



Winckworth
Sherwood



ASSISI CATHOLIC TRUST

SCHEME OF DELEGATION

EFFECTIVE DATE: SEPTEMBER 2025

PART 1: INTRODUCTION AND EXECUTIVE SUMMARY: PURPOSE OF SCHEME OF DELEGATION

Based on the Diocese of Brentwood template Scheme of Delegation, developed for Catholic schools by the Diocesan Education Service with the support of the Diocesan solicitors, Winckworth Sherwood (contact: Andrea Squires on asquires@wslaw.co.uk or 020 7593 5039). Any significant departures from this template should be discussed with the Director of Education.

INTRODUCTION AND EXECUTIVE SUMMARY: PURPOSE OF SCHEME OF DELEGATION

1. Assisi Catholic Trust (referred to herein as the “**Trust**”) is a Catholic multi-academy trust, which has been established by the **Bishop of Brentwood**. It is responsible for the running of several Catholic schools/academies (referred to as the “**Academies**”).
2. The Academies shall always remain Catholic schools, conducted in conformity with any trust deed governing the use of land used by the Trust and in conformity with canon law and with the teachings of the Catholic Church. Both the Trust and the Academies must comply with and observe any advice or directive issued by or on behalf of the Bishop. This includes the **Diocesan Memorandum of Understanding** and the **Diocesan Protocols**, as updated from time to time.
3. The Trust is a company limited by guarantee and a charity, whose objects are the advancement of the Catholic religion through the provision of a Catholic education. The Trust is not a registered charity but an “exempt” charity, regulated by the Secretary of State for Education, who acts as the principal regulator.
4. The Trust’s constitution is set out in its **Articles of Association**, which delegate responsibility for the governance and management of the Trust to the **Trustees**.
5. In association with the **Members**, the Trustees have put in place this **Scheme of Delegation** to provide clarity as to the roles and responsibilities of those involved in the governance of the Academies and how decisions are made.
6. The purpose of good governance is to:
 - 6.1. determine the vision and values of the Trust;
 - 6.2. support leadership in determining and fulfilling the strategic direction of the Trust;
 - 6.3. hold leadership to account and ensure staff well-being; and
 - 6.4. oversee the financial performance of the Trust ensuring there are systems in place to manage risk and ensure money is well spent.
7. An overview of the governance structure is set out in the attached structure chart.
8. The Members of the Trust oversee the Board of Trustees (the “**Trust Board**”), holding the Trustees to account and ensuring that the values and ethos of the Trust are upheld and the distinctiveness of the Academies is preserved.
9. The Members are:
 - 9.1. the **Bishop of Brentwood**.
 - 9.2. the **Brentwood Roman Catholic Diocesan Trust** (the corporate trustee of the Diocese); and
 - 9.3. the **Episcopal Vicar for Education**.
10. The Trust Board is made up of both **Foundation Trustees** appointed by the Bishop (who shall always be in the majority by at least 2) and **Co-opted or Non-Foundation Trustees** appointed by the Trust Board itself with the approval of the Diocese. Whilst Foundation Trustees are appointed for a term of 4 years, Co-opted Trustees are appointed for a 1-year term and are generally appointed for a specific purpose. In exceptional circumstances, the Trust Board may seek the approval of the Diocese to

appoint a “Non-Foundation Trustee”, who must uphold the Catholic mission of the Trust but are not expected to be practising Catholics. Both Co-opted and Non-Foundation Trustees can be removed by both the Bishop and the Trust Board.

11. The Trust Board is the accountable body within the Trust and is responsible for the good governance of the Trust and its Academies.
12. The Trust Board delegates aspects of governance and the day-to-day oversight of school leadership to a local governing committee (referred to as the “**Local Governing Committee**”).
13. To ensure effective collaboration and the dissemination of good practice, headteachers meet as a **Executive Leadership Team (ELT)** and some strategic decision-making responsibility is vested in this group. It is intended that this group meet regularly inviting those staff with central executive functions once a half term. It is also intended that Chairs of Local Governing Committees will be invited to attend two of these meetings a year to provide an opportunity to consider the impact of the Trust as a whole and how it is meeting the needs of its communities with the view to supporting the Trust Board in making strategic decisions about the future priorities for the Trust and its Academies.
14. A **Summary of Key Delegated Responsibilities** is attached.
15. A **Leadership and Governance Decision Planner** is attached to aid swift decision making.
16. This Scheme of Delegation applies to each Academy. Its effective date is noted on the first page and it will be reviewed from time to time by the Trust Board in discussion with the Diocesan Education Service. Whilst the Scheme cannot take the form of a legally binding contract and is subject to the overriding duty on the Trustees to act freely and in the best interest of the Trust, in so far as the Trustees are able, they agree to abide by the provisions of it and will consult the Local Governing Committees on any significant changes.
17. This Scheme of Delegation is formed of several component parts, effectively comprising a Trust governance and leadership handbook. By way of summary, it contains or references the following:
 - 17.1. Part 1 - This Introduction and Executive Summary: Purpose of the Scheme of Delegation.
 - 17.2. Part 2 - The Trust’s Governance Principles: Vision and Values
 - 17.3. Part 3 - Governance and Management Structure: Roles and Responsibilities
 - 17.4. Part 4 - Supervision and Intervention: Accountability
 - 17.5. Trust Structure Chart
 - 17.6. Tables of Key Delegated Responsibilities
 - 17.7. Leadership and Governance Decision Planner
 - 17.8. Financial Regulations Manual
 - 17.9. Committee Terms of Reference
 - 17.9.1. Resources Committee (incorporating finance and resources)

17.9.2. Audit and Risk Committee

17.9.3. Standards Committee (incorporating standards, Catholic Life and Mission, improvement, intervention)]

17.9.4. Executive Leadership Team (ELT)

17.9.5. Local Governing Committee

17.10. Trustee and Governor Codes of Conduct

17.11. Diocesan Memorandum of Understanding



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PART 2: GOVERNANCE PRINCIPLES: VISION AND VALUES

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GOVERNANCE PRINCIPLES: VISION AND VALUES

1. Vision and Values

1.1 The Assisi Catholic Trust fulfils the primary purpose of Catholic schools by providing and promoting excellent Catholic education, enabling everyone to reach their full potential in union with God. We are fulfilling this purpose more effectively by coming together as equal partners in a Catholic multi-academy trust, with Jesus Christ at the centre of our life, enabling each school to flourish and live out its Mission living our gospel values.

2. Catholic Ecclesiology and Principles for Effective Partnership

2.1 The Trust is part of a family of Catholic schools that exist to further the Church's saving mission by educating its young people in accordance with the teachings of the One Teacher, Jesus Christ. In carrying out any functions on behalf of the Trust all Members, Trustees and those in any way involved in the business of the Trust and the Academies recognise the Bishop of Brentwood as the Chief Teacher and the focus of unity in the Diocese and will carry out those functions and responsibilities in full communion with him and in accord with the mind of the Catholic Church. Accordingly, the functions of the Trust and the Academies will be conducted in accordance with the following principles and observing the commitments set out in the Diocesan Memorandum of Understanding and the Diocesan Protocols.

3. Mutual Respect and Distinctiveness

3.1 The Academies are always equal partners within the Trust and the partners will strive for consensus in decision making, recognising that each Academy has both strengths and weaknesses. Each Academy is unique and serves its community. The Trust will seek to preserve and protect each Academy's distinctiveness and will be respectful of each Academy's respective ethos and mission. The Academies will work collaboratively with each other, sharing resources, knowledge and best practice, to fulfil the Trust's mission, vision and values.

4. Transparency

4.1 All those involved in the running and oversight of the Trust and the Academies will be open and honest in their dealings with each other, at all times acting in good faith and recognising the value of independence and separation in relation to decision making.

5. Subsidiary and Earned Autonomy

5.1 Decisions are to be taken at the level nearest to those affected by those decisions which is compatible with the principles of solidarity and support for the common good, avoiding unnecessary bureaucracy and aiming in so far as possible to make changes to established practices only where it can be demonstrated there is a reasonable need and in order to learn from experience or adapt to changing circumstances. The Trust adopts a policy of earned autonomy and where governance responsibility is delegated appropriate decision-making authority will be given. The parameters of such authority will be clear and those to whom responsibility is given will be required to report to those who retain overall responsibility and accountability.

6. Solidarity

6.1 All those with responsibility for the Trust and the Academies share a particular commitment to the mutual support of all Academies for whom the Trust is responsible, especially those that are in need of assistance at any particular time. It is acknowledged that smaller schools, particularly in rural areas, can be financially vulnerable putting at risk continuity of Catholic education in an area and in consequence, the Trust's policies will prioritise funding support to those schools, either by levying reduced charges for centralised services or weighting resource support in favour of smaller schools.

7. The Common Good

7.1 All recognise their responsibility towards the common good, not just of the Academies for whom the Trust is responsible and the wider Diocesan family of schools, but of all of the families and communities in the areas served by the Trust. The Trustees will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way.



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PART 3: GOVERNANCE & MANAGEMENT STRUCTURE: ROLES AND RESPONSIBILITIES

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GOVERNANCE & MANAGEMENT STRUCTURE: ROLES AND RESPONSIBILITIES

1. Overall Structure

- 1.1 The nature of the Trust as a company running multiple Academies means there are many governance and management layers.
- 1.2 The “**Members**” of the Trust are equivalent to shareholders of a trading company but as the Trust is charitable with no power to distribute profit to shareholders, the Members are best viewed as guardians of the constitution, changing the Articles if necessary and ensuring the charitable object is fulfilled. Each Member’s liability is limited to £10.
- 1.3 The Bishop of Brentwood, through the Diocesan Education Service, will also exercise oversight and supervision as the diocesan authority. The Diocesan Memorandum of Understanding and the Diocesan Protocols seek to articulate this. Each of the Members, Trustees and Governors are required to observe any directions issued by the Bishop and to follow any advice and guidance issued by the Diocesan Education Service on behalf of the Bishop.
- 1.4 This Scheme of Delegation is consistent with and incorporates the principles of delegation within a Catholic multi academy trust as advised by the **Catholic Education Service** and reflected in the CES model protocols which have been adopted by the Diocese and are updated from time to time. These guide the relationship of Catholic schools with their diocese. The Scheme accords with the **Memorandum of Understanding** put in place between the Secretary of State for Education and the Catholic Church.
- 1.5 Decision making and accountability rests with the “**Directors**” (referred to as the “**Trustees**”), who are trustees for charity law purposes and company directors registered with Companies House. The Trustees are personally responsible for the actions of the Trust and the Academies and are accountable to the Members, the Secretary of State for Education and the wider community for the quality of education and the expenditure of public money. The Trustees are required to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. The Trustees meet as a board of Trustees (the “**Trust Board**”).
- 1.6 The Trustees delegate aspects of governance and the day-to-day oversight of school leadership to a “Local Governing Committee” (referred to as the “**Local Governing Committee**”).
- 1.7 Other committees established by the Trust Board may be tasked with fulfilling particular functions or advising the Trustees on strategic matters.
- 1.8 To encourage collaboration and develop local leadership capacity particularly with the view to improving and sustaining standards of teaching and learning and deciding strategic vision, a “**Executive Leadership Group**” has been formed comprising the Academy Headteachers and those with executive responsibilities within the Trust. Some decision making responsibility may be delegated directly to the Executive Leadership Group or otherwise to the Headteachers by the Trust Board or the respective Local Governing Committee.

A diagram setting out the Trust’s governance structure and a summary of how key decisions are made (the “**Leadership and Governance Decision Planner**”) are attached.

2. Role of Members

- 2.1 The Members are the guardians of the constitution, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust is being fulfilled and a Catholic education is provided. In view of the overarching supervisory role of the Members, the Bishop of Brentwood will be a Member and will appoint other Members from within the Diocese of Brentwood, such as the Episcopal Vicar for Education.
- 2.2 The Members’ key responsibilities are:

- 2.2.1 to secure Catholic education and ensure the Trust remains true to its vision and values;
- 2.2.2 to ensure the charitable objects of the Trust are met;
- 2.2.3 to determine the Trust's constitution i.e. the Articles and approve of the governance structure; and
- 2.2.4 to support the Bishop in appointing and removing Trustees.

3. Role of Trustees

- 3.1 The Trustees have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and maintaining of the Academies (which includes making any "[significant change](#)" as determined by the Department for Education). The Trustees have the power to direct change where required.
- 3.2 There are no "terms of reference" for the Trust Board as the detail for the organisation of meetings of the Trustees is set out in the Articles of Association. These determine meeting frequency, quorum and the appointment of a chair and vice chair. For ease of reference, the Trust Board is required to meet at least 3 times a year and quorum for any meeting is the greater of 3 and a third of the Trustees appointed at any one time.
- 3.3 A summary of the key responsibilities of the Trustees is set out in the attached **Table of Key Delegated Responsibilities**.
- 3.4 All Trustees must comply with the **Director Code of Conduct** adopted by the Trust from time to time which, for ease of reference, is appended to this Scheme of Delegation.

