CAST Scheme of Delegation (13 December 2019) - Appendix 1

Table of Roles and Responsibilities

Responsibilities of the Diocesan Bishop and the Diocesan Education Service

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 (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.

The diocesan bishop, acting through his Diocesan Schools Commissioner, is responsible for:

[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 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 RSC and Ofsted
- Maintaining links with the Catholic Education Service and the government

Where those responsibilities are not carried out by the DSC in respect of Plymouth CAST, then a Memorandum of Understanding will be drawn up between Plymouth CAST and Plymouth Diocese Diocesan Schools Commission, to determine the allocation of responsibilities.

The CES model Scheme of Delegation, more particularly the table at Appendix I, is modelled on a 'traditional' multi-academy trust structure. 'Traditional' for the purposes of this document is used to describe a situation where there is substantial delegation to the local governing body 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 multi-academy 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 multi-academy trust, 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 local governing body free to concentrate on such things as educational standards at the academy and community relations. As a larger multi-academy trust, this is the approach taken by Plymouth CAST.

Explanation of the layers of governance in Plymouth CAST Trust structure

Members:

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

Directors:

- Trust Directors and Charity Trustees
- Accountable to the Members and the Bishop
- Duty to uphold the Multi-Academy Trust's objects and to comply with any directives, advice and/or guidance issued by the Bishop
- Responsible for preserving and developing the Multi-Academy Trust'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 Multi-Academy Trust and for delivering the three core functions
- Responsible for standards of education in the academies within the Multi-Academy Trust
- Delegate functions to sub-committees, senior executive leadership, LGBs, and Headteachers
- Appoint the senior executive leadership

Senior executive leadership:

- Appointed by the Board of Directors and employed by the Multi-Academy Trust
- Expectation that this will include a senior executive, for example a CEO, if appropriate depending on the size and stage of development of the multi-academy trust
- Responsible for 'operations' and for delivering the Board's vision and ethos – the 'professional leaders'
- Responsible for the Multi-Academy Trust's financial effectiveness and stability and for ensuring value for money
- Responsible for the performance management of the Headteachers with the support of the Local Governing Board.

LGB Governors:

- Appointed/elected to be a governor of a specific academy within the Multi-Academy Trust in accordance with the Scheme of Delegation
- Have oversight of one (or more) academy in the multi-academy trust and are accountable to the board of Directors of the multi-academy trust or their conduct as governors and their support of the Catholic character of their academy and the Trust
- Vital link to the local community

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.
- Responsible for standards in their Academy/school
- Full description of the Headteacher's responsibilities can be found in the revised Job Descriptions (Sept 2018). This document does not cover the full range of Headteacher responsibilities or replace their Job Descriptions

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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 multi-academy trust does, it should ensure that any diocesan policy, procedure, protocol or guidance is reflected and followed, including by the academies within the multi-academy trust.

In this table, the term 'company' which appears in the Introduction has been changed to Trust, as in the Multi Academy 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 Trust.

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
Attend Annual General Meeting	✓	×	×	×	×
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	×	×	×
Change the name of the Trust/ 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): Stand down a local governing board (subject to the Bishop's approval) due to concerns about their lack of compliance with	×	✓ 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 lead oversight for SEND, safeguarding,	×

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
		the SoD, Accountability Schedule or Code of Conduct, safeguarding concerns or concerns arising from an Ofsted inspection, and set up an Interim Academy Board. The IAB will have the same delegated powers as an LGB, its specific ToR and membership will be proposed by the senior executive and approved by the E&S Committee. ✓ Ensure there are Directors with specific lead oversight for SEND, safeguarding, statutory grants (Pupil Premium, PE and Sport Premium, Year 7 Catch-Up Premium), RE 7 Catholic Life and Health and Safety		statutory grants (Pupil Premium, PE and Sport Premium, Year 7 Catch-Up Premium), RE and Catholic Life and Health and Safety ✓ 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)**	**Local governing board (LGB)**	**Headteacher**
Annual Report on the Trust's performance	✓ Receive annual report from directors/SEL	✓ Submit and publish an annual report to members in respect of the Trust's performance **ND**	✓ With the Headteacher, prepare an annual report on the academy's performance to inform the Trust's annual report	✗	✓ With the senior executive leadership, prepare an annual report on the academy's performance to inform the Trust's annual report
Preserve and develop the religious and educational character, mission and ethos of the Trust	✓ Have oversight of the preservation and development of the religious and educational character, mission and ethos of the Trust and take action where there are shortcomings or any risk to the religious or educational character or reputation.	✓ Preserve and develop the religious and educational character, mission and ethos of the Trust 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 Trust as determined by the Diocesan/Religious Order Trustees in accordance with the Articles of Association, and ensure that it is embedded in each academy ✓ Ensure that each 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	✓ Champion the Trust's vision, ethos and strategic direction in the academy ✓ Attend any diocesan, or other provider's induction training as required by the Diocese	✓ 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)**	**Local governing board (LGB)**	**Headteacher**
			✓ Attend any diocesan, or other provider's, 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 Trust's requirements regarding preservation and development of the Trust and the academies Catholic character in the wider community		

