The Blessed Christopher Wharton Catholic Academy Trust

Appendix 1 to the Scheme of Delegation – February 2023

Table of Roles and Responsibilities

Responsibilities of the Diocesan Bishop and the Diocesan Education Service (Vicariate for Education)

Canon law (Church law) provides that each diocesan bishop has strategic responsibility to commission sufficient school places to meet the needs of baptised Catholic children resident in his area. A Catholic school is one which is recognised as such by the diocesan bishop. Canon 803 provides the definition of a Catholic school. Canon 803§1 provides that a school is Catholic if:

(a) It is controlled[1] by a diocese or religious order; or

(b) It is acknowledged in a written document as Catholic by the diocesan bishop.

All Catholic schools are subject to the jurisdiction of the diocesan bishop, even those that are not in diocesan trusteeship. Canon 806§1 provides: *"The Diocesan Bishop has the right to watch over and inspect Catholic schools in his territory…and has the right to issue directives concerning the general inspection of Catholic schools…those who are in charge of Catholic schools are to ensure, under the supervision of the local Ordinary[2], that the formation given in them, including its academic standards, are at least as outstanding as that in other schools in the area".*

In respect of his schools, which includes academies, the bishop has the legal right to appoint (and remove) an overall majority of directors and governors, who are known as foundation directors and foundation governors. In addition to all the other legal responsibilities of the academy trust company (for academies) and the governing body (for voluntary aided schools), the law recognises that foundation directors/governors are appointed specifically to ensure:

- That the Catholic character of the school is preserved;
- That the school is conducted in accordance with its trust deed; and
- That the religious education curriculum is in accordance with the bishop's policy for his diocese, based on the Bishops' Conference Curriculum Directory.

[1] The 'control' specified in canon 803 is normally established where the diocese or religious order owns the school and appoints the governing body (or at least a majority of it).

[2] 'Ordinary' includes the Diocesan Bishop and those, such as Vicars General and Episcopal Vicars, exercising Ordinary jurisdiction on his behalf as well as to describe the relevant Religious Superior in respect of religious order schools, and this also includes their respective representative officers.

The diocesan bishop, acting through his Diocesan Schools Commissioner (Director of Education), is responsible for:

- The provision and future development of excellent Catholic education throughout the diocese
- The oversight of high educational standards, progress and outcomes in all diocesan schools
- The appointment, development and training of foundation directors and governors and their removal
- The inspection of religious life of schools and RE (section 48 inspections)
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with diocesan protocol)
- The oversight of school buildings/estate and capital projects
- Planning of school place provision
- Engaging with the RD and Ofsted
- Maintaining links with the Catholic Education Service and the government

The CES model Scheme of Delegation, more particularly this table at Appendix I, is modelled on a 'traditional' Catholic Multi-Academy Trust Company trust structure. 'Traditional' for the purposes of this document is used to describe a situation where there is substantial delegation to the Academy Council level to make decisions, although such decisions must be in line with the overall strategic vision set by the directors. The model does, however, provide for certain functions to be undertaken by a senior executive leadership team. By comparison, some Catholic Multi-Academy Trust Company trust companies will delegate very little to their local governing bodies and will retain all decision-making powers and/or delegate to a senior executive leadership team. It is envisaged that the bigger the Catholic Multi-Academy Trust Company trust company, the larger the senior executive leadership team will be and, as such, the board of directors will delegate to the senior executive leadership team and not down to the academy level. This model would leave the Academy Council free to concentrate on such things as educational standards at the academy and community relations.

In any event, the optimum structure, regardless of size or composition of the Catholic Multi-Academy Trust Company trust company is for each 'layer' of the governance structure (being the board of directors, the senior executive leadership, any regional boards or hubs[3], the local governing bodies and the

[3] As a Catholic Multi-Academy Trust Company trust company grows and accepts additional academies, the 'traditional' governance structure may no longer be fit for purpose, particularly because the level of information being produced for review and action by the directors may be too in-depth and require significant amounts of time and expertise to get to the headline information. In such a case, it is expected that the Catholic Multi-Academy Trust Company trust company will look at ways of addressing this by altering its governance structure. Often this is done by introducing regional hubs so that the academies in the Catholic Multi-Academy Trust Company trust company are split into, for example, geographical groupings. Each grouping may then have a regional board that would sit between the Academy Council of each academy and the senior executive leadership and whose function it would be to assist and support each AC but also to collate information and statistics, to analyse the same across the region and to report that back in an accessible format to the senior executive leadership for further dissemination as appropriate to the board of directors. Another foreseeable structural change may be to have one AC across two or more schools; this is particularly relevant where there is an executive headteacher over more than one academy in the Catholic Multi-Academy Trust Company trust company. It is possible that in such a case, two or more ACS will be duplicating efforts and it may be more efficient and cost-effective for one AC to be constituted across the academies.

headteachers as may be appropriate) feeds into the layer above so that the board of directors is free to carry out its strategic functions and is not involved in the operational or day to day aspects of running the academies within the Catholic Multi Academy Trust Company.

It is envisaged that the CES will be producing additional tables for Appendix I to reflect different governance structures as it becomes apparent that such structures are considered a successful model for governing a Catholic Multi-Academy Trust Company trust company.

DIOCESES ARE ADVISED TO REFLECT THEIR OWN DIOCESAN POLICIES AND PRACTICES IN THIS TABLE WHEN AGREEING IT WITH THEIR CATHOLIC MULTI-ACADEMY TRUST COMPANY TRUST COMPANIES. IT IS IMPORTANT FOR DIOCESES TO ENSURE THAT THEY HAVE DETERMINED WHETHER ANY COMPANY-WIDE POLICY ADOPTED BY THE CATHOLIC MULTI-ACADEMY TRUST COMPANY TRUST COMPANY WILL NEED TO BE ADOPTED IN FULL IN EACH ACADEMY, WITHOUT ANY DEROGATION, OR WHETHER ANY COMPANY-WIDE POLICY IS ABLE TO BE ADAPTED AT A LOCAL LEVEL, BY THE ACADEMY COUNCIL, TO MEET THE SPECIFIC NEEDS OF THE ACADEMY. IF SUCH DEROGATION IS PERMITTED, IT IS IMPORTANT FOR THE DIOCESE TO DETERMINE HOW FAR SUCH DEROGATION SHOULD GO.

It is possible for Catholic Multi-Academy Trust Company trust companies to amend this table to reflect their particular governance arrangements but any such changes will need to be made in accordance with any Diocesan policy and will need to be approved, in writing, by your Diocese before they take effect. It is envisaged that changes will need to be made to the table in certain circumstances such as, for example, where a school is joining the Catholic Catholic Multi-Academy Trust Company Trust Company (i.e. transitional arrangements), where there are concerns about the performance of the Catholic Catholic Multi-Academy Trust Company Trust Company or any of the academies within it and/or where an Interim Management Board has been put in place.