4. Role of Governors

- 4.1 The role of a Governor within the Trust is an important one. In developing a governance structure, the Trust has sought to ensure that as much as possible the responsibility to govern is vested in those closest to the impact of decision making and that such responsibility matches the capacity of those assuming responsibility. The Trust Board has established Local Governing Committees for each of the Academies (or in groups where Academies are working closely together), for the most part made up of individuals drawn from the Academy's community, both as elected and appointed members.
- 4.2 Those serving on the Local Governing Committee are accountable to the Trustees and the Bishop and must ensure that at all times they act in good faith and in the best interests of the Academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience.
- 4.3 The Trustees will work with the Diocese, having regard to any recommendations by the Diocesan Education Service, in making or facilitating the making of suitable appointments of Governors and where removal is deemed in the best interest of the Trust and the Academy.
- 4.4 As a matter of general principle, the Local Governing Committee will adopt and will comply with all policies adopted by the Trust Board (and those to which the Trustees are subject for example the Diocesan Memorandum of Understanding and the Diocesan Protocols) and will comply with any direction issued by the Trust Board and have regard to any advice given.
- 4.5 A summary of the key responsibilities of the Governors is set out in the attached **Table of Key Delegated Responsibilities**.
- 4.6 For the purposes of contracting with third parties, the Local Governing Committee has authority to act to fulfil its responsibilities and make the decisions it is authorised to make as set out in the Leadership and Governance Decision Planner and the Trust's Financial Regulations Manual or

Finance Policy (which will be compliant with the Department for Education's (formally the Education & Skills Funding Agency's) **Academy Trust Handbook**).

- 4.7 All Governors must comply with the **Governor Code of Conduct** adopted by the Trust from time to time which, for ease of reference, is appended to this Scheme of Delegation.
- 4.8 Terms of Reference regulating the composition of the Local Governing Committee and how it conducts business are also appended to this Scheme.

5. Committees and Further Delegation

- 5.1 Terms of Reference for the other committees established by the Trustees, including the Leadership Group, are appended to this Scheme of Delegation.
- 5.2 The Local Governing Committees are not expected to establish any sub-committees. The Local Governing Committee is encouraged to form working groups to deliver specific projects if required, whether in conjunction with the Trust Board or alone, and subject to any guidance offered by the Trust Board from time to time.
- 5.3 Those to whom delegated responsibility is given must acknowledge the limitations on their authority and must not act outside of their authority. Any wilful disregard of the matters expressed in this Scheme and in particular the relevant Terms of Reference is likely to lead to a removal of delegated authority.
- 5.4 In the event of any serious disagreement between the Trust Board and a Local Governing Committee which cannot be resolved by the Chair of the Local Governing Committee discussing the matter with the Chair of the Trust Board will be referred to the Diocesan Education Service for guidance.
- 5.5 No alteration of the Articles or change to the Scheme or removal of delegated authority shall invalidate any prior act of the Local Governing Committee (or other committee) which would have been valid if that alteration or withdrawal had not been made.
- 5.6 As a matter of general principle, the Local Governing Committee and the Academy more generally will adopt and will comply with all policies adopted by the Trust Board and will comply with any direction issued by the Trust Board and have regard to any advice given.

6. Executive Team

- 6.1 As a non-executive body, the Trust Board must rely on others to fulfil the executive or management functions of the Trust. For the most part, this responsibility will fall on the Headteachers of the Academies, supported by the school leadership teams. Certain functions relating to the leadership and management of the Trust itself or which relate to the activities of more than one Academy will be undertaken by a "**Trust Central Team**", led by the "**Catholic Senior Executive Leader**" (the chief executive officer for the purposes of the Academy Trust Handbook) and supported by either or both the "**Chief Operating Officer**" (a senior officer with general operational responsibility) and the "**Chief Financial Officer**" (a senior officer with overall responsibility for the Trust's financial systems and procedures).
- 6.2 The Catholic Senior Executive Leader will be the "**Accounting Officer**" for the Trust, responsible to Parliament and to the Department for Education's (formally the Education & Skills Funding Agency's) accounting officer for the financial resources under the Trust's control and to assuring Parliament of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.
- 6.3 The need for and size of the Trust Central Team will be determined by the Trust Board, in consultation with the Executive Leadership Group, reflecting the degree of collaboration across the Trust. Where possible, resources will be drawn from the Academies themselves rather than the use of external consultants or through recruitment.

- 6.4 The cost of the functions undertaken by the Trust Central Team or actions at the request of the Trust Board are generally funded on a fair and equal basis by the Academies by the contribution of a percentage of the central government funding provided for each Academy. This contribution will be set each year against a budget for the shared costs approved by the Trust Board in consultation with the Executive Leadership Group and may vary according to the level of activities undertaken and costed on a menu type basis. Variations may also reflect any financial vulnerability from time to time, especially in relation to smaller schools.
- 6.5 A summary of key leadership responsibilities is set out in the attached Table of Key Delegated Responsibilities.

7. Financial Delegation

- 7.1 The Trust's financial procedures and authorisations are set out in the "**Financial Regulations Manual**", a copy of which is appended to this Scheme of Delegation. Except as provided for in this Scheme of Delegation and subject to the requirements and restrictions set out in the Financial Regulations Manual, budget responsibility is delegated to the respective Academy and expenditure will be authorised (in so far as necessary) and monitored by the Local Governing Committee.
- 7.2 No Trust or Academy monies (whether or not authority to expend has been devolved to the Local Governing Committee) shall be paid into any bank account other than a bank account authorised by the Trust's Chief Financial Officer.
- 7.3 The Trust is required to have in place systems to identify and properly manage risk. The Local Governing Committee is expected to comply with any policy or guidance issued by the Trust (and the Secretary of State for Education as Principal Regulator) and to ensure that proper procedures are put in place for the safeguarding of funds, including any voluntary funds or charitable funds obtained through fund raising activities.
- 7.4 The Local Governing Committee is expected to report to the Trust Board on the management of the funds which are its responsibility and will notify the Trust Board (or as directed) as soon as reasonably practicable of the occurrence of any event or happening of any circumstance which might expose the Trust or the Academy to any loss or claim, including but not limited to any event which might be covered by the DfE's **Risk Protection Arrangement** scheme.
- 7.5 The Trust Board will have regard to the interests of all the Academies in deciding and implementing any policy (including any reserves or contingency policy) or exercising any authority in respect of any one or all of the Academies for which it is responsible. Notwithstanding this, the priority for the Trust Board is to put in place measures to ensure that any of the Academies are supported when the need arises and remain financially viable. Where this may have a significant financial impact on the funding of the support provided by or on behalf of the Trust Board, any policy shall first be discussed with the Executive Leadership Group and its views taken into account and considered in relation to the setting and implementation of any such policy.

8. Personnel

- 8.1 All staff employed by the Trust or in connection with any Academy or Academies are employees of the Trust.
- 8.2 The Trust is required to adopt and ensure the consistent implementation of a series of HR policies and practices, which are expected to mirror those issued from time to time by the Catholic Education Service. The responsibility for the appointment and performance management of staff is set out in the relevant Table of Key Delegated Responsibilities and the Leadership and Governance Decision Planner.
- 8.3 Any proposed changes to the staffing structure operated within an Academy must be approved first by the Trust Board, who may also require changes to be made, but who will consult first with the Local Governing Committee before consulting more widely on any proposal.

- 8.4 Whilst the management of any claims and disputes involving staff (other than senior leaders) are expected to be dealt with at the local level in accordance with the Trust's Disciplinary Policy, the Trust Board should be kept informed and any advice or guidance issued by or on behalf of the Trust Board should be followed.
- 8.5 The Trust Board (in conjunction with the Local Governing Committees) will ensure that the Chief Executive Officer for the Trust, the Headteachers and Deputy Headteachers for all Academies, as well as any key teaching staff responsible for co-ordinating religious education and any chaplain or reserved post, shall be practising Catholics. The Diocesan Education Service must be consulted on any appointment and if any investigation into wrongdoing is to be carried out.

9. Premises

- 9.1 The day to day maintenance and care of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Committee (with management responsibility being delegated to the Headteacher), who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trust (and/or any others) as owner of such buildings and facilities.
- 9.2 The Trust is required to have and to keep under review a long term estate management strategy that will identify the suitability of buildings and facilities in light of anticipated curriculum needs and projected pupil numbers. The Local Governing Committee will advise the Trust Board of the need for and availability of any capital investment and will work with the Trust Board to agree any capital priorities and the delivery of any significant capital project.
- 9.3 No disposal or acquisition of land will be undertaken without the consent of the Trust Board and the Diocese. Temporary use and short-term lettings will be managed by the Local Governing Committee, subject to any lettings policy issued by the Trust from time to time and observing any regulations issued by the Diocese.

10. Regulatory Matters

- 10.1 The responsibility to ensure that the Academy complies with all legal obligations and operates in accordance with any statutory guidance and any guidance issued by the Diocese is a shared responsibility of the Trustees and the Governors, as well as leadership.
- 10.2 The Local Governing Committee has authority to determine any appeals against admission and any decision by the Headteacher to exclude any pupil.



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Sherwood



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PART 4: SUPERVISION AND INTERVENTION: ACCOUNTABILITY

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SUPERVISION AND INTERVENTION: ACCOUNTABILITY

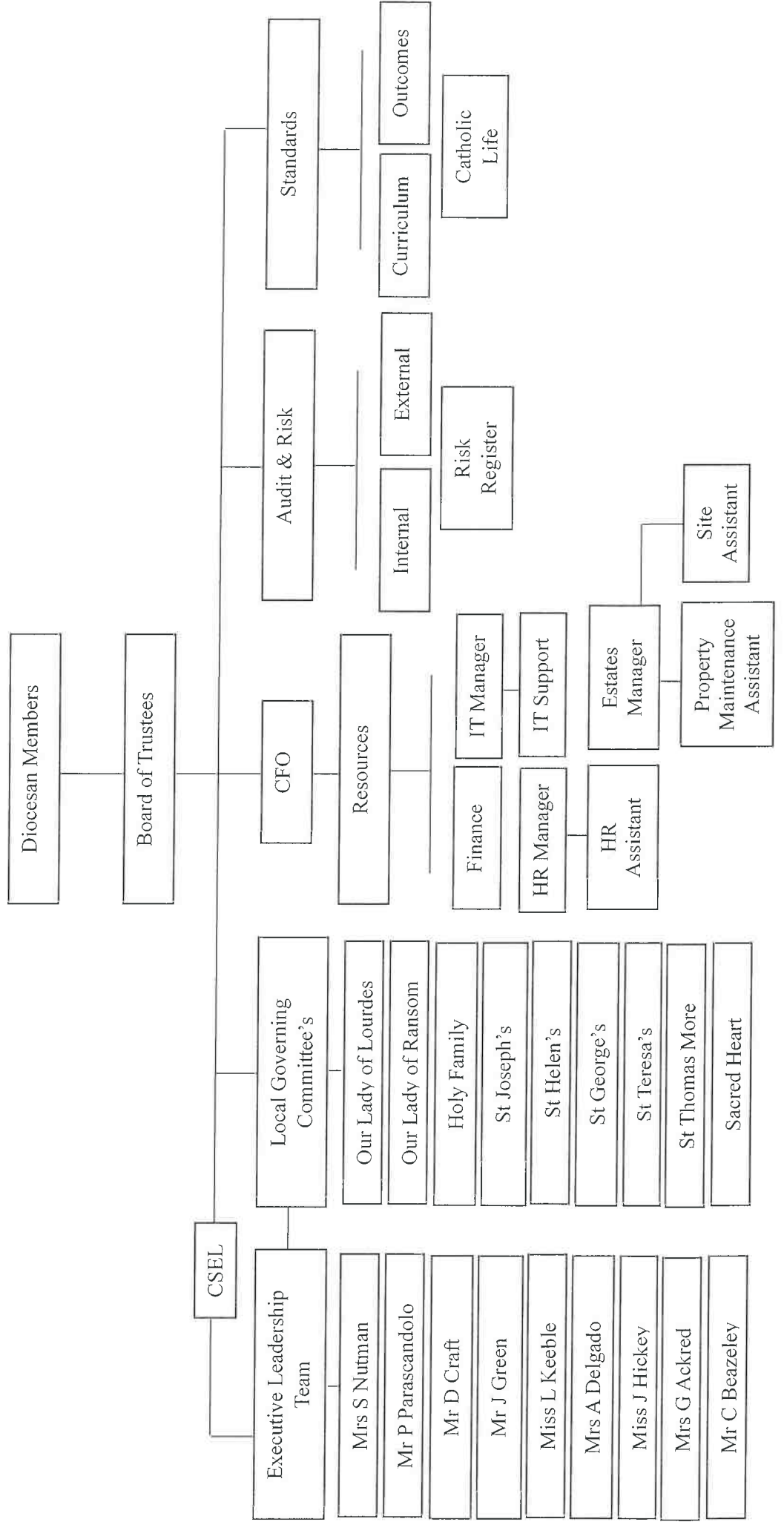
1. Notwithstanding the level of delegated responsibility to the Local Governing Committee and leadership, the Trustees remain legally responsible and accountable for all matters in connection with the Academies and they are required to have systems in place through which they can assure themselves of quality, safety and good practice in the Academies.
2. Underpinning this accountability is a requirement for transparency and openness both in terms of the communication of expectations and the reporting of activities and outcomes. It is the responsibility of all to ensure this is achieved, with reporting taking such format as the Trust Board and the Local Governing Committee shall agree from time to time.
3. As well as the legal or financial implications of any failure or wrongdoing, the reputational damage to the Trust and its Academies, as well as the Bishop of Brentwood and the wider Diocese, is a significant risk and concern.
4. As the day-to-day responsibility for the running of the Academy is delegated to the Local Governing Committee (such responsibility being managed in practice by the Headteacher), the Trustees are removed from the operational risks and thus require the Academy to notify them (or as directed) of the following:
 - 4.1. any event leading to loss of life or critical injury on the premises of the Academy or during an event off the premises organised or supervised by Academy staff;
 - 4.2. any sexual or violent or illegal act against a child committed by any person while on the Academy premises under any circumstances;
 - 4.3. the suspension or summary dismissal of any senior member of staff;
 - 4.4. any event that requires a report to the Health and Safety Executive or that results in the service of a legal notice on the Academy alleging a breach of fire or health or safety law or regulations;
 - 4.5. any event that requires a formal hearing by a panel of representatives of the Academy or that results in the service of a legal notice on the Academy alleging a breach of employment law or regulations;
 - 4.6. notification of any Ofsted and CSI inspection;
 - 4.7. any suspected breach of the Academies Financial Handbook or communication received from the Department for Education or Local Authority seeking to investigate any complaint made in relation to the Academy.
5. Appropriate steps will then be taken to manage any situation, communicating as appropriate in the circumstances (having regard to the fundamental principle of transparency and openness).
6. The Local Governing Committee acknowledges the need for and submits to any inspection by the Trustees, members of the Trust Central Team and the Diocesan Education Service.
7. Where weaknesses are identified, either as a consequence of a fall in standards, a failure of governance and/or leadership or where there is any financial wrongdoing, the Trust Board expressly reserves the unfettered right to review or remove any (or indeed

all) power or responsibility conferred on the Local Governing Committee under this Scheme of Delegation.

