation.

The purpose of the Scheme of Delegation is to provide clarity on the role and responsibilities of those who contribute to the governance and oversight of the PFMAC and its Schools. All those with governance and management responsibilities must be familiar with it so appropriate steps can be taken to ensure sufficient and proper challenge of those with leadership responsibilities, regarding performance of the schools and financial stability within the MAC.

Vision and Values

The Pope Francis Catholic Multi Academy Company is the family of Catholic schools in Oxfordshire, who work together to promote the teaching of Christ and the Catholic faith.

We believe each person is a unique creation made in the image of and likeness of God, called by name, with a special vocation and gifts to bring to the world. We seek to develop these talents in everyone by being a beacon for Catholic education in Oxfordshire.

Our key principles are 'solidarity' (we are all responsible for each other) and 'subsidiarity' (allowing people to be able to contribute to decision-making at all levels).

This is reflected in the following expectations:

- The MAC Directors and all staff and Governors at all schools within the MAC take collective responsibility for all our children.
- Schools and the MAC Directors will work in partnership with families and parishes to promote strong, positive links within the wider community.
- All MACs in the Archdiocese of Birmingham will work together with the Diocesan Education Service (DES) to ensure that best practice is available to all and where support is needed it is readily available, creating an environment where schools work together for mutual support and the benefit of all our children.
- No individual school will be left in a vulnerable position.
- Unity will be maintained across the Archdiocese of Birmingham under the authority and direction of the Archbishop and those acting on his behalf, and all schools will strive to provide the best possible Catholic education for all children.

Governance Model

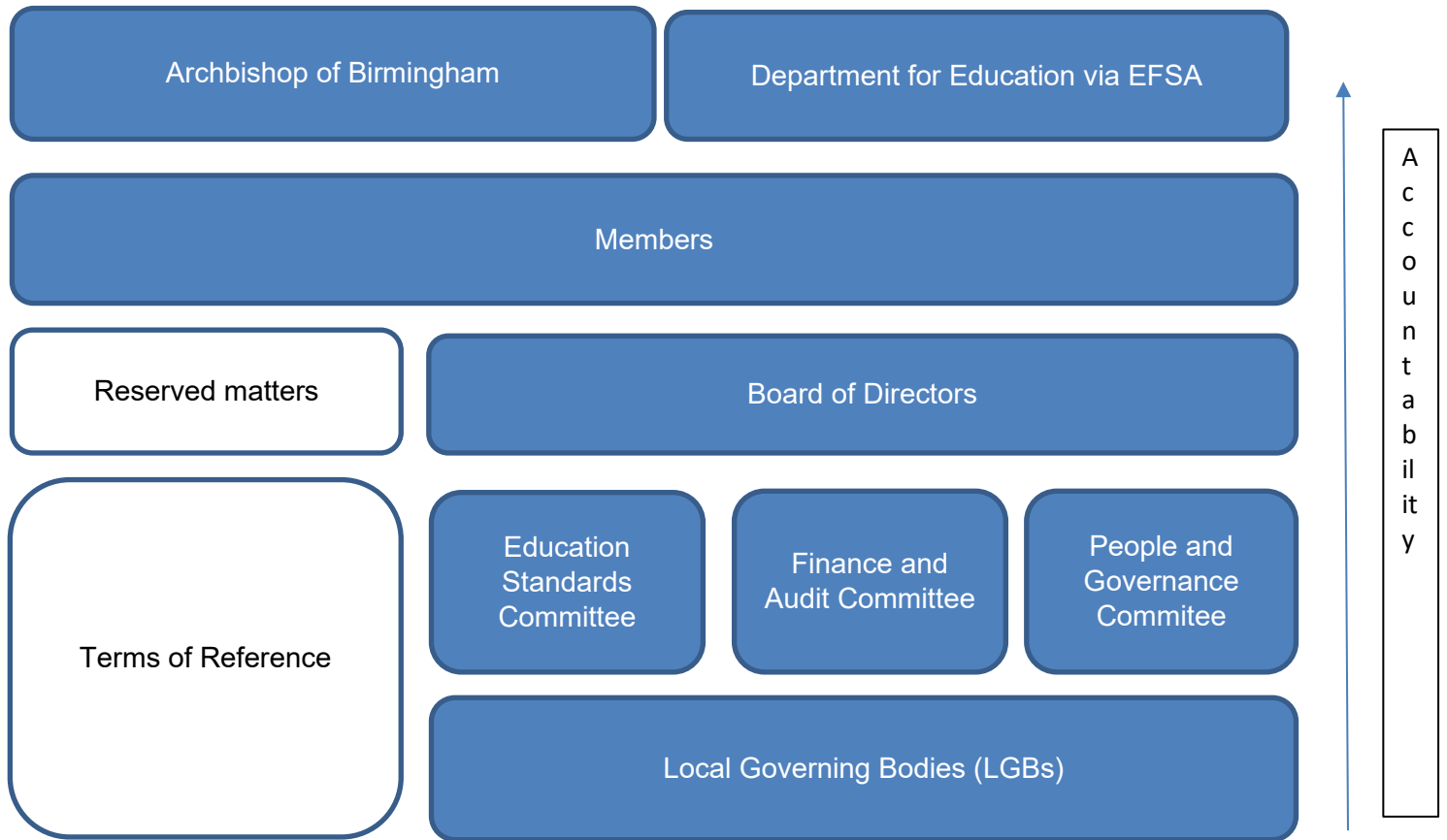
The Pope Francis Catholic Multi Academy Company (PFMAC) is a multi-academy Trust and company limited by guarantee. Details of Members, Directors and senior staff, including business interests and attendance at meetings, can be found on the PFMAC website.