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
Carry out the three core functions	×	✓ Ensure clarity of vision, ethos and strategic direction ✓ Hold the senior executive leadership e.g. the chief executive (as appropriate) to account for the educational performance of the academies in the Trust and its pupils, and for the internal organisation, management and control of the academies, including performance management of staff ✓ Oversee the financial performance of the Trust and the academies within it and make sure its money is well spent	✓ Support the directors to carry out the three core functions effectively ✓ Hold Headteachers to account for the educational performance of the academy and its pupils, and for the internal organisation, management and control of the academies, including performance management of staff ✓ Oversee the financial performance of the Trust and the academies within it and make sure its money is well spent	✓ Support the directors to carry out the three core functions ✓ Support and challenge the Head to carry out the three core functions	✓ Support the directors to carry out the three core functions
Strategic oversight of governance	×	✓ Have strategic oversight of governance arrangements and their effectiveness across the	✓ Monitor governance arrangements and their effectiveness across the Trust and report	✓ Assist the senior executive leadership with any reports on governance	×

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
		Trust and the wider Diocese	to the directors to assist them with their duty to have strategic oversight	arrangements in the academies in the Trust	
Succession planning	×	✓ Prepare a succession plan for senior executive leadership	✓ Advise the directors on succession planning and development of the senior executive leadership and take action as required by the directors ✓ Advise the directors on leadership succession planning	✓ Succession plan for local governance	✓ Advise the LGB on succession planning for local governance
Reserved matters and business of the Trust	×	✓ 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 schedule of directors' business ✓ Prepare an annual schedule of LGB business and advise the LGB on it	✓ Support the Trust by complying with the schedule of accountability as determined by the directors	×

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
Appointments of administrative nature	×	✓ Appoint/remove a suitably qualified Trust secretary ✓ Appoint/remove a suitably experienced and trained clerk to the directors and to support clerking arrangements to the LGBs, as appropriate	✓ Support the appointment process for the Trust secretary and the clerk	×	×
Compliance and/or administrative/ Trust secretarial matters	×	✓ Understand and comply with all duties and requirements of a charity trustee ✓ Meet at least three times per year, once per term ✓ Ensure the update of Edubase as required by the Academies Financial Handbook ✓ Receive advice from the senior executive leadership regarding the establishment and publication on the Trust's website, of the	✓ Support and advise the directors to ensure they are compliant with the duties and requirements placed upon them as charity trustees ✓ update Edubase, as required by the Academies Financial Handbook ✓ Ensure that the Trust is compliant with all relevant regulations including charity law, Trust law and education law and report any failings to the directors for action ✓ Advise the	✓ Meet at least six times per year, once per half-term ✓ Support and challenge the headteacher to ensure that the academy is conducted in a way that is compliant with all Trust policies, all relevant regulations including charity law, Trust law and education law and report any failings to the senior executive leadership for action ✓ Assist the senior	✓ Conduct the academy in a way that is compliant with all relevant regulations including charity law, Trust law and education law and report any failings to the Local Governing Body for action

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
		registers relating to business and pecuniary interests for members/directors/committee members/governors/senior staff members and instruct the senior executive leadership as necessary ✓ Ensure the preparation and filing of Trust 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 Trust ✓ Ensure that the Trust's, as well as each individual academy's, governance details, including their accounts, are published on the	directors on the establishment and publication of the registers 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 Trust secretary/clerk has prepared and filed, Trust registers e.g. members/directors/persons with significant control/secretaries etc ✓ Support the directors to ensure that the Trust's, as well as each individual academy's, governance details, including their accounts, are published on the Trust's and individual academy's, websites.	executive leadership to ensure that the academy's governance details are published on its website	