8. The Trust's Leadership and Governance Decision Planner indicates relevant decision-making authority which may be temporarily removed from an Academy which is being formally supported by the Trust. Decisions as to whether an Academy is "effective" or to be formally "supported" (beyond the support which the Trust would normally provide or secure for its Academies) will be made by the Trust Board, who will have regard to any advice issued by the Central Trust Team and the Diocesan Education Service.
9. If the Trustees resolve to suspend all delegated authority to a Local Governing Committee, an executive or management board will be established to undertake the responsibilities of the Local Governing Committee until such time as delegated authority can be restored. Any decision to do so and any appointments to the executive or management board will be that of the Trust Board, who shall seek the advice and support of the Members (and in particular the Diocesan Education Service) if any external concerns are raised.
10. Notwithstanding the above, the Trust Board and the Local Governing Committee acknowledge the value of maintaining a good working relationship particularly in light of the levels of delegated responsibility within the Trust and the impact this may have on the ability of the Trust Board or the Local Governing Committee to react when standards are falling and/or there is evidence of financial imprudence exposing the Academy or the Trust to a threat of intervention. The Trust Board and the Local Governing Committee in such circumstances make the following commitments to each other:
 - 10.1. to discuss openly any weaknesses or any situation which may in the opinion of either potentially lead to a threat of intervention by the Secretary of State for Education as the Principal Regulator;
 - 10.2. to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the Academy and to support each other in the implementation of those measures, including involving the Diocesan Education Service who will support and advise on steps to be taken and facilitate additional support if needed;
 - 10.3. to allow each other the opportunity to effect improvements at the Academy provided such steps do not seek to undermine the collaborative and respectful approach being adopted by each;
 - 10.4. the Trust Board shall not exercise any power to suspend or remove the Headteacher without first discussing with the Chair of the Local Governing Committee the need to ensure that such power is being exercised appropriately and proportionately.

ASSISI CATHOLIC TRUST

'Start doing what's necessary then do what's possible and suddenly you are doing the impossible'



DIOCESE OF BRENTWOOD – ASSISI CATHOLIC TRUST - SUMMARY OF KEY DELEGATED GOVERNANCE RESPONSIBILITIES

Members	Trustees/Trust Board	Governors/Local Governing Committee
<ul style="list-style-type: none"> determine constitution and religious character oversee the Trustees recognise any strategic partnerships delegate governance and management responsibility to the Trustees (formally appointing and removing the Trustees where necessary) 	<ul style="list-style-type: none"> hold governance accountability determine strategic vision and overarching strategic plan provide strategic leadership and governance provide challenge and support to senior leaders undertake the recruitment and performance of any Trust executive officer develop and decide strategic and operational policies facilitate collaboration co-ordinate and oversee shared services and resources develop and oversee the implementation of Trust development plan approve of performance benchmarks approve overall Trust budget and approve School budget parameters monitor expenditure in accordance with appropriate authorisations oversee financial governance and risk management determine the Trust's reserves/contingency policy ensure appropriate insurance or risk cover is put in place undertake recruitment of headteachers and facilitate the appraisal of senior leaders develop shared staff training programmes and opportunities for professional development support the development and building of leadership and governance capacity at School level approve of site and asset management strategy oversee any significant capital expenditure and building projects ensuring compliance with Trust finance policy oversee and approve (where appropriate) all funding applications decision maker for all appeals 	<ul style="list-style-type: none"> decide the School's strategic vision and uphold the School's distinctiveness and unique character, in harmony with the Trust's strategic vision and ethos support senior leadership team generally and with specific emphasis on target setting, pupil monitoring and analysing progress data to inform curriculum & budgeting priorities approve of School development/action plan approve of School budget and support the Headteacher in submitting the budget to the Trust Board for formal approval approve any significant capital expenditure (see finance manual) oversee expenditure ensuring the School works within its budget and implements the Trust's risk and financial management policies ensuring probity, prudence and efficiency play an active part in the recruitment of the Headteacher support the senior leadership team in the development and review of an appropriate staffing structure support the Headteacher in the recruitment and the management of appraisal of personnel responsible for staff welfare and well-being, supporting the senior leadership team in monitoring absence and sickness promote collaboration with other schools in the Trust develop and review delegated school policies (e.g. admissions, pupil behaviour, safeguarding) provide advice and feedback to the Trustees, ensuring the School is meeting the needs of its community undertake all and any appropriate community consultation provide a point of contact for parents, carers and other members of the local community, maintaining an effective link to the wider community evaluate its performance ensuring appropriate training and development so that knowledge, skills and behaviour are appropriate for a dynamic education environment

Further detail is set out in the Assisi Catholic Trust Scheme of Delegation, based on the Brentwood Diocese model.

DIOCESE OF BRENTWOOD – ASSISI CATHOLIC TRUST - SUMMARY OF KEY DELEGATED LEADERSHIP RESPONSIBILITIES

Catholic Senior Executive Leader	Chief Financial Officer	Headteacher
<ul style="list-style-type: none"> • Trust Accounting Officer • provides leadership and vision to the Trust • chairs Executive Leadership Team and provides focal point for reporting to the Trust Board • represents views of Executive Leadership Team and supports implementation of strategic decisions by Trust Board • advises on operational priorities and leads on development of Trust strategic plan and Trust policies, which remain the responsibility of the Trust Board • in conjunction with the relevant Chair of the Local Governing Committee and Link Trustee, ensures a robust annual appraisal process supports and continues to professionally develop each Headteacher • manages Trust executive team ensuring high quality effective support is provided to Trust schools • responsible for ensuring that the Trust keeps proper financial records, has appropriate financial systems in place and manages opportunities and risk • submits annual “statement on regularity, propriety and compliance” to DfE • manages Trust’s external relations • builds effective partnerships with external agencies including the Diocese, Regional Schools Commissioner and the DfE • leads and manages any process for the expansion of the Trust and its schools 	<ul style="list-style-type: none"> • responsible for all operational matters • fulfils responsibilities of “chief financial officer” under the Academy Trust Handbook • supports the Trust CSEL in managing operations and responsible for delivery of the Trust’s financial and accounting processes • ensures there is sound and appropriate financial governance and that risk management arrangements are in place • develops and ensures the implementation of the Trust’s financial management regulations and/or finance policy • prepares and monitors Trust and school budgets • ensures delivery of annual accounts • advises on financial policies including a procurement policy and strategy • leads on any significant procurement and advises on and monitors less significant procurements in line with the Trust procurement policy • undertakes contract management of any Trust wide contract and supports school-based teams to manage school contracts • develops and advises on operational support for the Headteachers and their senior teams • ensures there is risk protection cover in place for all risk areas • leads on any significant capital project including managing any application for capital funding and/or distribution of any capital grant and monitors all less significant capital works 	<ul style="list-style-type: none"> • undertakes statutory responsibilities as Headteacher • provides leadership and vision to the School • responsible for standards and pupil outcomes • determines the curriculum priorities and takes responsibility for all teaching and learning • implements Board decisions affecting the School • advises on and implements School’s development/action plan and agreed strategic priorities • advises on and implements the staffing structure approved by the Local Governing Committee for the School and is responsible for the organisation of resources • responsible for recruitment of School staff and their professional development • undertakes appraisal of School staff and deals with any grievances • responsible for disciplining School staff • working with the CFO, advises on the School budget making recommendations to the Local Governing Committee and ensuring the School manages within its budget • advises on School policies, which are delegated to the Local Governing Committee for determination • responsible for safeguarding and well-being of pupils and staff • decides any pupil exclusions • manages School’s relationship with its community

Further detail is set out in the Assisi Catholic Trust Scheme of Delegation, based on the Brentwood Diocese model.



ASSISI CATHOLIC TRUST

SCHEME OF DELEGATION

EFFECTIVE DATE: SEPTEMBER 2025

LEADERSHIP AND GOVERNANCE DECISION PLANNER

This decision planner is designed to work in conjunction with the formal Scheme of Delegation adopted by the Trust. It provides a quick reference guide to how some of the important decisions within the Trust are to be made. Any discrepancies between this document and the Scheme of Delegation shall be construed in favour of the Scheme of Delegation, which will take precedence. Further detail of the involvement of the Bishop and the Diocesan Education Service is contained in the **Diocesan Memorandum of Understanding**.

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

- Approve (App)
- Propose (Pro)
- Develop (Dev)
- Monitor (Mon)
- Consulted (Con)
- Implement (Imp)

The governance and management layers within the Trust are identified as follows:

1. Trust Members (the Bishop, Brentwood Roman Catholic Diocesan Trust and the Episcopal Vicar for Education (the **"Members"**)
2. Trust Board of Trustees (the **"Board"**)
3. Local Governing Committee (the **"LGC"**)
4. Trust Catholic Senior Executive Leader (or assigned member of the Trust's Executive Team) (**"CSEL"**)
5. Headteacher/Head of School (including Executive Headteacher) (**"HT"**)

Task	Members	Board	LGC		CSEL	HT
			Effective Academy	Supported Academy		
1.						
Governance and Vision						
1.1.	App	Pro				
1.2.	App	App/Pro	Imp	Imp	Dev/Pro	Imp

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
1.3.	Establish or merge Local Governing Committees	Con	App/Pro			Pro	Con
1.4.	Establish Trust Committees and determine terms of reference		App			Pro	
1.5.	Establish LGC Working Groups		App	Con	Con	Pro	Imp
1.6.	Appoint (and remove) Chair of Trust Board	App/Imp	Pro				
1.7.	Appoint Foundation Trustees	App/Imp	Pro/Con				
1.8.	Remove Foundation Trustees	App/Imp	Pro				
1.9.	Appoint Co-opted and Non-Foundation Trustees	App/Imp	App/Imp				
1.10.	Remove Co-opted and Non-Foundation Trustees	App/Imp	Pro				
1.11.	Appoint Chair of LGC	Mon	Con/App	Pro/App	Con	Con	
1.12.	Remove Chair of LGC	Mon	App/Pro	Con	Con	Con	
1.13.	Appoint Foundation Governors	App/Imp	Con	Pro	Pro	Con	Con
1.14.	Appoint Non-Foundation Governors (other than elected Governors)	App	App	Pro/Imp	Pro/Imp		

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
1.15.	Remove Foundation Governors	App/Imp	Pro/Con			Con	
1.16.	Remove Non-Foundation Governors and Elected Governors)	Mon	Pro/App	Pro	Con	Con	Con
1.17.	Appoint (and remove) Clerk to Trust Board		App			Pro	
1.18.	Appoint (and remove) Clerk to LGC		Pro/Mon	Con	Con	Pro	
1.19.	Trustees skills audit and governance reviews	Mon	App			Pro/Imp	
1.20.	Governor skills audit	Mon	App	Con	Con	Pro/Imp	Imp
1.21.	Approve Trustees/Governor Expenses Policy		App			Pro/Imp	
1.22.	Manage Conflicts of Interest		App	Imp	Imp	Pro/Imp	
2.	Finance						
2.1.	Trust & Academy Financial Regulations and Procedures		App	Imp	Imp	Dev/Pro	Con
2.2.	Appoint Trust auditors		App			Pro/Imp	
2.3.	Approve Trust Budget		App			Dev/Pro	Con

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
2.4.	Trust Annual Accounts	Mon	App			Pro/Imp	
2.5.	Trustees Annual Report	Mon	App			Pro/Imp	Con
2.6.	Undertake financial efficiency review (across the Trust)		App			Dev/Imp	Con
2.7.	Undertake financial efficiency review (within the Academy)		App	Mon	Mon	Con/Pro	Imp
2.8.	Compile and review Trust Risk Register		App			Imp	Con
2.9.	Compile and review Academy Risk Register and report on risks to Trust Finance and Resources Committee		Mon	Con	Con	Mon	Pro
2.10.	Trust Academies Accounts Returns to DfE		App			Imp	
2.11.	Response to Auditor's Management Letter		App			Imp	
2.12.	Academy Budget Plan		App	Pro	Pro	Pro/Imp	Con
2.13.	Academy Accounts Return to DfE		Mon/App	Con	Con	Imp	Con
3.	Strategy, Performance and Expansion						
3.1.	Trust Strategic Plan	Mon	App	Con	Con	Dev/Pro	Con/Imp