Explanation of the layers of governance in a 'traditional' Catholic Catholic Multi-Academy Trust Company Trust Company structure

Members:

- Guardians of the governance of the Catholic Multi-Academy Trust Company Trust Company
- Accountable to the Bishop (unless the Member is the Bishop)
- Signatories to the Memorandum and Articles of Association
- Akin to shareholders

Directors:

- Company Directors and Charity Trustees
- Accountable to the Members and the Bishop
- Duty to uphold the Catholic Multi-Academy Trust Company Trust Company Trust Company's objects and to comply with any directives, advice and/or guidance issued by the Bishop
- Responsible for preserving and developing the Catholic Multi-Academy Trust Company Trust Company Trust Company's Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do.
- Responsible for the general control and management of the administration of the Catholic Multi-Academy Trust Company Trust Company Trust Company and for delivering the three core functions
- Responsible for standards of education in the academies within the Catholic Multi-Academy Trust Company Trust Company Trust Company
- Delegate functions to sub-committees, senior executive leadership, ACs, and Principals/Headteachers
- Appoint the senior executive leadership

Senior executive leadership:

- Appointed by the Board of Directors and employed by the Catholic Multi-Academy Trust Company Trust Company Trust Company
- Expectation that this will include a senior executive, for example a CEO, if appropriate depending on the size and stage of development of the Catholic Multi-Academy Trust Company Trust Company trust company
- Responsible for 'operations' and for delivering the Board's vision and ethos – the 'professional leaders'
- Responsible for the Catholic Multi-Academy Trust Company Trust Company Trust Company's financial effectiveness and stability and for ensuring value for money
- Assist in the performance management of the Principals/Headteachers

AC Governors:

- Appointed/elected to govern a specific academy within the Catholic Multi-Academy Trust Company Trust Company Trust Company in accordance with the Scheme of Delegation
- Have oversight of one academy in the Catholic Multi-Academy Trust Company Trust Company trust company and are accountable to the board of Directors of the Catholic Multi-Academy Trust Company trust company
- Vital link to the local community

Principal/Headteacher:

- Responsible for day to day management of the Academy (or academies in an executive headship type arrangement)
- Responsible for performance management of staff excluding those staff whose performance is managed by the Directors, a committee of the Directors, the senior executive leadership, the AC or a committee thereof.

KEY:

ND: means non-delegable

Notes to assist in reading this table

It is envisaged that, where the senior executive leadership have been delegated responsibility by the board of directors, an appropriate member of the senior executive leadership will take the lead based on their qualifications, expertise, skills, experience and/or availability (**it should be noted that the term 'senior executive leadership' can mean one person or a group of people**). There is an expectation that there will be one person on the senior executive leadership team who will lead and assume accountability for decisions taken by the team e.g. a CEO type figure.

In all that the Catholic Multi-Academy Trust Company trust company does, it should ensure that any diocesan policy, procedure, protocol or guidance is reflected and followed, including by the academies within the Catholic Multi-Academy Trust Company trust company.

In this table, the term 'company' shall mean the Catholic Multi-Academy Trust Company trust company'.

In this table, the term 'headteacher' shall mean the principal or headteacher employed in the academy and reference to 'headteachers' shall mean each of the headteachers employed in each of the academies in the company.

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Attend General meetings /AGM	✓	✓	✓**CEO/CFO by invitation**	✗	✗
Vary the Articles of Association	✓ Review and amend the Articles of Association subject to the written consent of the Diocesan Bishop and the Diocesan/Religious Order Trustees	✓Advise the members on review and amendment of the Articles of Association	✗	✗	✗

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Change the name of the company/ academies	✓	×	×	×	×
Appoint/remove directors	✓Appoint/remove relevant Directors **ND**	✓Appoint/remove relevant Directors **ND**	×	×	×
Appoint/remove local governors	×	×	×	✓ Appoint and remove relevant governors (subject to the Bishop's right to appoint/remove foundation governors): ✓ Elect a chair and vice-chair from their number ✓ Ensure there are governors with specific responsibilities for SEND, child protection, pupil premium and financial matters ✓ Give notice of any removal of a local governor (other than a foundation governor) to the directors ✓ Give notice of any resignation of a local governor to the directors	×

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Annual Report on the company's performance	✓ Receive annual report from directors/SEL	✓ Submit and publish an annual report to members in respect of the company's performance **ND**	✓ Assist the directors as required with the preparation of the annual report in respect of the company's performance	✓ With the Headteacher, prepare an annual report on the academy's performance to inform the company's annual report prepared by the senior executive leadership	✓ With the AC, prepare an annual report on the academy's performance to inform the company's annual report prepared by the senior executive leadership
Preserve and develop the religious and educational character, mission and ethos of the company	✓Have oversight of the preservation and development of the religious and educational character, mission and ethos of the company and take action where there are shortcomings or any risk to the religious or educational character or the company's reputation.	✓Preserve and develop the religious and educational character, mission and ethos of the company as determined by the Diocesan/Religious Order Trustees in accordance with the Articles of Association, and ensure that it is embedded in each academy **ND** ✓ Attend any diocesan, or other provider's, induction training as required by the Diocese	✓ Preserve and develop the religious and educational character, mission and ethos of the company as determined by the Diocesan/Religious Order Trustees in accordance with the Articles of Association, and ensure that it is embedded in each academy ✓ Monitor the academies medium to long-term vision for their future viability as Catholic schools, ensuring that this is in accordance with the vision of the company, and that they each have a robust strategy in place for achieving their vision ✓ Attend any diocesan, or other provider's,	✓ Preserve and develop the religious and educational character, mission and ethos of a particular academy in collaboration with the headteacher to ensure that it is embedded in the academy ✓ Champion the company's vision, ethos and strategic direction in the academy ✓ Ensure that the academy has a medium to long-term vision for its future viability as a Catholic school and that there is a robust strategy in place for achieving its vision	✓ Implement the religious and educational character, mission and ethos of the particular academy ✓ Attend any diocesan, or other provider's, induction training as required by the Diocese

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			induction training as required by the Diocese ✓ Deliver and oversee the delivery by the academies of public relations activities to ensure that they meet the company's requirements regarding preservation and development of the company and academies Catholic character in the wider community	✓ Attend any diocesan, or other provider's, induction training as required by the Diocese	
Carry out the three core functions	×	✓ Ensure clarity of vision, ethos and strategic direction ✓ Hold the headteachers and/or senior executive leadership e.g. the chief executive (as appropriate) to account for the educational performance of the academies in the company and its pupils, and for the internal organisation, management and control of the academies, including performance management of staff	✓ Support the directors to carry out the three core functions effectively	✓ Support the directors to carry out the three core functions	✓ Support the directors to carry out the three core functions

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		✓ Oversee the financial performance of the company and the academies within it and make sure its money is well spent			
Strategic oversight of governance	×	✓ Have strategic oversight of governance arrangements and their effectiveness across the company and the wider Diocese	✓ Monitor governance arrangements and their effectiveness across the company and report to the directors to assist them with their duty to have strategic oversight	✓ Assist the senior executive leadership with its report on governance arrangements in the academies in the company	×
Succession planning	×	✓ Prepare a succession plan	✓ Advise the directors on succession planning and development of the senior executive leadership and take action as required by the directors ✓ Advise the AC on leadership succession planning	✓ Succession plan for local governance and senior leadership in conjunction with the wider company	✓ Advise the AC on succession planning for local governance and senior leadership
Reserved matters and business of the company	×	✓ Determine the directors' Reserved Matters i.e. non-delegable functions and responsibilities ✓ Prepare an annual schedule of the directors' business	✓ Attend meetings of the directors and provide an Executive Report ✓ Recommend and secure (where appropriate) professional advice on behalf of the directors as requested ✓ Prepare and advise the directors on the annual	✓ Support the senior executive leadership to prepare an annual schedule of AC business, as appropriate	×