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
		Trust'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.		
Documents, policies and procedures	×	✓ On an annual basis, review and amend (if appropriate), in line with Diocesan policy: ➢ the policies of the Trust ➢ Code of Conduct ➢ The terms of reference for the directors and their sub-committees ➢ The constitution and terms of reference of the LGBs ➢ Terms of reference for delegation to the senior executive leadership ➢ Role descriptions for directors/chair to the directors/committee members	✓ Advise the directors and the academies on Trust-wide and academy specific policy requirements and take action to prepare and/or amend any such policies as required by the directors ✓ Prepare terms of reference for any committees of directors and LGBs	✓ Support and challenge the headteacher to implement the policies of the academy as set by the senior executive leadership ✓ Help to promote and monitor specific Trust policies in the academy	✓ Implement any relevant policies in the academy and ensure that the academy is conducted in accordance with any such policies

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
		➢ 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 LGBs			
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 LGB 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 Trust 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 inspections, e.g. s.5 as required by law	✓ 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
School to school support	×	✓ In line with	✓ Support the	✓ Support and challenge the	✓ Implement

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
		diocesan protocol, broker appropriate internal and external school-to-school support as necessary to facilitate excellent Catholic education across all the academies in the Trust	directors in their responsibility to broker school-to-school support ✓ Monitor any school-to-school support	Headteacher to Implement any school-to-school support opportunities as directed by the senior executive leadership	school-to-school support opportunities in the academy as directed by the senior executive leadership
Performance management of non-executives	✓ Contribute to 360 reviews	✓ 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 LGB chair ✓Carry out annual evaluation of the LGB and report to directors	✗	✗

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
School level matters	✗	✓ Instruct the senior executive leadership as appropriate in respect of any reports made by them relating to matters in the individual academies within the Trust	✓ Monitor school life in the academies in the Trust and report any relevant findings to the directors for action as appropriate. As part of this, monitor Pupil, Parent and Staff Voice across the academies in the Trust ✓ Maintain a school Development and management plan and oversee it carried out in practice	✓ Support and challenge the Headteacher to ensure the spiritual wellbeing of pupils at the academy ✓ Support and challenge the headteacher in the implementation of the School Improvement Plan ✓ 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	✓ With the LGB, implement the school development plan as set out by the senior executive leadership ✓ Attend meetings of the LGB and provide a headteacher's report ✓ Advise the LGB 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 LGB to develop Pupil, Parent and Staff Voice

GOVERNANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local governing board (LGB)**	**Headteacher**
				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 ✓ 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 LGBs in the Trust ✓ Generally support and challenge the headteacher	

Useful Resources:

- Articles of Association of the Trust – the Trust's constitutional document which should be based on the February 2015 model available on the DfE website
- Academies Financial Handbook – a key document which sets out the framework for multi-academy trust companies reflecting their status as companies, charities and public bodies. Compliance with the Academies Financial Handbook is required through the Trust's Funding Agreement with the Secretary of State
- Master Funding Agreement – the agreement entered into between the Trust 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 Trust and the Secretary of State which sets out how each of the academies in the Trust 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)**	**Local Governing Board (LGB)**	**Headteacher**
Appointment of auditors	✓ Receive annual accounts of the Trust	✓ Appoint 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, using the Trust's external auditors **ND**	×	×	×
Appointment of finance personnel	×	✓ Appoint an Accounting Officer **ND** ✓ Appoint a chief financial officer (which can be the finance director, school business manager	✓ CEO or designated senior executive to act as the Accounting Officer	×	×

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		or equivalent) to lead on finance ✓ Appoint a finance committee (as per the Academies Financial handbook) for the duration of the FNtI and thereafter to bring finance matters to the Board			
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 service charges to the academies relating to the provision of centralised functions and agree top-slice and all centralised services and what must be paid for separately by each academy in the Trust ✓ Approve the	✓ 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 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	✓ Support the Head in the preparation of the annual budget. ✓ Be mindful of the academy's annual budget and operate within it	✓ Ensure the preparation of the annual budget for the academy with the assistance of relevant staff in line with any Trust-wide policy or guidance for approval by the Plymouth CAST Board. ✓ Monitor, with support from the Business Manager, the income, expenditure and cash flow of the academy and report any issues to the SEL

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		annual balanced budget for the Trust and each academy in the Trust. Any variation to be noted and in line with the Academies Financial Handbook. ✓ Approve the budget plan on a 5 year rolling basis ✓ Ensure the budget forecast is submitted to the ESFA ✓ Monitor income, expenditure, cash flow and balance sheet of the Trust and academies and take appropriate action where necessary to ensure appropriate use of funds and to balance the Trust's books ✓ Ensure any variances from the budget are appropriate and adjust budgets as necessary ✓ Ensure proper	viability of the Trust and the academies within it ✓ Prepare the budget plan on a 5 year rolling basis in line with ESFA requirements and submit following approval by the Directors Monitor the income, expenditure, cash flow and balance sheet of the Trust and the academies within it and produce monthly budget monitoring reports for the directors highlighting any concerns or issues Prepare monitoring reports for the directors and summary reports for the Finance Committee or the finance section of the Board meeting. ✓ Report to the directors on the financial performance of the Trust at least 6 times per year		