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
3.2.	New, converter or sponsored academies joining MAT	App	App/Pro			Pro/Imp	Con
3.3.	Academy expansion and/or change in age	App	App	Con	Con	Pro/Imp	Con/Imp
3.4.	Determine overall effectiveness of Academy		App			Pro	Con
3.5.	Academy Performance Targets		Mon/App	Con	Con	Pro/Imp	Con
3.6.	Academy Development Plan		Mon/App	App		Pro/Con	Pro/Imp
3.7.	Academy Action Plan/School Improvement Plan		Mon/App	App	Con	Pro/Con	Pro/Imp
3.8.	Intervention/Establish Executive/Management Board		App			Pro/Imp	Con
3.9.	EYFS Policy		Mon	App	App	Con	Pro/Imp
3.10.	EYFS Plan & Quality of Provision		Mon	App	App	Con	Pro/Imp
3.11.	SEN Policy		Mon	App	App	Con	Pro/Imp
3.12.	SEN Plan & Quality of Provision		Mon	App	App	Con	Pro/Imp
3.13.	Teaching & Learning Policy		Mon	App	App	Con	Pro/Imp

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
3.14.	Curriculum Policy		Mon	App	App	Con	Pro/Imp
3.15.	Relationship & Sex Education policy	App	Mon	App	App	Con	Pro/Imp
3.16.	Religious Education policy	App	Mon	App	App	Con	Pro/Imp
4.	Staffing						
4.1.	Determine Trust executive staff structure and grades	Mon	App			Pro/Imp	
4.2.	Determine Academy staff structure and grades		App	Con	Con	Pro	Imp
4.3.	CSEL appointment	Con	App/Pro/Imp				
4.4.	Executive Team appointments	Mon	App			Pro/Imp	
4.5.	Academy Executive Headteacher/Headteacher/Head of School appointments	Con	App/Imp	Con	Con	Pro	
4.6.	Academy teaching and support staff appointments		Mon	Imp	Imp	App	Pro/Imp
4.7.	Appraisal of CSEL	Con/Mon	Imp				
4.8.	Appraisal of Executive Headteacher/Headteacher	Mon	Mon	Mon	Mon	ImpApp	Imp

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
4.9.	Suspension of CSEL/Executive Headteacher/Headteacher	Con	App	Con	Con	Pro	
4.10.	Dismissal of CSEL/Executive Headteacher/Headteacher	Con	App	Con	Con	Pro	
4.11.	Appraisal of Head of School		Mon	Mon	Mon	App/Imp	
4.12.	Appraisal of SLT		Mon	Mon	Mon	Mon	App/Imp
4.13.	Suspension of Head of School	Con	App	Con	Con	Pro	
4.14.	Dismissal of Head of School	Con	App	Con	Con	Pro	
4.15.	Suspension and dismissal of other teaching and support staff		App			App	Pro/Imp
4.16.	Redundancy of staff		App	Con	Con	Pro/Imp	Pro
4.17.	Restructuring of staff		App	Con	Con	Pro/Imp	Pro
5.	Land and Contracts						
5.1.	Asset Management Strategy and insurance		App	Con	Con	Pro/Imp	Con

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
5.2.	Health & Safety plus safeguarding Policy & Review		App	Con	Con	Pro/Imp	Con
5.3.	Condition Surveys		App	Con	Con	Pro/Imp	Pro
5.4.	Expansion and Redevelopment Works	=	App	Con	Con	Pro/Imp	Pro
5.5.	Leases	Con/App	App/Pro	Con	Con	Pro/Imp	Pro
5.6.	Lettings and shared use		Mon	Mon	Mon	App/Con	Pro/Imp
5.7.	Strategic support and shared services		Mon	Con	Con	App/Imp	Pro/Imp
6.	HR and Policies						
6.1.	Pay & Remuneration Policy		App	Con	Con	Pro/Imp	Imp
6.2.	Job Role Salary & Grading Policy		App	Con	Con	Pro/Imp	Imp
6.3.	Changes to Employee Terms & Conditions or Collective Agreements		App	Con	Con	Pro/Imp	Imp
6.4.	Appraisal Review Policy		App	Con	Con	Pro/Imp	Imp
6.5.	Disciplinary Policy		App	Con	Con	Pro/Imp	Imp

	Task	Members	Board	LGC		CSEL	HT
				Effective Academy	Supported Academy		
6.6.	Grievance Policy		App	Con	Con	Pro/Imp	Imp
6.7.	Capability Policy		App	Con	Con	Pro/Imp	Imp
6.8.	Whistle-blowing Policy		App	Con	Con	Imp/Pro	Imp
6.9.	Re-structuring & Redundancy Policy		App	Con	Con	Imp/Pro	Imp
6.10.	Employee Health & Safety Policy		App	Con	Con	Imp/Pro	Imp
6.11.	Academy times, terms and holidays	Pro/App	Imp				
6.12.	Adoption and review of Non-HR Statutory Policies		App	Con	Con	Pro/Imp	Pro/Imp
6.13.	Suspensions & Exclusions		Mon	Mon/App	Mon/App	Mon	Pro/Imp
6.14.	Appeals against Permanent Exclusion		Mon	App	App	Con	Pro/Imp
6.15.	Complaints	Con	Mon	Mon	Mon	Imp/Mon	Imp



**FINANCIAL REGULATIONS MANUAL
for ACT and the following Academies:**

Holy Family Catholic Primary School
Our Lady of Lourdes Catholic Primary School
Our Lady of Ransom Catholic Primary School
Sacred Heart Catholic Primary School
St Georges Catholic Primary School
St Helens Catholic Primary School
St Joseph's Catholic Primary School
St Teresa's Catholic Primary School
St Thomas More High School

Assisi Catholic Trust Mission Statement

Our mission is to inspire the children in our care and that our schools place Christ and the teaching of the Catholic Church at the centre of all we do. We believe that every child has a right to educational excellence and we are committed in partnership to ensure this happens.

Motto

"Start doing what is necessary, then do what's possible and suddenly you are doing the impossible"

Document Management:

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Version:	01
Approving Body:	ACT Resources Committee



FINANCE POLICY

1. Introduction

The purpose of this manual is to ensure that Assisi Catholic Trust (ACT) maintains and develops systems of financial control which conform to the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of our funding agreements with the Department for Education (DfE).

The trust must comply with the principles of financial control outlined in the academies guidance published by the DfE (primarily the Academy Trust Handbook). This policy expands on that and provides detailed information on the trust's accounting procedures and systems.

This policy should be read in conjunction with the following trust policies and with individual academy financial procedure notes as appropriate.

- Charging & Remissions Policy – see separate ASSISI CATHOLIC TRUST policy
- Expenses Policy – see separate ASSISI CATHOLIC TRUST policy
- Gift and Hospitality Policy - see separate ASSISI CATHOLIC TRUST Policy
- Petty Cash procedure – see appendix
- Scheme of Delegation – see separate document
- Whistle-Blowing Policy – see separate ASSISI CATHOLIC TRUST Policy

This policy will be regularly reviewed, and amendments can only be made following the approval of the trustees.

This policy applies to the trust and to all individual academies. This policy should be read by all staff involved in financial transactions.

Instances of non-compliance with this policy will be reviewed by the CFO and may be reported to the Finance & Operations Committee. ACT uses the same definitions of 'must' and 'should', as set out in the Academy Trust Handbook.

2. Financial Responsibilities

The key financial responsibilities within the trust are outlined below:

The Board of Trustees

The Board of Trustees has overall responsibility for the administration of the trust's finances. The Trust Board is responsible for managing the financial affairs to ensure regularity, propriety and value for money, and for ensuring that the trust's funds are used in accordance with charity law, company law and the funding agreement. The Trustees are held to account by the Secretary of State however the Trust Board delegates certain powers to the Accounting Officer.

The Resources Committee

The Resources Committee is a committee of the Board of Trustees meeting at least once a term. The Trust Board delegates many of its financial responsibilities to be carried out by the Resources Committee. The responsibilities of the committee are detailed in written terms of reference which have been authorised by the Board of Trustees and includes providing assurance to the Trust Board over the suitability of, and compliance with, its financial systems and operational controls, and to ensure that risks are being adequately identified and managed as required by the Academy Trust Handbook

The Local Governing Bodies

The Local Governing Bodies has delegated responsibility for finance and should ensure that their operational decisions are made in accordance with the Academy Trust Handbook, the Funding Agreements, Financial Regulations and all relevant aspects of company and charitable law. See the terms of reference and scheme of delegation.

The Accounting Officer

The trust has appointed the CEO as the Accounting Officer. The Accounting Officer has personal responsibility (that cannot be delegated) for assuring the Board of Trustees that there is compliance with the Academy Trust Handbook, the Funding Agreements and all relevant aspects of company and charitable law.

The Chief Financial Officer

The CFO will act in the mandatory role of Chief Financial Officer, as set out in the Academy Trust Handbook. The main responsibilities of the CFO are:

- the establishment and operation of a suitable accounting system
- the management of the trust financial position at a strategic and operational level within the framework for financial control determined by the Board of Trustees
- implementation and operation of rigorous and robust audits and control
- ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the trust
- the preparation of monthly and annual management accounts

Headteachers

The Headteacher of each academy has responsibility for the financial management of their own academy budget and compliance with the Academy Trust Handbook, the Funding Agreement, Financial Regulations and all relevant aspects of company and charitable law within their academy.

Other Senior Finance Staff

The central finance team comprises of a few key positions providing day to day support to the CFO, including the Trust School Business Manager, Trust Finance Officer (s), the HR and Payroll Officer and each academy's School Business Managers /Finance Administrators. Financial support within each academy is provided by suitably qualified and experienced staff.

Throughout this document, the finance team includes those staff responsible for finance in each of the individual academies.

Other Staff

Other members of staff will have some financial responsibilities. All staff are responsible for the security of trust property, for avoiding loss or damage, for ensuring economy and efficiency in the use of resources and for conformity with the requirements of the trust's financial procedures.

Register of Interests

It is important for anyone involved in spending public money to demonstrate that they do not benefit personally from the decisions they make. To avoid any misunderstanding that might arise all Trustees, governors and staff with significant financial or spending powers are required to declare any financial interests they have in companies or individuals from which the trust may purchase goods or services. The register is open to public inspection.

The existence of a register of business interests does not, of course, detract from the duties of governors and staff to declare interests whenever they are relevant to matters being discussed by the governing body or a committee. Where an interest has been declared, Trustees, governors and staff should not attend that part of any committee or other meeting.

3. Accounting System

<p style="text-align: center;">Key responsibilities of the trust</p> <p>Establish and maintain the accounting system Determine the financial control procedures Determine user access rights Ensure appropriate control account and reconciliation procedures exist</p> <p style="text-align: center;">Key responsibilities of each academy</p> <p>Process transactions in line with agreed procedures and authorisation limits Keep user access accounts secure and not share log-ins.</p>

All the financial transactions of The trust must be recorded in the computerised financial management system. This system is overseen by the CFO through the accounting system and consists of:

- General Ledger, including Journal transactions
- Purchase Ledger
- Sales Ledger
- Fixed Assets

System Access

Access to the accounting system is determined by the CFO, and that control is operated by the CFO in conjunction with the system provider. The CFO will determine who has access to amend the system, set up controls in the accounting system, and appropriate levels of access for users of the system.

User access to the accounting system entry is controlled through secure user accounts and passwords. It is the responsibility of all the accounting system users to keep their password secure. Access to the accounting system is password protected, and the implementation of appropriate security is the responsibility of the system provider and is documented in the contractual agreement with them. It is the responsibility of the CFO to determine the appropriate levels of access for each user and to inform the systems provider of those requirements. System access must ensure that there is adequate segregation of duties in the process and that users may not initiate and approve transactions (where possible)

Back-up Procedures

The accounting system is Access Education, and all data is held securely in the cloud with Access completing regular backups to other secure locations.

Transaction Processing

All requisitions should where possible be documented on the appropriate order form or entered on the accounting system and the resultant order on the accounting system authorised in accordance with the authorisation limits.

Reconciliations

Each academy is responsible for ensuring the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:

- sales ledger control account with supporting debtors list
- purchase ledger control account with supporting creditors list
- all suspense accounts

All un-reconciled items are reported in an exception report as part of the monthly process.

The trust will centrally ensure the following reconciliations are performed:

- bank balance per the nominal ledger to the bank statement (monthly) • VAT control account (Monthly)
- Payroll Control Account (Monthly)

The CFO and Trust School Business Manager will ensure that in a timely manner, all monthly reconciliations are reviewed and signed as evidence of that review.