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			schedule of directors' business ✓ Prepare an annual schedule of AC business and advise the AC on it		
Appointments of administrative nature	×	✓ Appoint/remove a suitably qualified company secretary ✓ Appoint/remove a suitably experienced and trained clerk to the directors and to support clerking arrangements to the ACs, as appropriate	✓ Support the appointment process for the clerk	×	×
Compliance and/or administrative/company secretarial matters	×	✓ Understand and comply with all duties and requirements of a charity trustee ✓ Meet at least three times per year, once per term ✓ Update GIAS as required by the Academies Financial Handbook ✓ Receive advice from the senior executive leadership regarding the establishment and publication on the company's website, of the registers relating to business and pecuniary interests for members/directors/committee members/governors/senior staff members and instruct the senior executive leadership as necessary	✓ Support and advise the directors to ensure they are compliant with the duties and requirements placed upon them as charity trustees ✓ Assist the directors in their duty to update GIAS, as required ✓ Ensure that the company is compliant with all relevant regulations including charity law, company law and education law and report any failings to the directors for action ✓ Advise the directors on the establishment and publication of the registers	✓ Meet at least three times per year, once per term ✓ Ensure that the academy is conducted in a way that is compliant with all relevant regulations including charity law, company law and education law and report any failings to the senior executive leadership for action ✓ Assist the senior executive leadership to ensure that the academy's governance details, including its	✓ Conduct the academy in a way that is compliant with all relevant regulations including charity law, company law and education law and report any failings to the Academy Council for action

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		✓ Ensure the preparation and filing of company registers e.g. members/directors/persons with significant control/secretaries etc ✓ Complete and return to the ESFA a financial management and governance self-assessment form for new academies joining the company ✓ Ensure that the company's, as well as each individual academy's, governance details, including their accounts, are published on the company's website along with any other details as required by the DfE, ESFA, Companies House or other organisation as required ✓ Pay diocesan contribution per pupil as stipulated from time to time by the Bishop	relating to business and pecuniary interests, for members/directors / committee members /governors/ senior staff members, and take any action as required by the directors ✓ Prepare and file, or ensure that the company secretary/clerk has prepared and filed, company registers e.g. members/directors/persons with significant control/secretaries etc ✓ Support the directors to ensure that the company's, as well as each individual academy's, governance details, including their accounts, are published on the company's, and individual academy's, websites	accounts, are published on its website	
Documents, policies and procedures	✗	✓ On an annual basis, review and amend (if appropriate), in line with Diocesan policy: • the policies of the company • Code of Conduct	✓ Advise the directors and the academies on company-wide and academy specific policy requirements and take action to prepare and/or amend any such policies	✓ Review and amend the policies of the academy in line with any company-wide policies ✓ Assist the headteacher to tailor	✓ Tailor company-wide policies to the particular academy as recommended by the senior executive leadership ✓ Implement any relevant policies in the academy and

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		• The terms of reference for the directors and their sub-committees • The constitution and terms of reference of the ACs • Terms of reference for delegation to the senior executive leadership • Role descriptions for directors/chair to the directors/committee members • This scheme of delegation and table of roles and functions • Approve and adopt the terms of reference produced by the senior executive leadership for committees of directors and ACs	as required by the directors ✓ Prepare terms of reference for any committees of directors and ACs	company- wide policies for the particular academy ✓ Adopt any specific company policies in the academy	ensure that the academy is conducted in accordance with any such policies
Inspections	✗	✓Comply with any denominational inspections pursuant to s.48 and any additional canonical inspections, reviews and visitations of the bishop ✓Comply with any other education inspections, e.g. s.5 as required by law	✓Support and assist the directors and/or the AC to prepare for any inspections e.g. s.48, s.5 ✓Ensure that any inspection outcomes are carried out in the academies and/or the company as appropriate	✓Comply with any denominational inspections pursuant to s.48 and any additional canonical inspections and visitations of the bishop ✓Comply with any other education	✓Comply with any denominational inspections pursuant to s.48 and any additional canonical inspections and visitations of the bishop ✓Comply with any other education inspections, e.g. s.5 as required by law

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
				inspections, e.g. s.5 as required by law ✓Ensure that any actions arising from inspection outcomes are carried out in the academy	✓Implement any actions arising from inspection outcomes in the academy
School to school support	×	✓ In line with diocesan protocol, broker appropriate internal and external school-to-school support as necessary to facilitate excellent Catholic education across all the academies in the company	✓ Support the directors in their responsibility to broker school-to-school support	✓ Implement any school-to-school support opportunities as directed by the senior executive leadership and monitor any such arrangements, reporting back to the senior executive leadership at appropriate intervals or as required	✓ Implement school-to-school support opportunities in the academy as directed by the senior executive leadership
Performance management of non-executives	×	✓Perform 360 review of the chair **ND** ✓Carry out the annual self-evaluation of the directors to assess the contributions made by the directors'/ committee members and report to the members for action, if appropriate **ND**	✓ Assist and support the directors to carry out the annual self-evaluation of the board as appropriate ✓ Perform 360 review of the AC chair	✓ Carry out the annual self-evaluation of the AC and report findings to the senior executive leadership/directors as appropriate	×
School level matters	×	✓Instruct the senior executive leadership as appropriate in respect of any reports made by them relating to matters in the	✓ Monitor school life in the academies in the company and report any relevant findings to the	✓ Ensure the spiritual wellbeing of pupils at the academy	✓ Prepare a school development plan

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		individual academies within the company	directors for action as appropriate. As part of this, monitor Pupil, Parent and Staff Voice across the academies in the company	✓ Support the headteacher to develop a school development plan and oversee it carried out in practice ✓ With the headteacher, establish and develop Pupil, Parent and Staff Voice and monitor the same, reporting any issues or other matters to the senior executive leadership/directors as appropriate ✓ Establish and maintain relationships with the parish priest, local Church and parish community to work with them as they contribute to the Catholic formation of the pupils at the academy ✓ Establish and maintain relationships with parents of pupils attending the academy to support them in their role as primary educators	✓ Attend meetings of the AC and provide a headteacher's report ✓ Advise the AC on its annual schedule of business ✓ Build relationships with other local schools, agencies and businesses in the wider community to enhance the quality of education provided for pupils at the academy ✓ Assist the AC to develop Pupil, Parent and Staff Voice

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
				✓ Establish and maintain a relationship with members of the wider local community, including assisting the principal to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils ✓ Support and work with other ACs in the company ✓ Generally support and challenge the headteacher	

Useful Resources:

- Articles of Association of the company – the company's constitutional document which should be based on the February 2019 model available on the DfE website
- Academies Financial Handbook – a key document which sets out the framework for Catholic Multi-Academy Trust Company trust companies reflecting their status as companies, charities and public bodies. Compliance with the Academies Financial Handbook is required through the company's Funding Agreement with the Secretary of State
- Master Funding Agreement – the agreement entered into between the company and the Secretary of State to receive public funds for the establishment and running of academies

- Supplemental Funding Agreement - the agreement(s) entered into between the company and the Secretary of State which sets out how each of the academies in the company will be operated
- Memorandum of Understanding between the Catholic Church and the department for Education (April 2016) – sets out the key principles to inform he working relationship between the DfE, the CES and the Catholic dioceses with regard to Catholic schools becoming academies
- Charity Commission Guidance 'CC3: the essential trustee: what you need to know, what you need to do'
- CES Governor skills audit
- CES Governing Body Self-Evaluation Form
- CES Governance Statements
- CES Code of Conduct
- CES Protocol between dioceses and schools
- CES 'A clarification of roles and responsibilities'
- CES Recruitment Resources for Foundation Directors and Foundation Governors
- CES website best practice guidance for governor recruitment
- CES governor recruitment campaign guide
- CES Equality Act Guidance for Catholic Schools
- CES Guidance on Public Sector Equality Duty in England
- CES Guidance on Public Sector Equality Duty in Wales
- CES 'Pupils of Other faiths in Catholic Schools'
- CES 'Catholic Schools, Children of Other Faiths and Community Cohesion'
- CES Checklist for External Speakers in Schools
- [CES Protocol for inspection of publicly funded schools with a religious character]
- List of statutory policies for schools (DfE document but link available on the CES website)