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		financial controls are in place for both the Trust and academies ✓ Ensure robustness of benchmarking in terms of Trust value for money ✓ Receive a report on the effectiveness of central services from the senior executive leadership and take action, as appropriate ✓ Ensure any Trust borrowing has received ESFA approval	and report monthly to Chair of Board ✓ Ensure proper financial controls are in place ✓ Support the directors to ensure robustness of benchmarking in terms of value for money of the Trust 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 Trust ✓ Open and effectively operate bank accounts		
Accounting	×	✓ Ensure that the accounts are audited in accordance with the Diocesan/Religious Order	✓ Support and advise the directors in respect of the annual accounts and report	✓ Support and challenge the Headteacher to ensure the	✓ Keep proper records and provide information to assist the Trust to prepare

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		Trustees' requirements relating to accounting for Church assets ✓ 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	✓ 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 directors in local academy monitoring and management of budgets and finances ✓ Consider any variances on delegated budget reported by the directors	academy keeps proper records and provide information to assist the Trust to prepare the annual accounts or any other accounting matters	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 auditors and ensure that they meet the Trust's charitable objects	✓ Prepare all financial policies as required by the Academies Financial Handbook and/or as recommended by the auditors for adoption by the directors	✓ Maintain a register of business and pecuniary interests for the academy	×

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		✓ 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 Trust ✓ Ensure that the Trust keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate	✓ Prepare a charging and remissions policy for adoption by the directors ✓ Maintain a register of business and pecuniary interests for the Trust ✓ 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, at an annual remuneration committee meeting in January **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	✓ Provide local intelligence to the directors/senior executive leadership/ESM to contribute to the headteacher's appraisal	✓ Set up and approve staff expenses at the academy in accordance with any Trust-wide policy ✓ Submit expenses in accordance with Trust-wide policy

FINANCE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			approve staff expenses for the senior executive leadership		
School level matters	×	×	✓ Monitor the provision of free school meals across the Trust and follow up with LGBs 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)**	**Local Governing Board (LGB)**	**Headteacher**
Procurement	×	✓ Adopt a Trust-wide competitive tendering policy and ensure OJEU procurement thresholds are observed **ND** ✓ Ensure transparency in relationships with connected parties	✓ Prepare a Trust-wide competitive tendering policy for adoption by the directors ✓ Develop Trust-wide procurement strategies and efficiency savings programme (in line with the Trust-wide policy) and review opportunities for	✓ Support the directors in their monitoring and evaluation of the delivery of any central services and functions provided or procured by the Trust for the academy	×

CONTRACTS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			collaborative procurement		
Ethical considerations	✗	✓ Ensure the business of the Trust 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 Trust 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	✓ Support and challenge the Headteacher to 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 Trust (subject to any policy on conflicts of interest/pecuniary interests/connected party transactions) ✓ Set the delegated levels of authority for contracts ✓ Approve contracts	✓ Enter into contracts up to the limits of delegation within the agreed Financial Regulations and within an agreed budget	✗	✓ Enter into contracts up to the limits of delegation and within an agreed budget

CONTRACTS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		in accordance with the agreed Financial Regulations ✓ Approve contracts which constitute related party transactions			
Payments and expenses	×	✓ Set up and approve a directors' expenses policy in accordance with the Trust's conflicts of interest policy	✓ Make payments within agreed financial limits	×	✓ Make payments within agreed financial limits ✓ Act as a signatory of an academy specific bank account in accordance with the Trust's financial regulations

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
Monitoring and reporting	×	✓ Receive an annual report from the CEO/senior executive leadership on standards ✓ Receive a termly report from the senior executive	✓ Provide an annual report on standards to the directors ✓ Monitor the KPI figures reported from the Headteacher relating to standards and provide a	✓ Support and challenge the headteacher through reports presented by the headteacher as required by the senior executive team	✓ Report bi-termly KPI figures to the senior executive leadership relating to standards ✓Monitor against

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		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 Trust are being met ✓ Intervene, in a timely manner, where standards fall below that which is expected of the academies within the Trust ✓ Set Trust-wide performance management targets relating to standards, if necessary	termly report to the directors (via standards committee possibly) 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 Trust 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		pupil performance and achievement targets set by senior executive leadership and report findings to the senior executive leadership