Levels of Authorisation

The following limits apply to expenditure as follow:

	Budget Holder	School business Manager /Finance Assistant	Headteacher /Deputy Head	CEO/CFO	Chair of Trustees	Resource Committee	Board of Trustees
Assisi Catholic Trust - Central Operations							
Expenditure up to budget limit	Required	Required	N/A	Optional	Optional	Optional	Optional
Non-budget expenditure up to £20k			N/A	Required	Optional	Optional	Optional
Expenditure £20k - £50k			N/A	Required	Required	Optional	Optional
Expenditure over £50k			N/A	Required	Required	Required	Optional
Capital expenditure from SCA			N/A	Required			Projects agreed by Board
Payments to HMRC (PAYE & NI)		Required	N/A	Required			

ACT Financial Regulations v1

	Budget Holder	School Business Manager/Finance Assistant	Headteacher /Deputy Headteacher & LGC	CEO/CFO (normally CFO in first instance)	Chair of Trustees	Resource Committee	Board of Trustees
Secondary School							
Expenditure up to budget limit	Required	Required	Optional	Optional	Optional	Optional	Optional
Non-budget expenditure up to £10k		Required	Required	Optional	Optional	Optional	Optional
Expenditure £10k - £20k			Required	Optional	Optional	Optional	Optional
Expenditure over £20k				Required	Optional	Required	Optional
Primary Schools (Small)							
Expenditure up to budget limit	Required if applicable	Optional	Required if no Finance Manager in post	Optional	Optional	Optional	Optional
Non-budget expenditure up to £5k			Required	Optional	Optional	Optional	Optional
Expenditure £5k - £20k				Required	Optional	Optional	Optional
Expenditure over £2k				Required	Optional	Required	Optional
Primary Schools (Large)							
Expenditure up to budget limit	Required if applicable	Optional	Required if no Finance Manager in post	Optional	Optional	Optional	Optional
Non-budget expenditure up to £8k			Required	Optional	Optional	Optional	Optional
Expenditure £8k - £20k				Required	Optional	Optional	Optional
Expenditure over £20k				Required	Optional	Required	Optional

If approval for a contract that spans more than one year, the limits apply to the TOTAL value of over the life of the contract and not the per annum cost

4. Financial Planning

<p style="text-align: center;">Key responsibilities of the trust</p> <p>Determine the overall financial strategy for the trust Oversight of the trust finances Oversight of compliance with funding agreement and statutory responsibilities Production of management accounts Production of annual financial statements Presentation of the consolidated budget for approval</p> <p style="text-align: center;">Key responsibilities of each academy</p> <p>Budget management and monitoring Maintenance of accounting records in line with the procedures in this policy Production of management reports</p>

Medium term financial plan

The medium-term financial plan is prepared as part of the strategic planning process. The strategic plan indicates how the trust’s educational and other objectives are going to be achieved within the expected level of resources over the next three years.

The strategic plan provides the framework for the annual budget. The budget is a detailed statement of the expected resources available to the trust and the planned use of those resources for the following year.

The budgetary process are described in more detail below.

Annual Budget

Each Headteacher is responsible for preparing and proposing the annual budget plan for the funds delegated to their academy in accordance with the timetable to allow it to be formally recommended to the Trust Board for its approval. Each Headteacher is responsible for identifying resources within the annual budget plan which support the full utilisation of Pupil Premium, Sports Premium and other ringfenced grants made available to each academy.

The CFO is responsible for preparing and proposing the Assisi Catholic Trust central core budget.

The CFO is responsible for reporting and obtaining approval for the consolidated annual budget. The budget must be approved by the CEO and the Resources Committee and ultimately the Trust Board.

The approved budget must be submitted to the DfE annually and the CFO is responsible for establishing a timetable which allows sufficient time for the approval process and ensures that the submission date is met. The annual budget will reflect the best estimate of the resources available to the trust for the forthcoming

year and will detail how those resources are to be utilised. There should be a clear link between the development plan objectives and the budgeted utilisation of resources.

Core assumptions for increases in funding levels, staff pay rises, and inflation will be set by the central MAT team and communicated in advance of budget setting.

The budgetary planning process will incorporate the following elements:

- forecasts of the likely number of pupils to estimate the amount of DfE grant receivable
- review of other income sources available to the trust to assess likely level of receipts
- review of past performance against budgets to promote an understanding of the trust cost base
- identification of potential efficiency savings and
- review of the main expenditure headings in light of the development plan objectives and the expected variations in cost e.g. pay increases, inflation and other anticipated changes

Balancing the Budget

Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income should be explored and expenditure headings will need to be reviewed for areas where cuts can be made. This may entail prioritising tasks and deferring projects until more funding is available.

Plans and budgets will need to be revised until income and expenditure are in balance.

For an academy to incur an in-year revenue deficit, the academy must receive prior approval as part of the trust annual budget approval process, they must consider the factors which have led to the deficit reporting this to the trust Board via the monthly management accounts implementing a RAG system to flag material concerns.

Finalising the Budget

Once the different options and scenarios have been considered by the individual academies, a draft budget should be prepared by the finance team, reviewed by the CFO before approval by the LGC and then the CEO and submission for consideration by the Resource Committee and final approval by the Trust Board

Once approved by the Trust Board, the budget should be communicated to all staff with responsibility for budget headings so that everyone is aware of the overall budgetary constraints. The CFO is responsible for ensuring that the proposed budget recommended to the Trust Board for each academy is entered on the accounting system.

The budget should be seen as a working document which may need revising throughout the year as circumstances change and is linked to the development plan of each academy. Assisi Catholic Trust does not require virements to be prepared and approved during the year – see below 'Monitoring and Review'

The budget for central MAT costs and re-charges to the individual academies should be prepared by the CFO in conjunction with the CEO. It should be discussed by the Resource Committee and ultimately be approved by the Trust Board.

Monitoring and Review

Monthly reports will be prepared by the central finance team. The reports will detail cashflow, balance sheets and actual income and expenditure against budget both for budget holders and at a summary level for the CEO and the Resource Committee.

Any potential under or overspend against the budget must in the first instance be discussed with the academy headteacher and then reported to the CFO.

The monitoring process should be effective and timely in highlighting variances in the budget so that differences can be investigated and action taken where appropriate.

The management reports must be considered by the LGC when it meets.

5. Payroll

Key responsibilities of the trust

Appoint staff in line with the Assisi Catholic Trust Scheme of Delegation
Process approved changes on the payroll system
Provide draft reports in line with agreed timelines for approval
Reconcile payroll control accounts
Provide BACS reports for all third party and payroll payments across the Trust
Process payroll transactions on the accounting system.

Key responsibilities of each academy

Appoint staff in line with the Assisi Catholic Trust Scheme of Delegation
Notify approved payroll amendments to the trust payroll team in line with agreed timelines
Check and authorise draft payroll reports

Staff Appointments

The delegated authorisation of staff appointments is set out in the Assisi Catholic Trust Scheme of Delegation.

The CEO/Headteacher is responsible for ensuring the maintenance of personnel files for all members of staff which include contracts of employment.

Payroll Administration

The payroll processing is administered by the Payroll Officer & Central Team with the support of an external payroll provider through a contractual arrangement.

The Payroll Officer will determine monthly payroll timetables for key processing dates, and these will be shared with staff in the academy offices and relevant Line Managers.

All new staff appointments, amendments, terminations, leave of absence, sickness, additional hours and ad hoc payments are to be entered on the payroll system on a monthly basis for pre-authorisation by the CEO/Headteacher before the final payroll reports are generated.

Each academy also is responsible for updating the local SIMs data base with all personnel and pay related data.

Payment of salaries

All net salary payments are made by BACS.

The payroll system calculates the schedule each month of statutory and voluntary deductions due from payroll, e.g. Income Tax, National Insurance contributions and pensions.

After the payroll has been processed the accounting system will be updated by the central finance team. Postings will be made both to the payroll control account and to appropriate nominal codes. The finance team should review the payroll control account each month to ensure the correct amount has been posted from the payroll system, individual cost centres have been correctly updated, and the balance of the payroll control account should then be nil

On an annual basis, the headteacher of each academy must check for each staff member that the gross pay as per the payroll system agrees to the contract of employment on the personnel file/salary master list.

Salary advances can only be issued in exceptional circumstances and with the agreement of the headteacher and a repayment agreement signed by the receiving member of staff and placed on the personnel file

Staff overtime including paid lunch duties (secondary school) will be paid monthly in arrears via the payroll system. Before undertaking overtime, it is the responsibility of the staff member to gain permission of the line manager, and an overtime sheet must be completed and signed by the relevant line manager before being submitted for processing.

6. Insurance

The trust has opted into the Department of Education's Risk Protection Arrangements (RPA), for risks not covered by the RPA (Motoring, engineering and inspection) each academy should determine its own level of cover.

7. VAT

Assisi Catholic Trust is registered for VAT, the Trust School Business Manager has delegated authority to submit the return to the HMRC via Access. The VAT for all academies within the trust will be consolidated and one return made with one refund. The VAT return is completed monthly.

The Trust School Business Manager once the reimbursement is received will be responsible to reimbursing the individual academies

8. Purchasing

Key responsibilities of the trust

Manage all tendering procedures for payments over £50,000
Authorise all transactions more than £20,000 (£50,000 – Secondary School & Assisi Catholic Trust Central) Manage the creditor database
To approve any requests or needs for leasing arrangements
Prepare and manage VAT returns

Key responsibilities of each academy

Process transactions in line with agreed procedures and authorisation limits and the financial standards in this policy
Comply with competitive purchasing requirements
Refer all expenditure over £20,000 (£50,000 – Secondary School & Assisi Catholic Trust – Central) to the trust for approval

The trust wants to achieve the best value for money from all our purchases. A large proportion of purchases will be paid for with public funds and they need to maintain the integrity of these funds by following the general principles of:

Probity; it must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the trust;

Accountability; the trust is publicly accountable for its expenditure and the conduct of its affairs;

Fairness; that all those dealt with by the trust are dealt with on a fair and equitable basis.

Routine Purchasing

Budget holders will be informed of the budget available to them at least one month before the start of the academic year. It is the responsibility of the budget holder to manage the budget and to ensure that the funds available are not overspent. Data detailing actual expenditure and committed expenditure (orders placed but not paid for) against budget will be supplied to each budget holder each month.

Authorisation Limits

Budget holders may submit requisitions which should be signed/emailed or submitted via the accounting system; however, authorisation is as previously detailed in section 3.

Purchases across the whole trust must be processed in accordance with the following financial standards.

- Official orders should be created for all purchases where practical other than for catering supplies, trip expenditure, utility payments, exams, purchasing card transactions and those purchases controlled by a contract or agreement such as insurance/capital projects etc.
- All requisitions should be made, or confirmed, in writing using an official order form, stocks of which are held in each academy's office or using the online form. Requisitions must be authorised by the

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signature of the budget holder (or be authorised from the budget holders email address if necessary) and must be forwarded to the finance team where a check is carried out to ensure adequate budgetary provision exists before placing the order

- Avoidance of obtaining higher authority by raising a sequence of smaller orders in place of one order is not permitted
- Approved orders, signed as per the above authorisation limits, will be recorded in the purchase order module of the accounting system which will allocate an order number
- Orders will be dispatched by email
- Incoming deliveries will be dispatched to departments accordingly and the goods will be checked against the goods received note / invoice. Any discrepancies should be recorded and discussed with the supplier without delay
- If any goods are rejected or returned to the supplier because they are not as ordered or are of substandard quality, the academy finance staff should be notified
- All signed goods received notes and invoices should be sent to the finance staff. Invoice will only be processed for payment if the order and invoice all match in terms of value and quantity of goods/services. Any mismatches will be investigated by the finance team
- The finance staff will clearly stamp and code each invoice and scan and attach on the finance system
- Purchases of Alcohol are not permitted and will not be reimbursed (apart from Communion Wine)

Contracts

All contracts for services with a duration of more than one year must be agreed with the CFO or CEO before signing.

Leasing

The Trustees are responsible, following recommendations from the Resources Committee, for approving all leasing and hiring arrangements involving the trust or any of its academies.

In practice, this responsibility is devolved to the CFO or CEO.

All leases and hiring arrangements should be approved by the CFO or CEO before signing.

Such agreements will be signed by the CEO, Chair of Trustees or CFO, or the trustee designated to take financial responsibility.

NB: Finance leases are not allowable under the Academy Trust Handbook under any circumstances.

Payments

Where there is a need for standing orders, direct debits, salary payments and all other payments (including those to suppliers), authorisations for such payments will be any two signatories from the following: -

- CEO
- CFO
- Trust School Business Manager

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- Chair of Trust Board
- Chair of the Resource Committee

If significant discounts are available for prompt payment (in excess of current interest rates), then payments will be made immediately. If not, payments will be issued in accordance with the trading terms of the individual contractor.

The accounting system has checks in place to ensure that any duplicate invoices are flagged. All orders can only be matched to one invoice and so duplicate payments cannot be made for orders.

Copy invoices are not to be paid until exhaustive checks have been made to confirm that payment has not previously been made. References back to the original order are to be made in every case.

Under no circumstances are payments to be paid against statements.

The Construction Industry Scheme (CIS) Contractor rules do not apply to charities and trusts.

Under no circumstances may official order forms be used to obtain goods and services for the private use of individuals. They must only be used for goods and services provided to the academy.

Payments of expenses should be made in line with the Assisi Catholic Trust Expenses Policy.

Competitive Purchasing Requirements and Limits

Orders up to £5,000

In purchasing all goods and services, budget holders should ensure that they review the use of existing resources and consider the cost, quality, reliability and availability. Proposals should be obtained in writing for all purchases.

Orders over £5,000 but less than £50,000

Guidance on all procurement above £5,000 should be sought from the CFO. Where possible, at least three written quotations should be obtained for all orders between £5,000 and £50,000 to identify the best source of the goods/services. Written details of quotations obtained should be prepared and retained by budget holders for audit purposes. Telephone quotes are acceptable if these are evidenced and emailed confirmation of quotes has been received before a purchase decision is made.

All potential contractors invited to submit quotations shall be provided in all instances with identical information and instructions.

If competitive quotes are not able to be sought for purchases under £20,000, approval to go ahead with the purchase will be requested from the CFO.

If competitive quotes are not able to be sought for purchases over £20,000, approval to go ahead with the purchase will be requested from the CFO and a report will be taken to the Resource Committee documenting the reasons why and how value for money has been otherwise assured.