The PFMAC has set up a governance model that ensures clear and non-duplicative roles and responsibilities within the overall governance structure. There is clear separation between Members and Directors, and Executive and Non-Executive.

The PFMAC's governance structure is as follows:

- **Archbishop of Birmingham:** is responsible in Canon Law for the provision of Catholic education within his Diocese. He appoints the Members and Directors of the MAC.
- **Members:** the guardians of the constitution (Articles of Association) who ensure the charitable objects are fulfilled. As outlined in the Department for Education's Governance Handbook, members have a strategic 'eyes on, hands off' role. The Members of the Pope Francis Catholic Multi Academy Company are Trustees of the Archdiocese of Birmingham who created the MAC and defined its role to further the Catholic Education mission of the Diocese as objects in the Memorandum and Articles of Association document. Given Members' roles, they are not included in the breakdown of delegations as set out below.
- **Board of Directors** (also known as Trustees under charity law): accountable to the Diocesan Bishop, Members, Secretary of State for Education and the wider community for the quality of the education provided to students and for the appropriate expenditure of public money. The Board holds ultimate legal accountability for all aspects of operational delivery and is required to have systems to assure themselves of the quality, safety and good practice of the affairs of the PFMAC. The Board delegates some responsibility to the Executive Team including for the day to day management of the MAC.
- **Local Governing Bodies (LGB):** accountable to the PFMAC Board, provide a crucial challenge and support role and have some delegated responsibilities particularly for their own school.
- **Senior Catholic Executive Leader (CSEL) with the Chief Financial Officer (CFO):** have delegated responsibilities for operational running at PFMAC level and supporting Academies and governance. The CSEL is the equivalent of the Chief Executive Officer (CEO) and is the Accounting Officer.
- **Support Team:** led by the Executive Team, the Support Team provide advice, guidance, and support to school colleagues across the following areas: educational improvement, operations, finance, HR, and governance.
- **Headteachers:** responsible for the performance and defined operational delivery areas within their own school including oversight of their senior leadership team. Some headteachers may have a wider MAC focused role in addition to their school responsibilities.