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Appointment of auditors	✓ Appoint auditors ✓ Receive annual Accounts of the company	✓ Recommend to members the appointment of the external auditors and issue a letter of engagement for the external auditor's contract ✓ Appoint an audit committee to inform the Governance Statement and to provide assurance, as far as possible, the company's external auditors **ND**		×	×
Appointment of finance personnel	×	✓ Appoint an Accounting Officer **ND** ✓ Appoint a chief financial to lead on finance ✓ Appoint a finance committee (as per the Academies Financial handbook)	✓ CEO or designated senior executive to act as the Accounting Officer	✓ Appoint a local governor(s) responsible for finance unless some financial matters have been delegated to the AC	×
Budgeting and financial control	×	✓ Ensure compliance with the requirements in the Academies Financial Handbook ✓ Approve and keep under review the financial scheme of delegation **ND** ✓ Determine and communicate service charges to the ACs relating	✓ Take action as required by the directors to meet all requirements of the Academies Financial Handbook ✓ Prepare the financial scheme of delegation and take any action as determined by the	✓ Be mindful of the academy's annual budget and operate within it ✓ Monitor the income, expenditure and cash flow of the academy and report any issues to the senior executive leadership/directors	✓ Ensure the preparation of the annual budget for the academy with the assistance of relevant staff in line with any company-wide policy or guidance ✓ Monitor the income, expenditure and cash

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		to the provision of centralised functions **OR** agree top-slice and all centralised services and what must be paid for separately by each academy in the company ✓ Approve the annual balanced budget for the company and each academy in the company to include overall approval of management accounts for each individual academy (and minute it) ✓ Budget plan on a 5 year rolling basis ✓ Consider monthly budget monitoring reports and take action as necessary ✓ Submit the budget forecast to the ESFA ✓ Approve any significant changes to the approved budget ✓ Monitor income, expenditure, cash flow and balance sheet of the company and take appropriate action where necessary to ensure appropriate use of funds	directors following their review of it ✓ Support the directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the company and the academies within it ✓ Monitor the income, expenditure, cash flow and balance sheet of the company and produce monthly budget monitoring reports for the directors highlighting any concerns or issues ✓ Report to the directors on the financial performance of the company at least 3 times per year ✓ Ensure proper financial controls are in place ✓ Support the directors and AC to ensure robustness of benchmarking in terms of value for money of the	✓ Ensure any variances from the budget are reported to the Finance Committee/board of directors ✓ Ensure proper financial controls are in place at the academy ✓ Assist the senior executive leadership to produce a report on the effectiveness of central services, as may be required	flow of the academy and report any issues to the AC/senior executive leadership ✓ Prepare monitoring reports for the AC and summary reports for the Finance Committee to feed up to the board of directors as appropriate ✓ Ensure proper financial controls are in place at the academy

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		and to balance the company's books ✓ Ensure proper financial controls are in place ✓ Ensure robustness of benchmarking in terms of company value for money ✓ Receive a report on the effectiveness of central services from the senior executive leadership and take action, as appropriate ✓ Ensure any company borrowing has received ESFA approval	company and, also, the individual academies ✓Report to the directors on the effectiveness of central services, as appropriate, and take action as directed by them ✓ Comply with the ESFA requirements in respect of borrowing by the company ✓ Open bank accounts		

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Accounting	✗	✓ Ensure that the accounts are audited in accordance with the Diocesan/Religious Order Trustees' requirements relating to accounting for Church assets ✓ Produce, submit and publish annual audited accounts and report including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money	✓ Support and advise the directors in respect of the annual accounts and report ✓ Support ACs and headteachers in local academy monitoring and management of budgets and finances ✓ Consider any variances on delegated budget reported by the ACs	✓ Ensure the academy keeps proper records and provide information to assist the company to prepare the annual accounts or any other accounting matters	✓ Keep proper records and provide information to assist the company to prepare the annual accounts or any other accounting matters
Documents, policies and Procedures	✗	✓ Adopt and review all financial policies as required by the Academies Financial Handbook and/or as recommended by the	✓ Prepare all financial policies as required by the Academies Financial Handbook and/or as recommended by the	✓Maintain a register of business and pecuniary interests for the academy	

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		auditors and ensure that they meet the company's charitable objects ✓ Adopt and review the charging and remissions policy prepared by the senior executive leadership ✓ Ensure a register of business and pecuniary interests is maintained for the company ✓ Ensure that the company keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate	auditors for adoption by the directors ✓Prepare a charging and remissions policy for adoption by the directors ✓Maintain a register of business and pecuniary interests for the company ✓Keep all relevant financial records for at least 6 years after the end of the funding period to which they relate and ensure that retention meets data protection requirements		
Staffing	×	✓ Agree pay for all headteachers, executive headteachers and senior executive leadership members, including CEO if appropriate **ND**	✓ Support the directors to determine pay for all headteachers, executive headteachers and senior executive leadership members (taking into account that there may be a conflict of interest) ✓ Set up and approve staff expenses for the senior executive leadership	✓ Provide local intelligence to the directors/senior executive leadership to inform decisions relating to headteacher pay	✓ Set up and approve staff expenses at the academy in accordance with any company-wide policy ✓ Submit expenses in accordance with company-wide policy

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
School level matters	✗	✗	✓ Monitor the provision of free school meals across the company and follow up with ACs where there are any issues	✓ Monitor the provision of free school meals to those pupils meeting the criteria and follow up where there are any issues	✓ Ensure provision of free school meals to those meeting the criteria

Useful Resources:

- CES model Governance Statements for Academy Trust Companies

CONTRACTS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Procurement	✗	✓ Adopt a company-wide competitive tendering policy and ensure procurement thresholds are observed **ND** ✓ Ensure transparency in relationships with connected parties	✓ Prepare a company-wide competitive tendering policy for adoption by the directors ✓ Develop company-wide procurement strategies and efficiency savings programme (in line with the company-wide policy) and review opportunities for collaborative procurement	✓ Support the directors in their monitoring and evaluation of the delivery of any central services and functions provided or procured by the company for the academy	✗

CONTRACTS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Ethical considerations	✗	✓ Ensure the business of the company is conducted ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academies Financial Handbook	✓ Conduct the business of the company ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academies Financial Handbook	✓ Ensure the business of the academy is conducted ethically and in line with requirements set by the directors to ensure that all suppliers used take account of economic, social and environmental factors	✓ Conduct the business of the academy ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academies Financial Handbook
Entering into contracts	✗	✓ Approve any service contracts for directors of the company (subject to any policy on conflicts of interest/pecuniary interests/connected party transactions) ✓ Set the delegated levels of authority for contracts ✓ Approve contracts with a value above [£25,000] ✓ Approve contracts which constitute related party transactions	✓ Enter into contracts up to the limits of delegation and within an agreed budget	✓ Enter into contracts up to the limits of delegation and within an agreed budget	✓ Enter into contracts up to the limits of delegation and within an agreed budget
Payments and expenses	✗	✓ Set up and approve a directors' expenses policy in accordance with the company's conflicts of interest policy	✓ Make payments within agreed financial limits	✓ Make payments within agreed financial limits	✓ Make payments within agreed financial limits ✓ Act as a signatory of an academy specific bank account in accordance