Orders/payments for trip expenditure and any other expenditure wholly paid from parental contributions or other donations is not subject to the requirement to obtain three written quotations.

Orders over £50,000

All goods/services ordered with a value over £50,000, or for a series of contracts which in total exceed £50,000 must be subject to formal tendering procedures, detailed below and will be managed by the CFO.

Public Contract Regulations Thresholds

Purchases over £213,477 for supplies and services or £5,336,937 for works contracts (threshold from 1 January 2022) fall under public procurement rules which may require advertising in the Official Journal of the European Union. When the trust is likely to award such contracts further legal guidance should be sought.

Tendering Procedures

There are three forms of tender procedure: open, restricted and negotiated and the circumstances in which each procedure should be used are described below. The trust must seek tenders on the most appropriate basis.

Open Tender: This is where all potential suppliers are invited to tender. The budget holder must discuss and agree with the CFO how best to advertise for suppliers e.g. general press, trade journals or to identify all potential suppliers and contact directly if practical. This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.

Restricted Tender: the trust will normally invite at least three bidders. This is where suppliers are specifically invited to tender. Restricted tenders are appropriate where:

- there is a need to maintain a balance between the contract value and administrative costs,
- a large number of suppliers would come forward or because the nature of the goods are such that only specific suppliers can be expected to supply the trust's requirements,
- the costs of publicity and advertising are likely to outweigh the potential benefits of open tendering.

Negotiated Tender: The terms of the contract may be negotiated with one or more chosen suppliers. This is appropriate in specific circumstances:

- the above methods have resulted in either no or unacceptable tenders
- only one or very few suppliers are available
- extreme urgency exists
- additional deliveries by the existing supplier are justified
- where the Members (owners of the property) impose restrictions on whom they will permit to undertake capital projects for example, architects and construction advisors

Preparation for Tender

Full consideration should be given to:

- objective of project
- overall requirements
- technical skills required
- after sales service requirements
- form of contract

The award criteria which are to be applied in evaluating tenders must be recorded in writing before the tenders are invited and must be stated in the documents sent to suppliers. It may be useful after all requirements have been established to rank requirements (e.g. mandatory, desirable and additional) and award marks to suppliers on fulfilment of these requirements to help reach an overall decision.

Invitation to Tender

If a restricted tender is to be used then an invitation to tender must be issued. If an open tender is used an invitation to tender may be issued in response to an initial enquiry.

An invitation to tender should include the following:

- introduction/background to the project
- scope and objectives of the project
- technical requirements
- selection criteria
- implementation of the project • terms and conditions of tender
- form of response.

Aspects to Consider

Financial

- Like should be compared with like and if a lower price means a reduced service or lower quality this must be borne in mind when reaching a decision
- Care should be taken to ensure that the tender price is the total price and that there are no hidden or extra costs
- Is there scope for negotiation?

Technical/Suitability

- Qualifications of the contractor
- Relevant experience of the contractor
- Descriptions of technical and service facilities
- Certificates of quality/conformity with standards
- Quality control procedures

- Details of previous sales and references from past customers

Other Considerations

- Presales demonstrations
- After sales service
- Financial status of supplier. Suppliers in financial difficulty may have problems completing contracts and in the provision of after sales service. It may be appropriate to have an accountant or similarly qualified person examine audited accounts etc.

Tender Acceptance Procedures

The invitation to tender should state the date and time by which the completed tender document should be received by the trust. Tenders should be submitted in plain envelopes clearly marked to indicate they contain tender documents. The envelopes should be time and date stamped on receipt and stored in a secure place prior to tender opening. Tenders received after the submission deadline should not normally be accepted, unless the CEO and Chair of Board are satisfied that the tender was posted or dispatched on time but that delivery was prevented by an event beyond the control of the tenderer and that other tenders have not been opened.

Tender Opening Procedures

All tenders submitted should be opened at the same time and the tender details should be recorded. Tenders should be opened in the presence of a trustee and the CEO (or other designated officer).

A separate record should be established to record the names of the firms submitting tenders and the amount tendered. This record must be signed by both people present at the tender opening.

Tendering Evaluation Procedures

The evaluation process should involve at least two people. Those involved should disclose all interests, business and otherwise, that might impact upon their objectivity. If there is a potential conflict of interest then that person must withdraw from the tendering process.

Those involved in making a decision must take care not to accept gifts or hospitality from potential suppliers that could compromise or be seen to compromise their independence.

Full records should be kept of all criteria used for evaluation for contracts over £50,000 and a report should be prepared for the Resources Committee highlighting the relevant issues and recommending a decision.

Where required by the conditions attached to a specific grant from the DfE, the department's approval must be obtained before the acceptance of a tender.

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The accepted tender should be the one that is economically most advantageous to the trust. All parties should then be informed of the decision.

In circumstances where the most economically advantageous tender is higher than the available funding, trustees may enter into discussions with the tenderer to reduce the scope of the tender to match the available funding.

9. Income

<p style="text-align: center;">Key responsibilities of the Trust</p> <p>Determine the financial control procedures Determine accounting treatment Ensure the processing and reconciliation of income transactions Input GAG and LEA Funding on the accounts system and reconcile</p> <p style="text-align: center;">Key responsibilities of each academy</p> <p>To receive and bank income in line with agreed procedures and meet the financial standards in this policy. To process the income in a timely manner.</p>
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The trust is responsible for ensuring that all income due to the academy is properly accounted for, and for establishing a Charging & Remissions policy for the supply of goods and/or services. The Charging & Remissions policy is reviewed annually by the Resource Committee.

The main sources of income for the trust are the grants from the ESFA.

Each year the CFO will be responsible for determining the level of grant income due to the academy from the EFA and reporting the amount to the trust.

The receipt of these sums is monitored directly by the CFO who is responsible for ensuring that all grants due to the trust are collected.

The trust and individual academies also obtain income from:

- students, mainly for trips and meals and activities
- the public, mainly for lettings.

The individual academy is responsible for establishing debt management procedures. An example policy is provided as an appendix to the Financial Regulations. Academies may tailor this document to best suit the needs of their academy.

The Office Manager/ Business Manager/Finance Officer is responsible for ensuring the prompt collection or recovery of monies due to the academy.

All cash received over £100 will be acknowledged by an official pre-numbered receipt on request.

Trips

Each academy must establish procedures to deal with income from trips. These procedures must ensure that;

- A lead teacher is responsible for each trip

- Each trip is fully costed to ensure affordable from the academy budget
- A record of students on each trip and payments made is maintained

On completion, the trip financial account should be reviewed and any deficit (after accounting for other financial support, for example, from Pupil Premium Grant funding, should be signed to authorise by the Headteacher /Business Manager. Any surplus exceeding £15 per pupil should be returned.

Lettings & Hire of Facilities

Each academy must establish procedures to deal with income from lettings. These procedures must ensure that;

- Adequate records are maintained of all bookings made
- Insurance records should be inspected for the appropriate level of public liability
- Payment be made in advance except in exceptional circumstances
- Sales Ledger accounts are raised through the accounting system
- Debts will be monitored and promptly chased up
- Debts up to £500 per debtor can be written off at the discretion of the CEO/CFO/Headteacher. In the accounting system this should be recorded in a separate bad debt nominal ledger code for easy identification.
- Above this limit, requests for write offs are to be referred to the Resource Committee.

School Meals

Each academy must establish procedures to deal with income from meals. These procedures must ensure that;

- Payments are adequately monitored and debts chased up
- Debts up to £100 per debtor can be written off at the discretion of the CEO/CFO/Headteacher). In the accounting system this should be recorded in a separate bad debt nominal ledger code for easy identification
- Above this limit, requests for write offs are to be referred to the Resource Committee.
- Income is reconciled against the number of meals provided
- Cashless payment system transactions must be recorded promptly in the trust accounting system
- Each reconciliation must be documented and signed

Paid Clubs/Nursery sessions

Each academy must establish procedures to deal with income from clubs/nursery sessions. These procedures must ensure that;

- Payments are adequately monitored and debts chased up
- Debts up to £100 per debtor can be written off at the discretion of the CEO/CFO/Headteacher). In the accounting system this should be recorded in a separate bad debt nominal ledger code for easy identification
- Above this limit, requests for write offs are to be referred to the Resource Committee.
- Income is reconciled against the number of sessions provided

- Cashless payment system transactions must be recorded promptly in the trust accounting system
- Each reconciliation must be documented and signed

Custody and Banking - General

Each academy must establish procedures to deal with income banking. These procedures must ensure that;

- All cash and cheques must be kept in the safe prior to banking. (The current safe limit for each academy is £5,000)
- Safe keyholders are identified and keys are kept safe
- Banking should take place as soon as possible dependent on the sums involved and weighed against the cost of collection
- Monies may be collected through an externally provided secure collection service
- Monies collected should be banked in their entirety in the appropriate bank account
- Two members of staff should verify each banking
- Banking must be reconciled to source records of income received

At the time of each banking, each academy must complete the paying in book detailing the coding split of the income and must enter this onto the accounting system.

Personal cheques will not be cashed from money received and due to the academy.

Income Reconciliation

Each academy's finance team is responsible for preparing reconciliations between the sums collected, the sums deposited at the bank and the sums posted to the accounting system. The reconciliations must be prepared promptly after each banking and must be reviewed and certified by an independent member of the finance team as designated by the CFO.

10. Cash Management

Key responsibilities of the Trust

Determine the financial control procedures
Manage cash deposits and investments in line with the policy
Reconcile bank accounts
Process payments through on-line banking
Overview of the trust cash flow
Determine petty cash procedures
Procedure for use of purchasing cards

Key responsibilities of each academy

Process payments ready for approval on the accounting system read for on-line banking
Process direct debits and standing orders onto the accounting system
Monitor bank account transactions

Bank Accounts

The opening of all accounts must be authorised by the Board of Trustees. The operation of the online banking system is controlled by the CFO who is administrator of the system.

Deposits

Particulars of any deposit must be entered on a copy paying-in slip, counterfoil or listed in a supporting book. The details should include:

- the amount of the deposit and
- a reference, such as the number of the receipt or the name of the debtor.

Payments and Withdrawals

Cheques from trust bank accounts must bear the signatures of two of the authorised signatories. Electronic payments should be authorised by two authorised signatories. The following are authorised to be set up on the bank mandates (although do not have to be):

All academies and central operations

CEO
CFO
Chair of Trustees
Chair of Resources
Trust School Business Manager

Bank Reconciliation

The CFO must ensure bank statements are received regularly and that reconciliations are performed at least on a monthly basis with an independent review completed. Reconciliation procedures must ensure that:

- all bank accounts are reconciled to the accounting system;
- adjustments arising are dealt with promptly.

Petty Cash Accounts (see appendix)

Minor items of expenditure can be paid or reimbursed to staff through each academy's own petty cash system in line with trust procedures.

Purchasing Cards

The CFO is permitted to administer the Lloyds Multipay scheme. Through the scheme those permitted to hold a charge card on behalf of the academy is decided by the trust board with a limit determined by need decided by the CFO.

Each academy must follow the trust's procedures for use of purchasing cards. These procedures ensure that;

- Cards are stored safely
- Requests for new cards are made through the trust finance staff
- Cards are only used for academy business
- Supporting documentation is held for all transactions
- Each statement is reconciled and then authorised
- Records of the reconciliation and approval are maintained

The expectations for those holding a charge card are detailed in the Assisi Catholic Trust charge card terms & conditions. See Appendices.

Cash Flow Forecasts

The CFO will be responsible for producing and monitoring a monthly cashflow forecast and taking appropriate action if and when required to ensure that the academy does not go overdrawn.

The CFO is responsible for overseeing the preparation of monthly cashflow forecasts to ensure that The trust has sufficient funds available to pay for day-to-day operations. If significant balances can be foreseen, steps should be taken to invest the extra funds. Similarly plans should be made to transfer funds from another bank account or to re-profile Income and Expenditure to cover potential cash shortages. The CFO will review and approve the statement each month.

Investments and Cash Deposits

Investments and deposits must be made only in accordance with procedures approved by the Board of Trustees.

11. Fixed Assets

<p style="text-align: center;">Key responsibilities of the Trust</p> <p>Determine the financial control procedures Determine accounting treatment</p> <p style="text-align: center;">Key responsibilities of each academy</p> <p>Maintain adequate security over assets as per the policy Maintain asset register and inventory lists Perform asset checks</p>
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Asset register

All items purchased with a value over the trust's capitalisation limit of £5,000 must be entered in the fixed asset register. (Currently held in excel format)

The Asset Register helps:

- ensure that staff take responsibility for the safe custody of assets
- enable independent checks on the safe custody of assets, as a deterrent against theft or misuse
- to manage the effective utilisation of assets and to plan for their replacement
- help the external auditors to draw conclusions on the annual accounts and the trust's financial system
- to support insurance claims in the event of fire, theft, vandalism or other disasters

Security of assets

The safe custody of assets will be subject to local procedures at each individual Academy. To monitor the custody of assets the Finance & Operations Committee are to be informed of the loss (theft) of any assets with a value of over £500.

Disposals

All requests for disposal where the asset has a residual value over £500 must be submitted to the CFO and then approved by the Resource Committee. The best possible value must be obtained in the disposal of assets.

Disposal Limits

Other than land, buildings and heritage assets, trusts can dispose of any other fixed asset without ESFA's approval. The trust must ensure that disposal achieves the best price that can reasonably be obtained, and maintains the principles of regularity, propriety and value for money.

The diocese retains ownership of the Academy buildings and the Academy Trust is responsible for the maintenance and upkeep.