Diagram of Governance Framework



Structure

The document is divided into three key areas of responsibility and activity. The following levels of delegated power are used throughout:

- **Develop:** have responsibility for developing and supporting proposals, for discussion and approval by the appropriate decision-making individual/ group.
- **Recommend:** will recommend how a particular task should be completed.
- **Consult:** will be consulted as part of the process of completing a particular task
- **Approve:** has primary responsibility for approval, making relevant appointments, determining how the task should be undertaken, setting appropriate milestones or targets and ensuring the task is completed.
- **Deliver:** has responsibility for undertaking particular tasks and reporting on delivery at suitable intervals or to follow agreed policies and procedures.
- **Report:** has responsibility for reporting on the delivery of tasks.
- **Review:** has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately.
- **Informed:** will be informed on progress against agreed decisions or activity.
- **Appoint/Elect:** has responsibility for making a role appointment or electing an individual to a role.
- **Participate:** has responsibility for taking part in specific work activity.

Audience

This document is designed for use by key governance stakeholders within the PFMAC as well as externally. It will be made available on the PFMAC website.

Approval and Renewal

The Scheme of Delegation will be reviewed annually and approved by the PFMAC Board, so that the roles and responsibilities can be updated to reflect organisational priorities, good practice and updates to requirements or legislation

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
VISION, ETHOS AND STRATEGY (including COMPLIANCE)					
PFMAC Strategic Framework	Develop, approve and review PFMAC Strategic Framework			Develop, deliver and report on PFMAC Strategic Framework	
PFMAC Strategic objectives	Develop, approve and review strategic objectives	Be informed about PFMAC strategic objectives with regard to financial priorities	Be informed about PFMAC strategic objectives	Develop and deliver PFMAC strategic objectives and report to Board	Deliver consistent implementation of PFMAC strategic objectives in own school
Setting PFMAC Culture and Values	Develop, approve and review PFMAC culture and values		Review school culture, values and ethos to ensure these are in line with the PFMAC vision and Strategic Framework	Develop and deliver PFMAC culture and values	Deliver and report on school culture, values and ethos ensuring these are in line with PFMAC vision and strategic framework
School improvement Plans	Be informed about individual school improvement plan priorities		Be informed about and review school improvement plan	Develop and deliver PFMAC template for school improvement plans	Develop, deliver and report on school specific improvement plans
Scheme of Delegation	Approve Scheme of Delegation annually		Confirm alignment to PFMAC scheme of delegation annually	Review and deliver scheme of delegation	Confirm alignment to PFMAC scheme of delegation annually
Terms of reference (TOR) for Committees and LGBs	Approve terms of reference for Committees and LGBs, ensure Board operates within TOR	Ensure Committee operates within TOR. Recommend any changes to Board.	Be informed of LGB terms of reference, ensure LGB operates within TOR	Review and deliver terms of reference for Board Committees and LGBs	Be informed of LGB terms of reference

Operational area	Board of Directors	Board Committee	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Appointment of Directors: <i>Archbishop formally appoints and removes Foundation Directors</i>				Deliver through support for process and decisions	
Appointment of Chair and Vice-Chair of Directors	Appoint Chair and Vice-Chair on an annual basis				
Appointment of Chairs of Committees		Elect Chair on an annual basis			
Appointment of Local Governors: <i>Archbishop formally appoints and removes Foundation Governors</i>			Deliver recruitment of Foundation Governors Support the process e.g. through skills audits, induction, buddy support		Deliver the appointment process for staff and parent governors, be informed on appointment of all other local governors
Appointment of LGB Chair and Vice Chair	Appoint Chair if LGB is unable to do so.		Elect Chair and Vice-Chair annually.	Informed about election of Chair.	Informed about elections of LGB Chairs and Vice-Chairs for their own school
Carrying out disclosure and barring service (DBS) and section 128 checks	Participate in DBS and section 128 checks. Be informed about compliance across PFMAC	Participate in DBS and section 128 checks.	Participate in DBS and section 128 checks.	Deliver DBS and section 128 checks (where relevant) for all MAC staff, and Directors	Deliver DBS and section 128 checks (where relevant) for all school staff, governors and volunteers
Board of Directors committees or working groups	Approve any Board committees or working groups			Deliver through support for the process and decisions	

