The Bishop Wheeler Catholic Academy Trust

Scheme of Delegation

SCHEME OF DELEGATION

BETWEEN

THE BISHOP WHEELER CATHOLIC MULTI-ACADEMY TRUST COMPANY

AND

Sacred Heart Primary School

St Mary's Horsforth Catholic Voluntary Academy

St Joseph's Catholic Primary School, Pudsey

St Joseph's Catholic Primary School, Otley

Ss Peter and Paul Catholic Primary School

St Mary's Menston, a Catholic Voluntary Academy

St Mary's Catholic Primary School, Knaresborough

St Joseph's Catholic Primary School, Harrogate, a Voluntary Academy

Holy Name Catholic Voluntary Academy

St Stephen's Catholic Primary School and Nursery

St Robert's Catholic Primary School

St John Fisher Catholic High School

St Joseph's Catholic Primary School, Tadcaster

St Wilfrid's Catholic Primary School

Barkston Ash Catholic Primary School

St Joseph's Catholic Primary School, Barnoldswick

EFFECTIVE DATE: October 2024

DEFINITIONS

In this Scheme of Delegation, the following terms shall have the following meanings:

i. 'Academy' means the academy named at the beginning of this Scheme of Delegation and includes all sites upon which the academy undertaking is, from time to time, being carried out;

ii. 'Articles of Association' means the articles of association of the Catholic Multi-Academy Trust Company (to be based on the February 2019 agreed model articles of association available on the Department for Education website);

iii. 'Bishop' means the Bishop of the Roman Catholic Diocese of Leeds in which the Academy Trust Company is situated (as defined in Canon law) and includes any person exercising Ordinary jurisdiction in his name (including Vicars General and Episcopal Vicars) and any person delegated by him, including officers of the Diocese;

iv. 'Board of Directors' means the board of Directors of the Catholic Multi-Academy Trust Company;

v. 'Canon law' means the canon law of the Catholic Church from time to time in force and if any question arises as to the interpretation of Canon law, this shall be determined exclusively by the Bishop;

vi. 'Chair' means the chair of the Board of Directors or the chair to the Academy Council of the Academy appointed from time to time, as appropriate;

vii. 'Clerk' means the clerk to the Board of Directors and/or the clerk to the Academy Council of the Academy appointed from time to time, as appropriate, and includes a joint, assistant or deputy clerk;

viii. 'Delegated Functions' means the functions delegated by the Catholic Multi-Academy Trust Company in accordance with the table at **Appendix I;**

ix. 'Diocese' or 'Diocesan' means the education service provided by the diocese, which may also be known, or referred to, as the Diocesan Education Service or Diocesan Schools Commission;

x. 'Diocesan Trustee' means a trustee of the Diocese appointed by the Bishop to safeguard the interests of the Catholic community as a whole in the Diocese and to serve its needs;

xi. 'Directors' means directors appointed to the Board of the Catholic Multi-Academy Trust Company;

xii. 'Foundation Directors and Foundation Governors' means the directors or governors from time to time appointed by the Bishop to represent his diocesan policy on the Board of the Academy Trust Company or the Academy Council of the Academy, as appropriate;

xiii. 'Governors' means the governors appointed and elected to the Academy Council of the

Academy, from time to time;

xiv. 'Academy Council' means any committee established by the Directors pursuant to Article 100 of the Articles of Association to carry out specified functions in relation to the Academy as delegated by the Directors;

xv. 'Member' means a member of the Catholic Multi-Academy Trust Company appointed pursuant to Article 12 of the Articles of Association;

xvi. 'Catholic Multi-Academy Trust Company' means the company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Academy;

xvii. 'Headteacher' means the headteacher or executive headteacher as the case may be and is the person named as the headteacher of the school for Ofsted purposes;

xviii. 'Protocol' means the document that outlines the committed working relationship between the Diocese and the Catholic Multi-Academy Trust Company;

xix. 'Reserved Matters' means the matters that the Directors have determined will not be delegated and will be dealt with exclusively by them;

xx. 'Vice-Chair' means the vice-chair of the Board of Directors or the vice-chair of the Academy Council of the Academy elected from time to time, as appropriate.