Loan of Assets

Items of trust property must not be removed from the premises without the authority of the CEO/Headteacher/CFO. A record of the loan must be recorded in a loan book/spreadsheet and booked back into the Academy when it is returned.

If assets are on loan for extended periods or to a single member of staff on a regular basis the situation may give rise to a 'benefit-in-kind' for taxation purposes. Loans should therefore be kept under review and any potential benefits discussed with the trust's auditors.

APPENDIX: Financial Procedures

Assets & Disposal procedure – see below

Petty Cash procedure– see below

Example Debt Management Policy – see below

Charge card Terms & Conditions – see below

ASSETS AND DISPOSAL

The Board of Trustees is responsible for maintaining the security of all assets and property relating to services and property under its control. The CFO is to determine appropriate procedures for ensuring the safe custody of all fixed assets, depending on their nature.

A record will be kept of all items used in the academy that do not belong to it. This list will be kept separately.

All assets must be first registered at the date of incorporation and thereafter checked at the 31st of August of each year.

Any assets needing to be disposed of will be subject to the relevant procedures *see below*.

The date of disposal and any receipts obtained for such disposal must be recorded in the register.

Fixed Assets

Any asset in excess of £5,000 will be capitalised and recorded in the Academy's Financial System under the following headings;

- Computer Equipment
- Furniture & Equipment
- Land and Buildings
- Freehold Improvements
- Motor Vehicles
- Plant & Equipment

The assets will be depreciated at an appropriate rate to write the asset off over its useful economic life.

Disposal of Surplus Equipment and Materials

The CEO/CFO/Headteacher is able to authorise the disposal of surplus equipment and materials where the current estimated value is £500 or less; for items in excess of £500 the approval of the Resource Committee should be obtained. For land, buildings and heritage assets, the disposal should be in accordance with the Academy Trust Handbook.

PETTY CASH

Minor items of expenditure can be paid or reimbursed to staff through the academy's own petty cash system.

A member of the finance team has responsibility for the academy's Petty Cash account, receiving invoices from staff and reimbursing staff costs when under £40 in cash, and entering details onto computer record on a regular basis.

Request for amounts above this limit must go through the normal purchasing procedure and will only be made by BACS up to a limit of £100.

Goods valued at more than £100 must be ordered, purchased, checked and paid for by the academy. In exceptional circumstances these limits can be exceeded on the authority of the CEO/Headteacher/ Finance Officer/CFO.

All payments made must be supported by an appropriate voucher either signed by the member of staff receiving the cash or bearing the cheque or postal order number where emergency payments are being made by this method.

The academy employee using the petty cash system is responsible for: -

- Obtaining a receipt for every payment made which identifies any VAT charged.
- Ensuring a safe custody of cash drawn from the academy
- Requiring the budget manager to check goods purchased against the receipt and sign to initiate correctness.
- Presenting signed receipts to the Office Manager/ Business Manager/Finance Officer for reimbursement within two days of the purchase of the goods.
- Producing a proper account for the CEO/Headteacher, auditor or other authorised person of the amounts drawn and their use supported by vouchers, receipt numbers and cash to the total amount drawn.

All petty cash will be kept in a cash box in the safe and a member of the finance team will be responsible for its security.

Personal cheques may not be cashed from petty cash.

The amount of petty cash held in the academy must be kept to a minimum and should never exceed £1,000.

All payments from Petty Cash are to be entered on to the accounting system within one working week by the finance team. A member of the finance team is to reconcile the Petty Cash monthly.



Employee Charge Card (Multi- Pay) Declaration

The following declaration must be signed by the employee before the card is passed to that employee. A copy of the signed declaration will be kept at the academy and a copy also held by the central finance team.

ASSISI CATHOLIC TRUST Charge Card (Multi-Pay) User Declaration Introduction

In receiving a Assisi Catholic Trust Charge Card you are contractually committed to adhere to the Trust's Charge Card Terms and Conditions.

Before signing this declaration, you should read the terms and conditions carefully and make yourself aware of your responsibilities as a card holder.

The terms and conditions are summarised below:

Card Security

- On receipt of your card you must sign it immediately.
- You must not allow anyone else to use your card.
- You must keep your card and PIN safe at all times.
- You must report any suspected misuse or fraudulent use to Lloyds Bank and the central finance team as soon as possible.
- In the event you lose your card you must contact the card administrator (CFO) immediately and your local academy finance team. Instructions are provided at the end of this document.

Acceptable Usage

- The card is for approved business use only.
- Wherever possible, prior to use, a purchase order requisition should be approved by the budget holder/Headteacher. *(During term time, it is expected that all purchases will be pre-approved.)*
- Card use must not breach the financial regulations or any other trust policy – users must make themselves aware of the content of those documents. In particular, the limit for gifts purchased must not be exceeded. (Current limit £40 plus delivery at date of signing)
- Under no circumstances can alcohol be purchased using the card.
- The card is to be used in accordance with the Lloyds Bank terms and conditions, available on Lloyd's commercial card portal.

Monthly Statements

- All documentation relating to purchases made on your card, including receipts, valid VAT invoices and delivery notes must be retained.
- The card balance will be monitored regularly using Lloyds online portal to ensure the credit limit is not exceeded.
- A copy of your card's statement along with documentary evidence must be submitted to finance staff for authorisation each month and every statement must also be reviewed & signed in line with Section 3 of the Financial Regulations. The person signing the card statement must be a more senior Assisi Catholic Trust employee.

Failure to meet any of the terms and conditions may result in a disciplinary and/or dismissal.

Cardholder Declaration

Print Name:	
Signed:	
Date:	

Loss or theft of a Multi-Pay Card

If the Charge Card is lost or stolen the cardholder must:

- Contact Lloyds Bank immediately. If your Card is lost, stolen or the PIN becomes known to any person other than you, or the Card or the PIN are for any reason liable to misuse, you must notify the Bank without undue delay by telephone on 0800 096 4496 (24 hours) (if abroad +44 1908 544059).
- Inform the CFO immediately.
- Inform the police if the loss is a result of theft and obtain a report number and report this to either the CFO.



TERMS OF REFERENCE FOR THE RESOURCES COMMITTEE

1 Membership

1.1 The committee shall comprise at least three members. The committee shall include at least one member of Audit & Risk committee. Members of the committee shall be appointed by the board.

1.2 Members should have recent and relevant financial experience.

1.3 Only members of the committee have the right to attend committee meetings. However, the Chief Accounting Officer and Chief Financial Officer will be invited to attend meetings of the committee on a regular basis and other non-members may be invited to attend all or part of any meeting as and when appropriate and necessary.

1.4 The board shall appoint the committee chairman. In the absence of the committee chairman and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of themselves to chair the meeting.

1.5 The committee may appoint external consultants as necessary. If the fee exceeds £10,000 then the appointment must be approved by the Full Board. This can be done via email

2 Secretary

The company secretary, or their nominee, shall act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

3 Quorum

The quorum necessary for the transaction of business shall be two members. Trust Board members who are not members of the Committee may be co-opted as members for individual meetings, provided the majority of the quorum are full members of the Committee'.

4 Frequency of meetings

4.1 The committee shall meet at least three times a year at appropriate intervals in the financial reporting cycle and otherwise as may be required.

4.2 Outside of the formal meeting programme, the committee chairman, and to a lesser extent the other committee members, will maintain a dialogue with key individuals involved in the Trust's governance, including the Chair of Trustees, the Chief Accounting Officer and the Chief Financial Officer.

5 Notice of meetings

5.1 Meetings of the committee shall be convened by the secretary of the committee at the request of any of its members.

5.2 Unless otherwise agreed by the committee, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members at the same time in electronic form.

6 Minutes of meetings

6.1 The secretary shall minute the proceedings and decisions of all meetings of the committee, including recording the names of those present and in attendance.

6.2 Draft minutes of committee meetings shall be agreed with the committee chairman and then circulated promptly to all members of the committee, unless it would be inappropriate to do so in the opinion of the committee chairman.

6.3 All minutes of committee meetings shall be forwarded to the Trust as part of the reporting process.

7 Treasury and Planning

7.1 Provide guidance and assistance to the CAO and CFO in all matters relating to budget planning, financial management, Trust development planning and estates management;

7.2 Exercise the challenge function to management with regard to budgetary and Trust planning assumptions;

7.3 Recommend to the Trust Board the funds that may be used as operating income for the Trust and schools in any financial year;

7.4 Contribute towards, and regularly monitor the agreed Trust Development Plan against identified key output areas, and obtain explanations for any material deviation from the plan;

7.5 Recommend to the Trust Board the budget for the financial year for approval;

7.6 Provide, before the commencement of each financial year, a three year financial forecast showing the income and expenditure account and balance sheet effects of the Trust Development Plan;

8 Financial Management

8.1 Monitor and report on the effectiveness of the Trust's management of resources, particularly with regard to value for money issues;

8.2 Receive a report at each meeting on the Income and Expenditure account and balance sheet of the Trust;

8.3 Receive and review at each meeting a report on the current cash position;

8.4 Monitor progress towards long term financial health;

8.5 Provide, by means of committee minutes, a summary of and commentary to the Trust Board on the financial reports received;

8.6 Approve, where appropriate, long-term financial agreements for the Trust and outside organisations;

9 Financial Policy & Procedures

9.1 Review and challenge where necessary application of significant accounting policies and any changes to them

10 Estates

10.1 Prepare, monitor and review the Trust's estates strategy in light of present and projected student numbers and curriculum policies;

10.2 Monitor the implementation and performance of estates contracts and rolling health and safety development programmes;

11 Staffing

11.1 Ensure that there are standard arrangements in place for the recruitment, appointment and promotion of staff

11.2 Ensure that each member of staff shall serve under a contract of employment with the Trust Board

11.3 Ensure that all procedures, and their application, in relation to the recruitment, appointment, promotion and remuneration of staff shall comply with industrial relations and equal opportunity legislation.

11.4 Ensure that the human resource management of the Trust supports the strategic objectives and that policies and procedures are informed by best relevant practice in the sector and in other knowledge-based industries;

11.5 Advise the Trust Board on any other staffing matters referred to it by the CAO or CFO.



Terms of reference for the Audit & Risk Committee

Note: square brackets contain recommendations which are in line with best practice but which may need to be changed to suit the circumstances of the particular organisation, or excluded where not relevant to the company or if the company has a separate risk committee.

1 Membership

1.1 The committee shall comprise at least three members. The committee shall include at least one member of resources committee. Members of the committee shall be appointed by the board. The Chair of the Audit & Risk Committee will attend Resources Committee meetings in an advisory capacity, in the Chair's absence another member of the committee shall attend.

1.2 Members should have recent and relevant financial experience, the chairman of the board shall not be a member of the committee.

1.3 Only members of the committee have the right to attend committee meetings. However, the Chief Accounting Officer, Chief Financial Officer, internal auditor and external audit lead partner will be invited to attend meetings of the committee on a regular basis and other non-members may be invited to attend all or part of any meeting as and when appropriate and necessary.

1.4 The board shall appoint the committee chairman. In the absence of the committee chairman and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of themselves to chair the meeting.

1.5 The committee may appoint external consultants as necessary. If the fee exceeds £10,000 then the appointment must be approved by the full Board. This can be done by email.

2 Secretary

The company secretary, or their nominee, shall act as the secretary of the committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

3 Quorum

The quorum necessary for the transaction of business shall be two members. Trust Board members who are not members of the Committee may be co-opted as members for individual meetings, provided the majority of the quorum are full members of the Committee'.

4 Frequency of meetings

4.1 The committee shall meet at least three times a year at appropriate intervals in the financial reporting and audit cycle and otherwise as may be required.

4.2 Outside of the formal meeting programme, the committee chairman, and to a lesser extent the other committee members, will maintain a dialogue with key individuals involved in the Trust's governance, including the Chair of Trustees, the chief accounting officer, the finance director, the external audit lead partner and the internal auditor.

5 Notice of meetings

5.1 Meetings of the committee shall be convened by the secretary of the committee at the request of any of its members or at the request of the external audit lead partner or internal auditor if they consider it necessary.

5.2 Unless otherwise agreed by the committee, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee no later than five working days before the date of the meeting. Supporting papers shall be sent to committee members at the same time in electronic form.

6 Minutes of meetings

6.1 The secretary shall minute the proceedings and decisions of all meetings of the committee, including recording the names of those present and in attendance.

6.2 Draft minutes of committee meetings shall be agreed with the committee chairman and then circulated promptly to all members of the committee, unless it would be inappropriate to do so in the opinion of the committee chairman.

6.3 All minutes of committee meetings shall be forwarded to the Trust as part of the reporting process.

7 Duties

7.1 Financial reporting

7.1.1 The committee shall monitor the integrity of the financial statements of the trust, including its annual reports, interim management reports and any other formal statements relating to its financial performance, and review and report to the board on significant financial reporting issues having regard to matters communicated to it by the auditor.

7.1.2 In particular, the committee shall review and challenge where necessary:

7.1.2.1 the application of significant accounting policies and any changes to them;

7.1.2.2 the methods used to account for significant or unusual transactions where different approaches are possible;

7.1.2.3 whether the Trust has adopted appropriate accounting policies and made appropriate estimates and judgements, taking into account the external auditor's views on the financial statements; and

7.1.2.4 all material information presented with the financial statements, including the strategic report and the corporate governance statements relating to the audit and to risk management.

7.1.3 Where the committee is not satisfied with any aspect of the proposed financial reporting by the academy, it shall report its views to the board.