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Finance skillset on Board of Directors	Ensure Board has at least one individual with specific relevant skills and experience of financial matters	Ensure Finance and Audit Committee has at least one individual with specific relevant skills and experience of financial matters		Deliver through support for recruitment and appointment of Directors	
Setting PFMAC safeguarding practices, with regard to statutory guidance	Be informed about safeguarding compliance across PFMAC and academies, undertake safeguarding training annually including reading KCSIE		Approve School Safeguarding Policy. Review safeguarding compliance, undertake safeguarding training annually including reading KCSIE	Develop and deliver PFMAC's safeguarding arrangements, including the 'Prevent' duty. Ensure all safeguarding policies are compliant.	Develop and deliver safeguarding arrangements for own school, including the 'Prevent' duty. Ensure all school level safeguarding policies are compliant.
Safeguarding Link	Appoint Safeguarding Link Director, review PFMAC's safeguarding arrangements, including the 'Prevent' duty		Appoint Safeguarding Link Governor, review own school's safeguarding arrangements	Develop and deliver PFMAC's safeguarding arrangements, including the 'Prevent' duty	Deliver safeguarding arrangements for own school, report to Executive Team and LGB
SEND Link	Appoint SEND Link Director	Review PFMAC's arrangements for SEND provision ensuring compliance with SEND Code of Practice	Appoint SEND Link Governor, review school's arrangements for SEND provision ensuring compliance with SEND Code of Practice	Develop and deliver PFMAC's SEND provision ensuring compliance with SEND Code of Practice	Deliver SEND provision for own school ensuring compliance with SEND Code of Practice, report to Executive Team and LGB
Ensuring compliance with equalities legislation	Be informed on compliance		Review equalities statement and objectives for own school annually	Develop and deliver equalities compliance across PFMAC	Develop and deliver equalities statement and objectives for own school

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Ofsted inspections	Representative from Board of Directors to participate in inspections		LGB Chair (or other representative from LGB) to participate in inspection at their own school	Deliver preparatory training on inspections, and support LGB Chairs and Directors through process of inspection when school is inspected	Lead Ofsted inspection within the school. Ensure relevant stakeholders are informed of the inspection.
Admissions			Approve admissions policies for their school. Participate in in-year admissions appeals panels where necessary	Support delivery of admissions policies for each school in line with DfE Admissions Code	Deliver draft admissions policy and in-year admissions in line with DfE Admissions Code
Exclusions	Participate in PFMAC wide exclusion review panels where necessary	Be informed about compliance with statutory requirements relating to exclusions.	Review exclusion statistics for own school. Participate in PFMAC wide exclusion review panels where necessary	Develop and deliver compliance with statutory requirements relating to exclusions	Deliver compliance with statutory requirements relating to exclusions
Complaints	Chair of Directors informed of complaints raised with external agencies such Ofsted / ESFA	Be informed on complaints statistics for all school.	Participate in complaints panels where necessary	Develop PFMAC wide complaints policy and process which is compliant with relevant legislation. Deliver support to schools to ensure compliance with complaints policy	Deliver compliance with PFMAC complaints policy and relevant legislation

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
EDUCATIONAL PERFORMANCE AND STAFF PERFORMANCE MANAGEMENT					
Setting and delivering school curriculum in line with PFMAC approach			Approve and review school curriculum model in line with requirement to ensure 'broad and balanced curriculum' and all relevant government guidance including relationship and sex education (RSE) and collective worship	Consult, review and support Headteachers to deliver for their individual schools	Develop and deliver for their own school in line with PFMAC wide approach supported by Executive Team
Production and analysis of educational data		Be informed about and review educational performance across PFMAC	Review educational performance for their own school	Develop, approve and deliver educational data	Develop and deliver educational data for their own school and report to Executive Team and LGB
Academic results and post-16 destinations		Be informed about and review at PFMAC level	Be informed about and review for their own school	Develop and approve expectations at a PFMAC level. Report individual schools' performance to Board	Develop expectations and deliver for their own school in line with direction from Executive Team
Pupil Premium and other catch up premiums		Be informed about impact of PP and other catch up premium spend on pupil performance across schools	Approve and review use and impact for their own school. Appoint Pupil Premium link governor	Be consulted on, recommend and review across all academies. Report to Board	Develop, deliver and report on for their own school