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			issues with the LGB and report to the directors		
Appointment of committees	✗	✓ Appoint an education standards committee, or ensure that this is covered by a specified committee	✓ Assist the directors as required with regard to any issue or matter raised by the standards committee	✗	✓ 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 Trust for inspection and manage the process where the impact of the Trust is under review ✓ Ensure the academy is prepared for an inspection and support the LGBs and principals/headteachers where there is an individual academy inspection ✓ Advise LGBs where any concerns are raised relating to inspections and report to the directors for any further action	✓ Support and challenge the Headteacher to 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 senior executive leadership
School level matters	✗	✗	✓ Develop and approve the academy development plan and monitor its impact,	✓ Support and challenge the Headteacher to ensure that the academy implements the	✓ In conjunction with the LGB implement the development plan as

STANDARDS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			reporting any issues to the directors	academy improvement plan as agreed by the senior executive leaders	set by the senior executive leaders

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
Appointment of committees	✗	✓ Ensure that curriculum is covered in the Board agendas	✗	✗	✗
Curriculum	✗	✓ Set KPIs and ensure the Board enforces these	✓ Advise directors on the setting of KPIs ✓ Approve the curriculum proposed by the headteacher (to the extent that it is consistent with the Trust-wide policy) including compliance with any funding agreement requirements and take action where there are any shortcomings ✓ 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	✓ Support and challenge the Headteacher to 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 and moral development of its pupils ✓ Support and challenge the Headteacher to 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) ✓ Support and challenge the Headteacher to 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	✓ 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 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

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
				liturgical norms of the Catholic church and take action to address any issues, as appropriate ✓ Support and challenge the Headteacher to ensure that relationships and sex education is taught in accordance with the social and moral teachings of the Catholic Church having regard to any Trust-wide policy ✓ Support and challenge the Headteacher to assist the senior executive leadership with the monitoring of the quality of teaching and learning, curriculum inclusion and the sharing of good practice across the academy	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 ✓ Assist the senior executive leadership with the monitoring of the quality of teaching and learning, curriculum inclusion and the sharing of good practice across the academy
Policies and procedures	✗	✓ Determine a Trust-wide curriculum policy to ensure provision of a balanced and broadly based curriculum. This will include **ND**: ➢ Ensuring that	✓ Prepare and oversee the implementation of a Trust-wide curriculum policy, particularly that each academy in the Trust preserves and develops its Catholic character through the curriculum	✓ Support and challenge the Headteacher to ensure the Trust 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)**	**Local Governing Board (LGB)**	**Headteacher**
		the Catholic character of Trust permeates the curriculum and life at each of the academies in the Trust ➢ Ensuring that every pupil is well-equipped to follow their vocation as active citizens in service to the world ➢ 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			

CURRICULUM					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		a Trust-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 monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academies in the Trust			

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)**	**Local Governing Board (LGB)**	**Headteacher**
Appointments	✗	✓ Appoint a Director responsible for SEND and inclusion	✗ Appoint a member of SEL with oversight of SEND	✓ Appoint a lead local governor with oversight of SEND	✓ 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 that resulting actions are complete	✓ 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 Trust and take action as they direct. In particular, the senior executive leadership should identify any local SEND offer gaps and take action, with support from the local area, to address such gaps with director approval ✓ Review KPIs	✓ Challenge and support the senior executive leadership to 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

SPECIAL EDUCATIONAL NEEDS & DISABILITIES					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			across the academies for identification of any areas of concern for referral to the directors		
Documents, policies and procedures	✗	✓ Adopt a Trust-wide SEND policy **ND** ✓ Consider the safeguarding audit outcomes and instruct the senior executive leadership to address any shortcomings, as appropriate	✓ In accordance with directions from the directors, prepare the Trust's and academy's SEND policy for adoption by the directors ✓ Provide oversight of the implementation of the Trust-wide SEND policy ✓ Carry out a Trust-wide safeguarding audit and report the outcomes to the directors for action, as appropriate	✓ Assist the senior executive leadership with the implementation of the policy within the academy 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	✓ Implement the SEND policy in the academy ✓ Assist the senior executive leadership with the safeguarding audit at the academy

SAFEGUARDING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**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 ✓ Appoint lead director to monitor the wider safeguarding arrangements across the Trust	✓ Monitor safeguarding practice (including compliance with legislation) across the Trust 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 ✓ Identify training needs and report to the directors	✓ Support and challenge the Headteacher to ensure that safeguarding practices are followed at the academy and report any shortcomings to the senior executive leadership ✓ Appoint lead governor for oversight of safeguarding in the academy ✓ 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 LGB/senior executive leadership
Compliance	×	✓ Ensure training and legal compliance issues ✓ Ensure the single central record is maintained for all Trust-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	✓ Support and challenge the Headteacher to ensure completion of the single central record and its regular updating	✓ Ensure completion of the single central record and its regular updating ✓ Ensure compliance with all relevant