8.1 Narrative reporting

Where requested by the board, the committee should review the content of the annual report and accounts and advise the board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary to assess the Trust's performance

8.2 Internal controls and risk management systems

The committee shall:

8.3.1 keep under review the trust's internal financial controls systems that identify, assess, manage and monitor financial risks, and other internal controls, risk management systems and risk registers.

8.3.2 review and approve the statements to be included in the annual report concerning internal control, risk management and the viability statement.

8.3.3 To regularly receive reports from management which enable the Committee to assess the risks involved in the MATs business and to consider the principal risks identified by management and how they are controlled and monitored.

8.4 Compliance, whistleblowing and fraud

The committee shall:

8.4.1 review the adequacy and security of the trust's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;

8.4.2 There needs to be appropriate procedures systems and controls in place to report any misappropriation of evidence.

8.5 Internal audit

The committee shall:

8.5.1 approve the appointment or termination of appointment of the internal auditor;

8.5.2 review and approve the role and mandate of internal audit, monitor and review the effectiveness of its work,

8.5.3 review and approve the annual internal audit plan to ensure it is aligned to the key risks of the business, and receive regular reports on work carried out;

8.5.4 ensure internal audit has unrestricted scope, the necessary resources and access to information to enable it to fulfil its mandate,

8.5.5 ensure the internal auditor has direct access to the board chairman and to the committee chairman, providing independence from the executive and accountability to the committee;

8.5.6 carry out an annual assessment of the effectiveness of the internal audit function; and as part of this assessment:

8.5.6.1 meet with the internal auditor without the presence of management to discuss the effectiveness of the function;

8.5.6.2 review and assess the annual internal audit work plan;

8.5.6.3 receive a report on the results of the internal auditor's work;

8.5.6.4 determine whether it is satisfied that the quality, experience and expertise of the internal auditor is appropriate for the trust; and

8.5.6.5 review the actions taken by management to implement the recommendations of internal audit and to support the effective working of the internal audit function;

8.5.7 monitor and assess the role and effectiveness of the internal audit function in the overall context of the trust's risk management system and the work of compliance, finance and the external auditor;

8.6 External audit

The committee shall:

8.6.1 consider and make recommendations to the board, in relation to the appointment, re-appointment and removal of the trust's external auditor;

8.6.2 Oversee and approve the selection procedure for the appointment of the audit firm, ensuring that all tendering firms have access to all necessary information and individuals during the tendering process;

8.6.3 if an external auditor resigns, investigate the issues leading to this and decide whether any action is required;

8.6.4 oversee the relationship with the external auditor. In this context the committee shall:

8.6.4.1 approve their remuneration, including both fees for audit and non-audit services, and ensure that the level of fees is appropriate to enable an effective and high-quality audit to be conducted; and

8.6.4.2 approve their terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit;

8.6.5 assess annually the external auditor's independence and objectivity taking into account relevant UK law, regulation, the Ethical Standard and other professional requirements and the group's relationship with the auditor as a whole, including any threats to the auditor's independence and the safeguards applied to mitigate those threats including the provision of any non-audit services;

8.6.6 satisfy itself that there are no relationships between the auditor and the trust (other than in the ordinary course of business) which could adversely affect the auditor's independence and objectivity;

8.6.7 assess annually the qualifications, expertise and resources, and independence of the external auditor and the effectiveness of the external audit process, which shall include a report from the external auditor on their own internal quality procedures;

8.6.8 seek to ensure coordination of the external audit with the activities of the internal audit function;

8.6.9 evaluate the risk associated with the effectiveness to the quality of the financial reporting process in the light of the external auditor's communications with the committee;

8.6.10 meet regularly with the external auditor (including once at the planning stage before the audit and once after the audit at the reporting stage) and, at least once a year, meet with the external auditor without management being present, to discuss the auditor's remit and any issues arising from the audit;

8.6.11 discuss with the external auditor the factors that could affect audit quality and review and approve the annual audit plan, ensuring it is consistent with the scope of the audit engagement;

8.6.12 review the findings of the audit with the external auditor. This shall include but not be limited to, the following:

8.6.12.1 a discussion of any major issues which arose during the audit;

8.6.12.2 the auditor's explanation of how the risks to audit quality were addressed;

8.6.12.3 key accounting and audit judgements;

8.6.12.4 the auditor's view of their interactions with senior management; and

8.6.12.5 levels of errors identified during the audit;

8.6.13 review any representation letter(s) requested by the external auditor before they are signed by management;

8.6.14 review the management letter and management's response to the auditor's findings and recommendations; and

8.6.15 review the effectiveness of the audit process, including an assessment of the quality of the audit, the handling of key judgements by the auditor, and the auditor's response to questions from the committee.

9 Reporting responsibilities

9.1 The committee chairman shall report formally to the board on its proceedings after each meeting on all matters within its duties and responsibilities and shall also formally report to the board on how it has discharged its responsibilities. This report shall include:

9.1.1 the significant issues that it considered in relation to the financial statements (required under paragraph 8.1.1) and how these were addressed;

9.1.2 its assessment of the effectiveness of the external audit process (required under paragraph 8.6.10), the approach taken to the appointment or reappointment of the external auditor, length of tenure of audit firm, when a tender was last conducted and advance notice of any retendering plans; and

9.1.3 any other issues on which the board has requested the committee's opinion.

9.2 The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.

9.3 The committee shall compile a report on its activities to be included in the company's annual report.

9.4 In compiling the reports referred to in 9.1 and 9.3, the committee should exercise judgement in deciding which of the issues it considers in relation to the financial statements are significant, but should include at least those matters that have informed the board's assessment of whether the trust is a going concern and the inputs to the board's viability statement.

10 Other matters

The committee shall:

10.1 have access to sufficient resources in order to carry out its duties, including access to the Trust's secretariat for assistance as required;

10.2 give due consideration to relevant laws and regulations, and any other applicable rules, as appropriate;

10.4 be responsible for coordination of the internal and external auditors;

10.5 oversee any investigation of activities which are within its terms of reference;

10.6 work and liaise as necessary with all other trust committees, taking particular account of the impact of risk management and internal controls being delegated to different committees; and

10.7 arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board.

Terms of Reference Standards Committee

1. Constitution

- 1.1. The Assisi Catholic Multi Academy Trust Board of Trustees has resolved to establish a Standards Committee to advise the Board on matters relating to the Trust's curriculum, quality and standards.
- 1.2. The Committee is responsible to the Trust Board.
- 1.3. The Committee's Terms of Reference are adopted by the Board and may only be amended with the approval of the Board.

2. Authority

- 2.1. The Committee is to request approval from the board to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.
- 2.2. The Committee is authorised to obtain any outside legal or independent professional advice it considers necessary.

3. Main Duties

- 3.1. To monitor and advise the Trust Board each term on the following:
 - 3.1.1. Data on progress and attainment and achievement for all of the Trust's academies;
 - 3.1.2. School improvement work and leadership;
 - 3.1.3. Overall performance of each of the academies;
 - 3.1.4. Leadership standards;
 - 3.1.5. Governance effectiveness.
- 3.2. To monitor and advise the Board on:
 - 3.2.1. Religious Education; Catholic Life of all the Trusts academies and Collective Worship
 - 3.2.2. The Trust quality improvement and intervention strategies and plans;

- 3.2.3. Special Educational Needs and Disability (SEND) and inclusion;
- 3.2.4. Partnership working ;
- 3.2.5. Admissions;
- 3.2.6. Safeguarding arrangements;
- 3.2.7. Community engagement.

3.3. The Committee may use exception reporting in relation to receiving performance information to fulfil its detailed responsibilities. The Committee will receive a summary of positive performance to accompany exception reports.

4. Detailed Responsibilities

4.1. Curriculum and Quality

- 4.1.1. The Academies' statutory requirements in relation to the curriculum offer and other curriculum issues such as Religious Education and spiritual, moral, social and cultural learning;
- 4.1.2. Extra-curricular activities;
- 4.1.3. The educational needs of the pupils attending the Trust's Academies;
- 4.1.4. The Trust's policies in relation to its Curriculum Statement of intent;
- 4.1.5. To determine and update relevant strategies relating to the above.

4.2. Performance and Standards

- 4.2.1. To monitor and review the achievement of strategic objectives, in particular the overview of performance against quantitative and qualitative benchmarks for key indicators/outcomes and the Ofsted framework, providing challenge and recommending remedial actions where required in line with the School Development Plan.

4.3. Self-Assessment and Review

- 4.3.1. To receive information on curriculum and quality issues for all the Trust's Academies;
- 4.3.2. To receive progress reports on the implementation of post-Ofsted action plans and any other formal evaluation reports related to the quality and achievement of learning across the Trust, to further inform and develop the Trust's Action Plan.

4.3.3. To review outcomes, identifying significant changes in performance, emerging trends and risks in relation to the future performance of each Academy.

4.4. Administration

4.4.1. The Standards Committee will meet at least once per term.

4.4.2. The Standards Committee will consist of a minimum of three members of the Board. Members of the Committee are appointed annually.

4.4.3. Additionally, up to two external co-opted members with particular expertise may be appointed to the Committee by the Board of Trustees.

4.4.4. The CAO is a ex officio member of the Standards Committee.

4.4.5. Other employees of the Trust's may be invited to attend meetings but will have no voting rights.

4.4.6. The Chair of the Standards Committee will be appointed by the Committee annually. The CAO or Head Teacher of an Academy may not act as Chair of the Committee. Any other employees of the Trust may also not act as Chair, other than in exceptional circumstances agreed by the Board. If the Chair is absent from a meeting the Board shall choose another Board member to act as Chair for that meeting.

4.4.7. The Standards Committee will be quorate of at least two members (or at least one third if greater) of those members eligible to vote are present. In addition, at least 50% of those members present are required to be Board members [in the event of there being co-optees on the Committee] and no more than 50% may be employees of the Trust.

4.4.8. Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting.

Where there is an equal division of votes, the Chair shall have a second or casting vote.

- 4.4.9. Administrative support will be provided by the Clerk to the Board.
- 4.4.10. Agendas will be agreed in advance by the Chair of the Standards Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 4.4.11. Minutes of meetings will be taken and submitted to the next scheduled meeting of the Board once approved in draft by the Chair of the Committee.
- 4.4.12. The Standards Committee will self-assess its performance against these Terms of Reference on an annual basis and will also review the Terms of Reference, submitting any proposed changes to the Board for approval.
- 4.4.13. The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall happen first).



Winckworth
Sherwood



ASSISI CATHOLIC TRUST

SCHEME OF DELEGATION

EFFECTIVE DATE: SEPTEMBER 2025

COMMITTEE TERMS OF REFERENCE: EXECUTIVE LEADERSHIP TEAM (ELT)

COMMITTEE TERMS OF REFERENCE: EXECUTIVE LEADERSHIP TEAM

1. The Trustees have the power to establish any committee to assist in the conduct of the business of the Trust. If a committee is to have decision making authority, the committee board must comprise a majority of Trustees, enabling a quorate decision to be made.
2. Details of the committees established by the Trust are noted in the Trust's Structure Chart appended to the Scheme of Delegation.
3. The purpose of the Executive Leadership Team is to provide a focus for the setting of policy and to develop the strategic vision of the Trust. The Executive Leadership Team will both support and advise the Trust Board and will facilitate communication between the Trust Board and the Local Governing Committees as well as provide an opportunity for the Academies to explore and develop areas of collaboration and shared working.
4. The Trust Board will consult the Executive Leadership Team regularly and specifically on the matters noted in the Trust's Leadership and Governance Decision Planner as being the responsibility of the Trustees and the Executive Team under the supervision of the Catholic Senior Executive Leader.
5. The Executive Leadership Team will also act as a strategic advisor on educational matters to ensure the long-term success of the Academies and that continuous improvement is made within all Academies.
6. The Executive Leadership Team will assist with succession planning and the building of leadership capacity in the Trust.
7. All Headteachers (including Executive Headteachers and Heads of School) and Chairs of the Local Governing Committees will be invited to participate in the Executive Leadership Team, with the Catholic Senior Executive Leader chairing all meetings and reporting to the Trust Board on matters discussed and agreed within the Executive Leadership Team.
8. The Executive Leadership Group of Headteachers/Heads of School will meet regularly as required by the Catholic Senior Executive Leader. Chairs will be invited on occasion.
9. In the event the Executive Leadership Team becomes unworkable due to size or the location of the Academies, the Trust Board may establish subgroups based on phase or location, though meetings will still be chaired and attended by the Catholic Senior Executive Leader and members of the Trust's Executive Team.
10. A representative of the Trust Board may be asked to attend any meeting which the Chairs are invited to, and a representative of the Members may attend any such meeting at their discretion.
11. The Trust Board recognises the important role played by the Executive Leadership Team and commits to keeping the Executive Leadership Team informed and to have regard to any advice or guidance provided by the Executive Leadership Team on any matter affecting the Trust or the Academies, including threats and opportunities facing the Academies and the Trust more widely.
12. The Executive Leadership Team will work closely with any Standards Committee, supporting the functions to be carried out by the Standards Committee. If there is no separate Standards Committee, these tasks will be undertaken by the Executive Leadership Team under the guidance of the Catholic Senior Executive Leader.

Catholic Education Service Model Code of Conduct for Directors, Governors & Local Governors
<https://www.catholiceducation.org.uk/resources/governor-codes-of-conduct>

Diocese of Brentwood – Protocol Document 2024 [Brentwood-Diocesan-Protocols-2024-Final.pdf](#)