CONTRACTS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
					with the company's financial regulation

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Monitoring and reporting	✗	✓ Receive an annual report from the CEO/senior executive leadership on standards ✓ Receive a termly report from the senior executive leadership/standards committee and the headteachers regarding standards ✓ Report any relevant information to the Bishop in order to provide assurances that standards across the academies in the company are being met ✓ Intervene, in a timely manner, where standards fall below that which is expected of the academies within the company ✓ Set company-wide performance management	✓ Provide an annual report on standards to the directors ✓ Provide a termly report to the directors (via standards committee) regarding standards and raise concerns and provide strategies ✓ Generally, act effectively to ensure high standards, draw up and implement plans if standards are not rising, set up support strategies and alert the directors to any shortcomings or fall in standards before they become serious ✓ Share external information and intelligence across the	✓ Monitor the KPI figures reported from the headteacher relating to standards and report any issues to the senior executive leadership	✓ Report bi-termly KPI figures to the senior executive leadership and the AC relating to standards ✓ Set targets for pupil achievement and progress and monitor against targets and report findings to the AC/senior executive leadership

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		targets relating to standards, if necessary	company from DfE/Ofsted etc relating to standards ✓ Provide oversight of the target setting for pupil achievement and progress by the headteachers and monitor against targets ✓ Monitor the KPI figures reported from the headteachers relating to standards and take up any issues with the AC and report to the directors		
Appointment of committees	✗	✓ Appoint an education standards committee	✓ Assist the directors as required with regard to any issue or matter raised by the standards committee	✓ [Designate a member of the AC as governor responsible for standards at the academy and ensure that such governor report to the senior executive leadership as appropriate]	✓ [Report the on standards at the academy to the governor designated with responsibility for standards, as appropriate]
Ofsted	✗	✓ Liaise with Ofsted and assist the academies with inspections ✓ Direct senior executive leadership as appropriate where concerns are raised relating to inspections	✓ Liaise with Ofsted as required by the directors ✓ Prepare the company for inspection and manage the process where the impact of the company is under review ✓ Support ACs and principals/headteachers where there is an	✓ Ensure the academy is prepared for an inspection and support the principal/headteacher ✓ Report any concerns relating to inspection to the senior executive leadership	✓ Prepare and brief staff and appropriate personnel ready for inspection ✓ Report any concerns relating to inspection to the AC/senior executive leadership

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			individual academy inspection ✓ Advise ACs where any concerns are raised relating to inspections and report to the directors for any further action		
School level matters	×	×	✓ Support the AC and headteachers to develop an academy development plan	✓ Develop and approve the academy development plan and monitor its impact, reporting any issues to the senior executive leadership/directors	✓ In conjunction with the AC and senior executive leadership, prepare a draft academy development plan for approval by the AC

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Appointment of committees	×	✓ Appoint a curriculum committee	×	×	×
Curriculum	×	✓ Set KPIs and ensure curriculum committee enforces these	✓ Advise directors on the setting of KPIs ✓ Review the contents and delivery of the curriculum across the academies including compliance with any funding agreement requirements and take	✓ Approve the curriculum proposed by the headteacher (to the extent that it is consistent with the company-wide policy) ✓ Ensure that the curriculum of the school, including all the subjects of the National	✓ Ensure that the curriculum of the school, including all the subjects of the National Curriculum, is taught in the light of the Gospel values and actively promotes the spiritual

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			action where there are any shortcomings	Curriculum, is taught in the light of the Gospel values and actively promotes the spiritual and moral development of its pupils ✓ Ensure that RE is in accordance with the Curriculum Directory and the bishop's policy and that it constitutes 10% of the weekly timetable in the academy in accordance with the tenets and norms of the Catholic church (or 5% for KS5) ✓ Ensure that the headteacher is complying with the requirement to provide a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic church and take action to address any issues, as appropriate ✓ Ensure that relationships and sex education is taught in accordance with the social and moral teachings of the	and moral development of its pupils ✓ Ensure the curriculum is appropriately delivered at the academy ✓ Ensure that religious education is in accordance with the teachings, doctrines, discipline and norms of the Catholic church, both as a core subject and integrated into other subject areas ✓ Ensure that religious education constitutes 10% of the weekly timetable of the academy in accordance with the tenets and norms of the Catholic church (or 5% for KS5) ✓ Make provision for a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic church

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
				Catholic Church having regard to any company-wide policy ✓ Monitor the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academy and take action where any issues arise	
Policies and procedures	✗	✓ Determine a company-wide curriculum policy to ensure provision of a balanced and broadly based curriculum. This will include **ND**: • Ensuring that the Catholic character of company permeates the curriculum and life at each of the academies in the company • Ensuring that every pupil is well-equipped to follow their vocation as active citizens in service to the world	✓ Prepare and oversee the implementation of a company-wide curriculum policy, particularly that each academy in the company preserves and develops its Catholic character through the curriculum	✓ Ensure the company policies are applied at the academy	✓ Implement the policies that are adopted by the academy and ensure that they are complied with

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		• the curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain; and • A written policy on relationships and sex education, in accordance with any diocesan policy and/or CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic church ✓ Determine a company-wide policy on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory and the tenets and norms of the Catholic church ✓ Ensure effective processes are in place for			

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academies in the company			

Useful Resources

Catholic Values and 'British Values' Practical Advice from the CES

CES resources on Relationship and Sex Education including:

A model Primary Catholic RSE curriculum

A model Secondary Catholic RSE curriculum

A model policy for relationship & sex education

Good practice in developing a school RSE policy

Catholic RSE Quality Standard

Governor audit for monitoring RSE

Who is responsible for teaching RSE to children and young people

Outstanding RSE in a Catholic context - A case study

SPECIAL EDUCATIONAL NEEDS & DISABILITIES					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Appointments	✗	✓ Appoint a lead SEND director		✓ Appoint a local governor responsible for SEND and inclusion	✓ Designate a teacher to be responsible for coordinating SEND provision
Compliance	✗	✓ Ensure training and legal compliance issues ✓ Review report on SEND produced by the senior executive leadership and address any shortcomings through the senior executive leadership as appropriate	✓ Ensure compliance with legal requirements relating to SEND within the academies and the provision of training to ensure such compliance ✓ Produce a report to the directors on SEND provision across the company and take action as they direct. In particular, the senior executive leadership should identify any local SEND offer gaps and take action to address such gaps with director approval ✓ Review KPIs across the academies for identification of any areas of concern for referral to the directors	✓ Ensure compliance with legal requirements relating to SEND within the academy	✓ Implement and comply with the legal requirements relating to SEND at the academy ✓ Liaise with the local authority in respect of pupils who have, or might have, SEND ✓ Make provision for SEND pupils with or without a statement or EHC Plan
Documents, policies and procedures	✗	✓ Adopt a company-wide SEND policy **ND** ✓ Consider the safeguarding audit outcomes and instruct the	✓ In accordance with directions from the directors, prepare the company's SEND policy for adoption by the directors	✓ Review and maintain the academy's SEND policy ✓ Provide oversight of the implementation of the policy within the academy	✓ Implement the SEND policy in the academy ✓ Assist the senior executive leadership with