SAFEGUARDING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			appropriate action where there are any shortcomings		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	✓ 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 Trust-wide safeguarding and child protection policy bearing in mind local variance if the Trust spans more than one local authority area **ND** ✓ Adopt a Trust-wide policy regarding school trips **ND**	✓ Make arrangements for safeguarding audits to be conducted by members of SEL ✓ Prepare a Trust-wide safeguarding and child protection policy for adoption by the directors bearing in mind local variance if the Trust spans more	✓ Review and maintain a safeguarding and child protection policy for the academy (consistent with the Trust policy)	✓ Implement the safeguarding and child protection policy at the academy

SAFEGUARDING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			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)**	**Local Governing Board (LGB)**	**Headteacher**
Exclusions	✗	✓ Review the use of exclusions across the Trust 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 panels as necessary to review exclusions	✓ Support the SEL as required when they 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 Trust-wide behaviour statement of principles, to include exclusions, that reflect the Catholic character, ethos and values of the Trust **ND** ✓ Adopt a Trust-wide exclusions policy	✓ Prepare a Trust-wide behaviour policy and statement of principles, to include exclusions, for adoption by the directors	✓ Support the headteacher to prepare a rewards and sanctions policy for the academy in line with the Trust's vision and values	✓ With support from the LGB, prepare a rewards and sanctions policy for the academy in line with the Trust-wide principles ✓ Ensure effective operation of all policies at the academy

ADMISSIONS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**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 to assist the Bishop in his responsibilities relating to place planning ✓ Obtain diocesan approval to expand school places across the Trust	✓ 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 LGB/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)**	**Local Governing Board (LGB)**	**Headteacher**
Admissions arrangements	×	✓ Approve a Trust-wide admissions policy (taking into account any Diocesan guidance and the Schools Admissions and Appeals Codes which in turn must take into account the local authority regulations for that academy) which will set out the parameters within which the LGB may determine admissions arrangements ✓ Comply with Diocesan guidance on admissions ✓ Comply with the Schools Admissions and Appeals Codes	✓ Prepare the Trust-wide admissions policy (taking into account any Diocesan guidance and the Schools Admissions and Appeals Codes which in turn must take into account the local authority regulations for that academy) which will set out the parameters within which the LGB may determine admissions arrangements ✓ Provide oversight, and support, of the implementation of admissions arrangements across the Trust ✓ Ensure that the impact of any proposed changes to an academy's admission arrangements are considered in light of the other academies in	✓ Support the Headteacher to undertake Consultation and publish admissions arrangements as required in accordance with the Trust's admissions policy ✓ Support the Headteacher to make arrangements for hearing admission appeals ✓ Ensure effective arrangements are in place for pupil recruitment ✓ Contribute to the development of the academy prospectus (if there is one)	✓ Provide advice and guidance to the LGB 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 Trust-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)**	**Local Governing Board (LGB)**	**Headteacher**
			the Trust and other catholic schools generally in the diocese. Report to the directors regarding admissions arrangements across the academies in the Trust ✓ Ensure effective arrangements are in place for pupil recruitment to the academies in the Trust ✓ Provide advice and guidance to directors regarding the requirements of the Schools Admissions and Appeals Codes		
Documents, policies and procedures	✗	✓ Adopt the Trust-wide admissions policy prepared by the senior executive leadership and ensure that it complies with all diocesan requirements **ND** ✓ Review and	✓ Work with the diocese to produce a Trust-wide admissions policy for adoption by the directors and ensure that it complies with all diocesan requirements ✓ Ensure all	✓ Support the implementation of the Trust's admissions policy in the academy	✓ Ensure compliance with the Trust-wide admissions policy

ADMISSIONS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		approve all academy admissions policies before they are determined and published by the LGB	policies are reviewed by the directors and are compliant with the School Admissions and Appeals Codes		

Useful Resources:

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

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
Complaints	✗	✓ Adopt a Trust-wide complaints policy and receive reports from the senior executive leadership regarding the level of complaints across the Trust **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 Trust and/or the academies within it	✓ Prepare a Trust-wide and academy specific complaints policies for adoption by the directors and publish the policy on the Trust's and academy's website following adoption ✓ Review the level of complaints across the Trust and report to the directors outlining the changes initiated as necessary to address any issues	✓ Support and challenge the headteacher to Implement the academy complaints policy as set by the senior executive leadership ✓ Hear complaints at the relevant stage	✓ Hear complaints at the relevant stage
School level matters	✗	✓ Review data provided by the senior executive leadership/LGB relating to pupil premium and sports premium and take action to address any issues, as appropriate ✓ Set the times	✓ 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	✓ Support and challenge the Headteacher to 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	✓ Consult with directors via ESMs on the times of academy sessions and the dates of academy terms and holidays times ✓ Comply with times of academy sessions and the dates

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		of academy sessions and the dates of academy terms and holidays in conjunction with the LGBs ✓ Ensure that the academy meets for 380 sessions in an academy year ✓ Appoint a lead director for statutory grants including pupil premium, PE and sports premium and Year 7 Catch up premium	Trust and report to the directors	Trust 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 ✓ Appoint a local governor with oversight of statutory grants including pupil premium, PE and sports premium and Year 7 Catch-up 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 suggest	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 LGB ✓ Determine key priorities and KPIs against which pupil progress can be measured ✓ 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 LGB

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
				action, as appropriate, if not	✓ Ensure that the school lunch provision at the academy meets the appropriate nutritional standards

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
Appointments	×	✓ Oversee recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff within the Trust at a strategic level in Board business ✓ Ensure that certain posts are filled by practising Catholics in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools, ✓ Ensure that diocesan protocol is followed in respect of	✓ Take any action relating to staff appointments across the Trust 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	✓ With advice and support as advised by the SEL and support from LGB as requested, appoint teaching and non-teaching staff on behalf of the Directors

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		the appointment of any other senior post which directly affects the Catholic mission of the Trust 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 recruitment selection and appointment being made, relating to any senior posts which directly affect the Catholic mission of the Trust and its academies ✓ Determine appointments to be made across one or more academy in the			

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		Trust in line with any diocesan protocol			
Staffing structures	×	✓ Determine and review any overarching management structures across the Trust and budget in accordance with diocesan policy **ND** ✓ Determine and review staffing structures across the Trust 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 Trust 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 Trust 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 Trust and the wider diocese	✓ Having regard to the Trust'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, in agreement with SEL

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
Pay	✗	✓ Establish a pay Committee (RemCom). Ensure that work relating to pay and conditions is covered by the Board's annual cycle of business	✓ Review pay across the academies to guard against equal pay claims and to seek opportunities for harmonisation of pay, where appropriate	✓ Prior to the headteacher's appraisal meeting, provide advice and support for the headteacher's appraisal meeting with the ESM, who will then recommend headteacher's pay progression to directors' RemCom as appropriate	✗
Terms and conditions of employment	✗	✓ Ensure harmonisation of terms and conditions of employment across the Trust 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	✗

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
Performance management	×	✓ Conduct the performance management review of the senior executive leader/ CEO **ND** ✓ Conduct the performance management review of the Trust secretary and the clerk (acting through a committee)	✓ Senior executive leader/CEO to conduct the performance management review of the other executive leaders		✓ Conduct the performance management and pay progression of staff in the academy in line with the academy's pay policy and appraisal policy
Suspension and dismissals	×	✓ Suspend and dismiss all executive leadership posts ✓ Suspend and dismiss the Trust 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 Trust and its	✓ 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 Trust	✓	✓ Suspend or dismiss teaching and non-teaching staff in consultation with the senior executive leadership

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		academies into disrepute			
Documents, policies and procedures	×	✓ Work towards the adoption of CES employment documents (with amendments where appropriate), including the model contracts of employment and 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 ✓ Work towards the adoption of Trust-wide staff policies and procedures **ND**	✓ Prepare a pay policy for adoption by the directors ✓ Advise the directors on suitable Trust-wide policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops' Memorandum on the Appointment of Teachers in Catholic Schools	✓ Support and challenge the headteacher to ensure the Trust's policies on all HR matters are implemented in the academy ✓ Monitor and scrutinise the implementation of the Trust's policies at the 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	✓ Implement the Trust's policies and procedures in the academy