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Delivering support for looked after children		Be informed about and review performance of these pupils as part of educational data reporting	Review school's arrangements for supporting looked after and formerly looked after children	Report to Board	Deliver through appointment of designated teacher and report on school's arrangements for supporting looked after and formerly looked after children
Stakeholder engagement and voice (staff, pupils, parents, community and other stakeholders)	Be informed on stakeholder engagement and voice		Review stakeholder voice and engagement for own school	Develop and deliver PFMAC wide stakeholder engagement and voice, report to Board	Deliver for own school, and report to Executive Team and LGB
Staff structure/ Restructures	Be informed on for all schools and review at PFMAC level		Be informed on for their own school	Be consulted on, approve, deliver and review for all academies and PFMAC Support Team	Develop and deliver for their own school in line with PFMAC wide policy supported by Executive Team
Staff training and professional development (CPD)			Be informed about, and review impact of, for their own school	Approve, deliver and review for all schools and PFMAC Support Team	Develop and deliver (supported by Executive Team) for their own school in line with PFMAC strategic framework
Staff appointments and dismissal, with regard to statutory requirements	Be informed on approach and compliance			Develop and deliver process and policies for staff appointment and dismissal	Deliver through compliance with PFMAC policies

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Setting the pay framework including for Executive Team and Headteacher pay	Review and approve pay framework			Develop, deliver and recommend pay framework	
Performance management and pay of Executive Team	Approve performance management and pay of Executive Team following review of recommendation by People and Governance Committee. Chair of Directors delivers performance management of CSEL with external support	Review recommendations on executive team pay from CSEL		Develop and Deliver through robust evidence based process in line with performance management policy. CSEL to review performance management and pay of Executive Team and make recommendations to People and Governance Committee	
Performance management and pay of Headteachers		Approve Headteacher pay in line with performance management	Recommend headteacher pay through LGB Chair participating in HT performance management process	Develop and Deliver through robust evidence based process in line with performance management policy	Participate in HT performance management process
Staff appraisal and performance management (excluding Headteachers and Executive Team)	Be informed of performance management policy		Approve pay progressions on advice of Headteacher.	Develop and Deliver appraisal and performance management through robust evidence based process in line with performance management policy	Deliver in line with performance management policy

Operational area	Board of Directors	Board Committee	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Appointment of Headteachers	Be informed of appointment or dismissal of Headteachers. <i>Note: appointment panel will include at least one Director</i>		Be informed of appointment or dismissal of Headteachers. <i>Note: Appointment panel will include Chair of LGB</i>	Deliver and approve appointment and dismissal of Headteachers	
Appointment of Deputy Headteachers and Assistant Headteachers (senior leadership roles)	Be informed of appointment or dismissal of senior leadership roles. <i>Note: appointment panel will include at least one Director</i>		Be informed of appointment or dismissal of senior leadership roles. <i>Note: Appointment panel will include three members of the LGB</i>	Be informed of appointment or dismissal senior leadership roles. <i>Note: appointment panel will include the CSEL</i>	Deliver and approve appointment and dismissal of senior leadership roles.
Appointment of all other school staff			Be informed of appointment or dismissal. <i>Note: Appointment panel may include a member the LGB, if available.</i>		Deliver and approve appointment and dismissal of staff.
Note: Appointment, dismissal, performance management, disciplinary or grievance procedures for all other PFMAC and schools' staff to be undertaken in line with the levels of delegation set out in the relevant policy.					
FINANCIAL PERFORMANCE					
Executive appointments - CSEL	Develop, recommend, approve and deliver appointment or dismissal of CSEL.				
	Appoint CSEL as Accounting Officer				
Executive appointments - CFO	Appoint Chief Finance Officer			Deliver process for recruiting and appointing CFO	