SPECIAL EDUCATIONAL NEEDS & DISABILITIES					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		senior executive leadership to address any shortcomings, as appropriate	✓ Provide oversight of the implementation of the company-wide SEND policy ✓ Carry out a company-wide safeguarding audit and report the outcomes to the directors for action, as appropriate	and compliance with the legal requirements relating to disability and report to the senior executive leadership/directors ✓ Assist the senior executive leadership with the safeguarding audit at the academy	the safeguarding audit at the academy

SAFEGUARDING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Monitoring and reporting	✗	✓ Instruct the senior executive leadership on action to be taken where safeguarding practice in the academies is falling short of the standards expected	✓ Monitor safeguarding practice (including compliance with legislation) across the company and report to the directors (as matters arise and at least annually) for instructions for action where safeguarding practice is falling short of the standards expected ✓ Report to the directors on the procedures in place for safeguarding	✓ Ensure that safeguarding practices are followed at the academy and report any shortcomings to the senior executive leadership ✓ Identify training needs and report to the senior executive leadership	✓ Implement and comply with any safeguarding practices at the academy and report any shortcomings to the AC/senior executive leadership

SAFEGUARDING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			✓ Identify training needs and report to the directors		
Compliance	✗	✓ Ensure training and legal compliance issues ✓ Ensure the single central record is maintained for all company-based and cross-school appointments	✓ Arrange training to ensure legal compliance ✓ Monitor directors compliance with the duty to maintain the single central record and take appropriate action where there are any shortcomings	✓ Ensure completion of the single central record and its regular updating	✓ Maintain the single central record ✓ Ensure compliance with all relevant regulations e.g. risk assessments, health and safety etc
Recruitment and appointments relating to safeguarding	✗	✓ Ensure that at least one director on any recruitment panel has up to date safeguarding training ✓ Ensure safer recruitment training is made available to all governors and senior leaders	✓ Ensure directors have up to date safer recruitment and general safeguarding training ✓ Ensure that each academy has appointed a designated teacher to support looked after children	✓ Appoint a designated governor for safeguarding ✓ Ensure that at least one governor on any recruitment panel has up to date safeguarding and safer recruitment training	✓ Appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance ✓ Appoint a designated safeguarding lead and clearly identify them and all other qualified safeguarding staff
Documents, policies and procedures	✗	✓ Adopt a company-wide safeguarding and child protection policy bearing in mind local variance if the company spans more than one local authority area **ND**	✓ Make arrangements for safeguarding audits to be conducted by independent personnel ✓ Prepare a company-wide safeguarding and child protection policy for adoption by the directors bearing in mind local	✓ Review and maintain a safeguarding and child protection policy for the academy (consistent with the company-wide policy)	✓ Implement the safeguarding and child protection policy at the academy

SAFEGUARDING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		✓ Adopt a company-wide policy regarding school trips **ND**	variance if the company spans more than one local authority area ✓ Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed		

BEHAVIOUR					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Exclusions	✗	✓ Review the use of exclusions across the company and ensure that appropriate action is taken by the senior executive leadership	✓ Review the overall pattern of exclusions across academies and report to the directors, taking any action they direct	✓ Convene a committee to review any exclusion of a pupil ✓ Review the overall pattern of exclusions at the academy and report to the senior executive leadership/directors	✓ Exclude a pupil for a fixed term or permanently, as appropriate
Documents, policies and procedures	✗	✓ Adopt a company-wide behaviour policy that reflects the Catholic character, ethos and values of the company **ND** ✓ Adopt a company-wide exclusions policy	✓ Prepare a company-wide behaviour policy for adoption by the directors ✓ Prepare a company-wide exclusions policy for adoption by the directors	✓ Assist the headteacher to prepare a behaviour policy for the academy in line with the company-wide policy ✓ Assist the headteacher to prepare an exclusions policy for the academy in	✓ With the AC, prepare a behaviour policy for the academy in line with the company-wide policy ✓ With the AC, prepare an exclusions policy for the academy in line with the company-wide policy

BEHAVIOUR					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
				line with the company-wide policy	✓ Ensure effective operation of all policies at the academy

ADMISSIONS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Place planning	×	✓ Assist the diocese with any requirements it may have relating to the Bishop's duty to ensure that there are sufficient school places available for the baptised Catholic children resident in his area ✓ Receive an annual report from the senior executive leadership and share the report with the Diocesan Education Service (Vicariate for education) to assist the Bishop in his responsibilities relating to place planning ✓ Obtain diocesan approval to expand	✓ Prepare an annual report to the directors on the need for school places within the local community, using local intelligence, which will be used to assist the Bishop with his school place planning duties across the diocese	✓ Assist the senior executive leadership to prepare an annual report to the directors on the need for school places within the local community, using local intelligence, which will be used to assist the Bishop with his school place planning duties across the diocese	✓ Advise the AC/senior executive leadership in respect of the need for future places at the academy which will assist the senior executive leadership to prepare their annual report on the need for school places

ADMISSIONS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		school places across the company			
Admissions arrangements	✗	✓ **D**elegate the responsibility for determining admissions arrangements to the academies ✓ Comply with Diocesan guidance on admissions ✓ Comply with the Schools Admissions and Appeals Codes	✓ Prepare the company-wide admissions policy (taking into account any Diocesan guidance and the Schools Admissions and Appeals Codes) which will set out the parameters within which the AC may determine admissions arrangements ✓ Provide oversight, and support, of the implementation of admissions arrangements across the company ✓ Ensure that the impact of any proposed changes to an academy's admission arrangements are considered in light of the other academies in the company and other catholic schools generally in the diocese ✓ Report to the directors regarding admissions arrangements across the academies in the company	✓ Undertake consultation, determine and publish admissions arrangements as required in accordance with the company-wide admissions policy ✓ Make arrangements for determining admissions and hearing admission appeals ✓ Ensure effective arrangements are in place for pupil recruitment	✓ Provide advice and guidance to the AC and the directors as to requirements under the School Admissions and Appeals Codes ✓ Make arrangements for determining admissions and hearing admissions appeals in line with the company-wide policy ✓ Participate in local admissions forum ✓ Ensure participation in the fair access protocol ✓ Ensure effective arrangements are in place for pupil recruitment to the academy

ADMISSIONS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			✓ Ensure effective arrangements are in place for pupil recruitment to the academies in the company ✓ Provide advice and guidance to directors regarding the requirements of the Schools Admissions and Appeals Codes		
Documents, policies and procedures	×	✓ Adopt the company-wide admissions policy prepared by the senior executive leadership and ensure that it complies with all diocesan requirements **ND** ✓ Review and approve all academy admissions policies before they are determined and published by the AC	✓ Work with the diocese to produce a company-wide admissions policy for adoption by the directors and ensure that it complies with all diocesan requirements ✓ Ensure all policies are reviewed by the directors and are compliant with the School Admissions and Appeals Codes	✓ Adopt the company-wide admissions policy in the academy	✓ Ensure compliance with the company-wide admissions policy

Useful Resources:

- Diocesan guidance on admissions
- CES Guidance on Eastern Catholic Churches

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Complaints	✗	✓ Adopt a company-wide complaints policy and receive reports from the senior executive leadership regarding the level of complaints across the company **ND** ✓ Notify the diocese of any school level complaints. The directors *must* notify the diocese of any complaints or issues that could bring into disrepute the Catholic character of the company and/or the academies within it	✓ Prepare a company-wide complaints policy for adoption by the directors and publish the policy on the company's website following adoption ✓ Review the level of complaints across the company and report to the directors outlining the changes initiated as necessary to address any issues	✓ Adopt an academy complaints policy (consistent with the company-wide policy) ✓ Hear complaints at the relevant stage	✓ Prepare an academy complaints policy consistent with the company-wide policy for adoption by the AC and hear complaints at the relevant stage
School level matters	✗	✓ Review data provided by the senior executive leadership/AC relating to pupil premium and sports premium and take action to address any issues, as appropriate ✓ Set the times of academy sessions and the dates of academy terms and holidays in conjunction with the ACs ✓ Ensure that the academy meets for 380	✓ Monitor the levels of attendance in the academies and the use of home-academy agreements and report termly to the directors ✓ Monitor the impact of the pupil premium/sports premium across the company and report to the directors	✓ Consult with directors on the times of academy sessions and the dates of academy terms and holidays times ✓ Review attendance and pupil absences ✓ Support the company and the headteacher in the extended school provision in the academy ✓ Ensure effective arrangements are in place for pupil support and representation at the academy	✓ Comply with times of academy sessions and the dates of academy terms and holidays as set by the directors ✓ Maintain a register of pupil attendance and report on attendance and pupil absences (as part of the KPIs) to the AC ✓ Determine key priorities and KPIs against which pupil progress can be measured

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		sessions in an academy year		✓ Appoint a local governor responsible for statutory grants including pupil premium and sports premium ✓ Monitor the impact of the pupil premium and the sports premium in the academy and advise senior executive leadership/directors ✓ Support and advise the headteacher to determine KPIs ✓ Monitor that the school lunch provision at the academy meets the appropriate nutritional standards and take action, as appropriate, if not	✓ Review and maintain home-academy agreements, if appropriate, which should reflect support for the academy's Catholic character ✓ Ensure effective deployment of the pupil premium and monitor its impact, reporting any issues to the AC ✓ Ensure that the school lunch provision at the academy meets the appropriate nutritional standards

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Appointments	×	✓ Appoint a HR committee to oversee recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff within the company at a strategic level ✓ Ensure that certain posts are filled by	✓ Take any action relating to staff appointments across the company as required by the directors ✓ Ensure that the directors involve the diocese at the appropriate stages in any recruitment process	✓ Support the directors in the process to appoint the headteacher and any other relevant post as requested by the senior executive leadership (acting with the delegated authority of the directors)	✓ With the AC, appoint teaching and non-teaching staff

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		practising Catholics in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools, ✓ Ensure that diocesan protocol is followed in respect of the appointment of any other senior post which directly affects the Catholic mission of the company and its academies, including but not limited to the CEO, or other senior executive(s) and lay chaplains, and is in accordance with the Bishops' Memorandum on Appointment of Teachers in Catholic schools ✓ Ensure that the diocese is involved in any recruitment selection and appointment being made, particularly relating to any senior posts which directly affect the Catholic			

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		mission of the company and its academies ✓ Determine appointments to be made across one or more academy in the company in line with any diocesan protocol			
Staffing structures	x	✓ Determine and review any overarching management structures across the company and budget in accordance with diocesan policy **ND** ✓ Determine and review staffing structures across the company to ensure financial viability and sustainability whilst ensuring that the educational outcomes of the pupils are protected ✓ Approve any senior leadership and high level non-teaching structures as determined by the senior executive leadership ✓ Develop Catholic leadership within the company and the wider diocese	✓ With directors approval, determine the senior leadership and high-level non-teaching structures for each academy and advise the directors on the financial viability and sustainability of those structures whilst ensuring that the educational outcomes of the pupils are protected ✓ Monitor and review staffing changes across the company and report any issues to the directors ✓ Support the headteachers to determine staffing structures at the academy ✓ Take action as required by the directors to develop Catholic leadership within the company and the wider diocese	✓ Having regard to the company's strategic plans, support the headteacher in the development and review (from time to time) of an appropriate staffing structure for the academy and for the appointment of academy staff and to ensure that the academy is fully staffed in accordance with that structure	✓ Determine staffing requirements within the academy and budget

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Pay	✗	✓ Establish a pay committee	✓ Review pay across the academies to guard against equal pay claims and to seek opportunities for harmonisation of pay, where appropriate	✓ Advise and support the directors to determine headteachers' pay	✗
Terms and conditions of employment	✗	✓ Ensure harmonisation of terms and conditions of employment across the company to avoid the risk of employment claims taking into account legal requirements relating to, in particular, equal pay, discrimination and TUPE transfers	✓ Review the terms and conditions of employment across the academies and advise the directors where there is a possibility of employment claims and/or unrest in the workforce and take any action as directed by the directors to ensure that this risk is minimised/removed	✓ Review the terms and conditions of employment across the academy and advise the senior executive leadership where there is a possibility of employment claims and/or unrest in the workforce and take any action as directed by the senior executive leadership to ensure that this risk is minimised/removed	✗
Performance management	✗	✓ Conduct the performance management review of the senior executive leader/ CEO (acting through the pay committee) **ND** ✓ Conduct the performance management review of the company secretary	✓ Senior executive leader/CEO to conduct the performance management review of the other executive leaders with support from the relevant committees e.g. pay committee, HR committee With the directors and the AC, performance manage the headteachers	✓ Support the senior executive leadership and the directors as appropriate, to conduct the performance management of the headteacher	✓ Conduct the performance management and pay progression of staff in the academy in line with the academy's pay policy and appraisal policy

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		and the clerk (through a committee) ✓ With the senior executive leadership and the Academy Council, performance manage the headteachers			
Suspension and dismissals	✗	✓ Suspend and dismiss all executive leadership posts ✓ Suspend and dismiss the company secretary and clerk ✓ Notify the diocese of any suspension or action taken under a disciplinary policy which could result in dismissal of a staff member, particularly where any misconduct may bring the Catholic character of the company and its academies into disrepute	✓ Senior executive leader/CEO to assist the directors to suspend and dismiss all other executive leadership posts, as required by the directors ✓ With the advice and approval of the directors and the diocese, suspend and dismiss the headteachers (including any executive headteacher or Head of School), deputy headteacher, head of religious education and lay chaplain employed by the company	✓ Suspend or dismiss teaching and non-teaching staff in consultation with the senior executive leadership	✗
Documents, policies and procedures	✗	✓ Ensure the adoption of CES employment documents (with amendments where appropriate), including the model contracts of employment and	✓ Prepare a pay policy for adoption by the directors ✓ Advise the directors on suitable company-wide policies and procedures and ensure their effective implementation, in particular	✓ Ensure the company's policies on all HR matters are implemented in the academy ✓ Monitor and scrutinise the implementation of the company's policies at the	✓ Implement the company-wide policies and procedures in the academy

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		workplace policies, in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools ✓ Ensure consultation with staff and trade union officials/representatives before adoption of workplace policies, as appropriate ✓ Adopt a pay policy ✓ Adopt company-wide staff policies and procedures **ND** ✓ Put in place an appropriate whistleblowing procedure	the CES model employment documents pursuant to the Bishops' Memorandum on the Appointment of Teachers in Catholic Schools	academy for HR matters including the appointment, induction and performance management of staff, pay review process, and procedures for dealing with disciplinary matters, grievances and dismissal	
Miscellaneous	×	×	✓ Ensure that there is effective communication between all levels of governance in the company	✓ Ensure that there is effective communication between the headteacher and the senior executive leadership, HR committee and pay committee	✓ Approve applications for early retirement, secondment and leave of absence

Useful Resources:

The Bishops' Memorandum on Appointment of Teachers in Catholic Schools

CES model employment documents, including the User Guide

CES Guidance Note on Recruitment of Staff for Governing Bodies

CES Guidance and Model Policy on Disqualification under the Childcare Act 2006

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Compliance	✗	✓ Refer any direct communications from RDs to the diocese ✓ Notify the diocese of any warning notice or other notice of failing or shortcoming received from the RD/DfE/ESFA /local authority/Ofsted etc ✓ Work with the diocese to respond to any media interest and ensure that any public statements and/or responses to media enquiries are approved by the diocese	✓ Refer any direct communications from RDs to the directors ✓ Notify the directors of any warning notice or other notice of failing or shortcoming received from the RD/DfE/ESFA/ local authority/Ofsted etc for further reporting to the diocese ✓ Ensure compliance with all data protection legislation and good practice across the academies ✓ Develop and implement an integrated ICT strategy to ensure compatibility of systems across all the academies in the company to facilitate maximum efficiency and cohesiveness and report any issues to the directors ✓ Support the individual academies on the effective safe storage of data ✓ Maintain accurate and secure staff records for	✓ Refer any direct communications from RDs to the directors/senior executive leadership ✓ Notify the directors/senior executive leadership of any warning notice or other notice of failing or shortcoming received from the RD/DfE/ESFA/local authority/Ofsted etc for further reporting to the diocese ✓ Forward any media interest to the directors/senior executive leadership and ensure that any public statements and/or responses to media enquiries are approved by the directors ✓ Ensure systems in place are in line with the company's strategy at the academy for effective communication with pupils, parents or carers, staff, parish priests, diocese and the wider community including the support of a local parent	✓ Refer any direct communications from RDs to the AC/senior executive leadership ✓ Notify the AC/senior executive leadership of any warning notice or other notice of failing or shortcoming received from the RD/DfE/ESFA/local authority/Ofsted etc for further reporting to the directors ✓ Forward any media interest to the directors/senior executive leadership/AC and ensure that any public statements and/or responses to media enquiries are approved by the directors ✓ Ensure the publication of academy information, ensuring that all electronic communication, including web pages, are up to date ✓ Maintain accurate and secure staff records for the academy ✓ Ensure compliance with all data protection

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
			the senior executive leadership ✓ Ensure that registration with the Information Commissioner's Office is up to date ✓ Maintain and develop the company's website ✓ Register the company with the Information Commissioner's Office and maintain such registration	teacher association (if established)	legislation and good practice at the academy ✓ Liaise with the senior executive leadership on the accessibility plan for the academy
Documents, policies and procedures	✗	✓ Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information	✓ Prepare a company-wide data protection policy for adoption by the directors	✓ Ensure the effective implementation of the data protection policies and procedures in the academy	✓ Implement and comply with the academy's data protection policy

Useful Resources:

CES Guidance Note on the Data Protection Act 1998

CES Guidance Note on Freedom of Information

CES Press Release: Writing Best Practice Guide

CES model Diocesan Communications Protocol

HEALTH & SAFETY					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Health & Safety	✗	✓ Adopt a company-wide health and safety policy **ND**	✓ Prepare a company-wide health and safety policy for the directors' approval ✓ Monitor and support the implementation of the company-wide health and safety policy and report any issues to the directors ✓ Draw up, agree and monitor an accessibility plan for each academy in consultation with the headteachers, reporting any issues to the directors	✓ Adopt a health and safety policy (in line with the company-wide policy) ✓ Appoint a local governor responsible for health and safety ✓ Review the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the academy ✓ Conduct site inspections to review any health and safety issues and the security of premises and equipment	✓ Prepare a health and safety policy for the academy (in line with the company-wide policy) for adoption by the AC ✓ Monitor the accident book and agree appropriate actions with the AC/senior executive leadership ✓ Ensure suitable risk assessments are prepared and appropriate actions taken ✓ Review security of premises and equipment

RISK					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
	×	✓ Appoint a risk and audit committee ✓ Adopt the disaster recover/business continuity plan for the company and the academies within it and monitor that each academy has implemented such plans ✓ Review risk management and the risk register kept by the senior executive leadership ✓ Approve insurance arrangements in accordance with Diocesan/Religious Order Trustees' requirements ✓ Commence or settle any litigation proceedings **ND** ✓ Provide any relevant and appropriate guarantees and indemnities as authorised by the members/Diocesan Trustees/Religious Order Trustees and in accordance with any requirements prescribed by the Academies Financial Handbook and/or the ESFA	✓ Prepare a disaster recover/business continuity plan for the company and the academies within it and report to the directors on how the plan is being implemented in each academy ✓ Prepare and maintain a company-wide risk register ✓ Review the risk reports provided by the ACs and make any recommendations/notifications to the directors as appropriate ✓ Ensure that any necessary actions are taken to eliminate/reduce any identified risks ✓ Provide the directors with all relevant information and requirements relating to warranties and indemnities as prescribed by the Academies Financial Handbook and/or the ESFA	✓ Ensure the academy complies with the disaster recover/business continuity plan for the academy ✓ Review the risk register of the academy and prepare a risk report for the senior executive leadership/directors	✓ Implement and ensure that the academy is compliant with the disaster recover/business continuity plan for the academy ✓ Prepare the risk register for the AC having regard to the risks identified by the senior executive leadership and audit processes

Useful Resources

Church Scheme Rules on RPA for Church Academies

SCHOOL ESTATE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
Insurance	×	✓ Approve insurance arrangements in accordance with Diocesan/Religious Order Trustees' requirements	✓ Procure buildings and related insurance for the company and all the academies within it ensuring compliance with Diocesan/Religious Order Trustees' requirements	✓ Ensure compliance with all insurance obligations/requirements at the academy	✓ Ensure compliance with all insurance obligations/requirements at the academy
School land and buildings	×	✓ Ensure that the company follows the Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies" as published form time to time ✓ Review and maintain any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan/Religious Order Trustees, including seeking their agreement to any such plans as appropriate ✓ Apply to the Diocesan/Religious Order Trustees for any funding/consent to	✓ Make any proposals relating to the school estate to the directors in accordance with any requirements set by the Diocesan/Religious Order Trustees ✓ Provide evidence of compliance with all statutory requirements for works e.g. planning approval, listed buildings consent, buildings regulations consent etc ✓ Prepare any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan/Religious Order Trustees and ensure that agreement has been sought from them, as appropriate ✓ With agreement from the Diocesan/Religious Order	✓ Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the senior executive leadership ✓ Seek approval from the directors for any changes to fixed assets used by the academy	×

SCHOOL ESTATE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Academy Council (AC)**	**Principal/headteacher**
		building works before undertaking any works ✓ Select, plan and oversee any capital projects and buildings improvements as agreed by the Diocesan/Religious Order Trustees and in accordance with all diocesan protocols ✓ Apply to the Diocesan/Religious Order Trustees for permission for change of use of assets ✓ Ensure land and buildings are maintained and fit for purpose	Trustees, advise the directors and manage, in conjunction with them, any capital and building improvement grants ✓ Prepare a report for the directors to share with the Diocesan/Religious Order Trustees on the overall state of the school estate ✓ Ensure all statutory testing and maintenance requirements are complied with e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety etc		
Lettings	×	✓ Adopt a company-wide lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements **ND**	✓ Prepare a company-wide lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements for adoption by the directors	✓ Ensure the company-wide lettings policy is implemented at the academy	✓ Implement and comply with the company-wide lettings policy in the academy

Useful resources

CES model Protocol between dioceses and Catholic Multi-Academy Trust Company trust companies

Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies"

Catholic Church Insurance Association: Guidance for Roman Catholic Parishes when letting Diocesan Premises