STAFFING					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		✓ Put in place an appropriate whistleblowing procedure			
Miscellaneous	×	×	✓ Ensure that there is effective communication between all levels of governance in the Trust ✓ Approve applications for early retirement, secondment and leave of absence	✓ Support effective communication between the headteacher and the senior executive leadership	✓ Advise SEL on 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)**	**Local Governing Board (LGB)**	**Headteacher**
Compliance	✗	✓ Refer any direct communications from RSCs to the diocese ✓ Notify the diocese of any warning notice or other notice of failing or shortcoming received from the RSC/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 RSCs to the directors ✓ Notify the directors of any warning notice or other notice of failing or shortcoming received from the RSC/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 Trust to facilitate maximum efficiency and cohesiveness and	✓ Refer any direct communications from RSC/DFE/ESFA/Ofsted/local authority to the directors/senior executive leadership ✓ 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 ✓ Support and challenge the Headteacher to ensure systems are in place are in line with the Trust'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 teacher association (if established)	✓ Refer any direct communications from RSCs to the LGB/senior executive leadership ✓ Notify the LGB/senior executive leadership of any warning notice or other notice of failing or shortcoming received from the RSC/DfE/ESFA/local authority/Ofsted etc for further reporting to the directors ✓ Forward any media interest to the directors/senior executive leadership/LGB 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

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
			report any issues to the directors ✓ Support the individual academies on the effective safe storage of data ✓ Maintain accurate and secure staff records for the senior executive leadership ✓ Ensure that registration with the Information Commissioner's Office is up to date ✓ Maintain and develop the Trust's website ✓ Register the Trust with the Information Commissioner's Office and maintain such registration		electronic communication, including web pages, are up to date ✓ Maintain accurate and secure staff records for the academy ✓ Ensure compliance with all data protection 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	✓ Prepare a Trust-wide data protection policy for	✓ Support and challenge the Headteacher to ensure the	✓ Implement and comply with the academy's data protection policy

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		legislation relating to data protection and freedom of information	adoption by the directors	effective implementation of the data protection policies and procedures in the academy	

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)**	**Local Governing Board (LGB)**	**Headteacher**
Health & Safety	×	✓ Adopt a Trust health and safety policy **ND** ✓ Appoint a lead director for health and safety	✓ Prepare a Trust health and safety policy for the directors' approval ✓ Monitor and support the implementation of the Trust-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	✓ Support a health & safety policy (in line with the Trust policy) ✓ Appoint a local governor with oversight of 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 Trust policy) for adoption by the LGB ✓ Monitor the accident book and agree appropriate actions with the LGB/senior executive leadership ✓ Ensure suitable risk assessments are prepared and appropriate actions taken ✓ security of premises and equipment

RISK and Audit					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
	×	✓ Appoint a risk and audit committee ✓ Adopt the disaster recovery/business continuity plan for the Trust 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	✓ Prepare a disaster recovery/business continuity plan for the Trust and the academies within it and report to the directors on how the plan is being implemented in each academy ✓ Prepare and maintain a Trust-wide risk register ✓ Review the risk reports provided by the LGBs 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 ✓ Appoint internal auditors and prepare an annual plan for approval by the Risk and Audit Committee. ✓ Monitor the performance of the Internal Audit Service and ensure that all agreed recommendations are followed up.	✓ Support and challenge the Headteacher to ensure the academy complies with the disaster recover/business continuity plan for the academy ✓ Review the risk register of the academy and support the headteacher in preparing 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 having regard to the risks identified by the senior executive leadership and audit processes and prepare a risk report for the senior executive leadership/directors

RISK and Audit					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Headteacher**
		requirements prescribed by the Academies Financial Handbook and/or the ESFA Agree a schedule of internal audit work in line with the requirements of the Academies Financial Handbook and ensure delivery of the agreed plan through regular monitoring			

Useful Resources

Church Scheme Rules on RPA for Church Academies

SCHOOL ESTATE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Head Teacher**
Insurance	×	✓ Approve insurance arrangements in accordance with Diocesan/Religious Order Trustees' requirements	✓ Procure buildings and related insurance for the Trust and all the academies within it ensuring compliance with Diocesan/Religious Order Trustees' requirements	✓ Support and challenge the Headteacher to 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 Trust follows the Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies" as published from 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	✓ 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		✓ Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the senior executive leadership

SCHOOL ESTATE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Head Teacher**
		Diocesan/Religious Order Trustees for any funding/consent to 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 and ensure that agreement has been sought from them, as appropriate ✓ With agreement from the Diocesan/Religious Order 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		

SCHOOL ESTATE					
Action	**Members**	**Directors**	**Senior executive leadership (SEL)**	**Local Governing Board (LGB)**	**Head Teacher**
Lettings	×	✓ Adopt a Trust-wide lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements **ND**	✓ Prepare a Trust-wide lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements for adoption by the directors	✓ Support and challenge the Headteacher to ensure any Trust-wide lettings policy is implemented at the academy	✓ Implement and comply with the Trust-wide lettings policy in the academy

Useful resources

CES model Protocol between dioceses and multi-academy 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