Operational area	Board of Directors	Board Committee	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
Setting delegated authority limits for financial transactions	Approve financial delegation levels for PFMAC and schools	Recommend and review financial delegation levels for PFMAC and academies		Develop and deliver delegations at school and PFMAC level. Ensure compliance with delegation levels	Deliver and ensure compliance with limits for financial transactions for own school. Report to Support Team
Financial Oversight and Controls	Approve and be informed of financial oversight and controls processes	Recommend and review financial oversight and controls		Develop and deliver systems and processes at PFMAC level. Report to Board on financial compliance for PFMAC and schools	Deliver financial compliance in line with guidance from Executive Team and report to Executive Team on own school
Internal controls	Be informed of internal scrutiny programme outcomes and review findings	Approve annual programme of internal scrutiny as put forward by Executive Team		Develop and deliver internal scrutiny programme	
PFMAC Annual Budget	Approve budget	Be consulted on and recommend budget in line with strategic priorities		Develop and deliver budget	
School Annual Budgets		Approve and review individual school budgets	Recommend school budget to the Board of Directors. Review in respect of impact of spend on pupil outcomes	Develop, deliver and review each school budget through scrutiny process	Develop and deliver school budget with Executive Team
Management accounts and budget forecasts (including cash flow and oversight of cash management)		Receive management accounts on a monthly basis. Review as part of each Board meeting.		Deliver monthly management accounts, ensuring PFMAC cash position is managed robustly	

Operational area	Board of Directors	Board Committees	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
External auditors	Be informed of appointment of external auditors by Members	Review recommendation from Executive Team and recommend appointment of external auditors to Members		Develop external audit tender and put out for quotes. Recommend external auditors to Finance and Audit Committee	
Annual Accounts and Directors' Report	Approve Annual Accounts and Directors' Report	Review and recommend Annual Accounts and Directors' Report		Deliver annual financial statements in line with ESFA's academies accounts direction (Annual Accounts and Directors' Report)	
Managing conflicts of interest and related party transactions	Participate in annual declarations of interest and related party transactions data collection	Participate in annual declarations of interest and related party transactions data collection	Participate in annual declarations of interest and related party transactions data collection	Deliver register of annual declarations of interest and related party transactions	Participate in annual declarations of interest and related party transactions data collection
Asset and Premises Maintenance Strategy	Approve Asset and Premises Maintenance Strategy.	Recommend and review Asset and Premises Maintenance Strategy	Be informed of any asset and premises maintenance issues affecting own school	Develop, deliver and report on asset and premises management for all academies to Board	Deliver and report to Executive Team on any asset and premises maintenance issues affecting own school
Ensuring compliance with health and safety legislation	Be informed on compliance at individual school and PFMAC level.	Review health and safety compliance.	Be informed of and review health and safety compliance at own school. Appoint health and safety link governor	Deliver compliance with statutory requirements relating to health and safety and report to Board	Deliver compliance with statutory requirements relating to health and safety. Report to Executive team and LGB

Operational area	Board of Directors	Board Committee	Local Governing Bodies	Catholic Senior Executive Leader (delivered through Executive and Support Teams)	Headteachers
New schools joining PFMAC	Approve any additional schools and review progress	Be consulted on any possible additional schools from financial and educational perspective		Develop, deliver and report to the Board on progress for new additional schools	
Insurance Cover		Review arrangements for insurance cover		Deliver adequate insurance cover in line with legal obligations or have opted in to the academies risk protections arrangements (RPA)	
Risk Register	Be informed of strategic risks across the PFMAC. Review Risk Register annually.	Review strategic risks across the PFMAC	Review own school risk register	Deliver school and PFMAC risk registers	Develop and deliver school risk register

POLICIES

PFMACs must ensure that they hold - and publish online where required - all relevant policies in accordance with government guidance. PFMAC's Policy Schedule (separate document) sets out the policies in place at our PFMAC and the level of approval for each policy.

Statutory policies are published on our website

School specific policies are available on individual school websites

At PFMAC, there are two levels of policy:

1. **PFMAC Policy** - This is a policy that is approved by the Board of Directors or delegated to the Executive Team
2. **School Level Policy** - This is a policy that is set by the school in line with the vision, ethos and values of the PFMAC. Policies will vary from school to school depending on local context. These policies are approved by the LGB.

Policy setting and approval	Review and approve PFMAC policies as per policy schedule	Review and approve PFMAC policies as per policy schedule	Review and approve school policies as per policy schedule and LGB terms of reference. Be informed on MAC level policies	Deliver through review and monitoring of policy schedule for MAC level policies	Deliver through review and monitoring of policy schedule for school level policies
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