xxi. 'Chief Executive Officer (CEO)' means any Chief Executive Officer, substantive or interim, who may be appointed by the Directors in accordance with Diocesan protocols, to be responsible for educational standards, operations and finances, for the performance management of other senior leaders as required by the directors, for advising the Trust Board on strategy and policy, and for delivering the Trust Board's vision and ethos.

xxii. 'Senior Executive Leadership' means the CEO, COO, Primary Standards Lead, Secondary Standards Lead, Catholic Life Lead and Heads of Department within the central team.

xxiii. 'Parent' means any parent and/or guardian of a pupil on-roll of the academy at any given time.

1. GOVERNANCE OF THE MUILTI-ACADEMY TRUST COMPANY

1.1 This Scheme of Delegation has been adopted by the Directors from the Effective Date in accordance with the provisions of the Catholic Multi-Academy Trust Company's Articles and it should be read in conjunction with the Articles of Association. References in this Scheme of Delegation to numbered Articles are to the relevant clause of the Catholic Multi-Academy Trust Company's Articles of Association.

1.2 As a charity and company limited by guarantee the Catholic Multi-Academy Trust Company is governed by the Board of Directors who are responsible for, and oversee, the management and administration of the Catholic Multi-Academy Trust Company and the academies run by the Catholic Multi-Academy Trust Company, including the Academy. The Directors have overall responsibility and ultimate decision-making authority for all the work of the Catholic

Multi-Academy Trust Company. These responsibilities are largely carried out through strategic planning and the setting of policy.

1.3 As the Academy is a Catholic school, designated as such, the Directors are accountable to the Bishop to ensure that the Academy is conducted as a Catholic school in accordance with Canon law and the teachings of the Roman Catholic Church so that, at all times, the Academy may serve as a witness to the Catholic faith in Our Lord Jesus Christ. The Directors are also accountable to external government agencies including the Charity Commission, the Department for Education and the Education & Skills Funding Agency (including any of their successor bodies). Both the Bishop and external government agencies hold the Catholic Multi-Academy Trust Company to account for the quality of the education, the financial propriety and the value they provide, and they require that the Catholic Multi-Academy Trust Company has systems in place through which they can assure themselves of such quality, safety and good practice.

1.4 In discharging their duties, the Academy Council will comply with any relevant policies, protocols and procedures adopted by the Catholic Multi-Academy Trust Company which, in turn, reflect national and Diocesan directions and guidance, where required.

1.5 Foundation Directors and Foundation Governors are appointed by the Bishop, and the Foundation Director/Foundation Governor's obligations must be carried out in accordance with any Diocesan policy or protocol, the requirements outlined in the Catholic Multi-Academy Trust Company's Articles of Association, this Scheme of Delegation, the Protocol between the Diocese, the Catholic Multi-Academy Trust Company and the Academy and any other associated policies and protocols.

1.6 This Scheme of Delegation, particularly the table at **Appendix I**, explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Academy, the respective roles and responsibilities of the Directors and the Governors and their commitments to each other to ensure the success of the Academy and the Catholic Multi-Academy Trust Company. This Scheme of Delegation serves as the terms of reference for the delegation of powers and responsibilities by the Directors to the Academy Council.

2. ETHOS AND MISSION STATEMENT

2.1 The Trust Mission is as follows: Outstanding Catholic education for all pupils. As a family of schools, we will enable our young people to develop spiritually, morally, intellectually and personally, putting their faith into action, through serving Christ in others, in the church and in the world around them.

2.2 The Academy will seek to ensure that it develops and maintains strong relationships with the other academies in the Catholic Multi-Academy Trust Company, as well as other schools, agencies and businesses in the local community.

3. MEMBERS' POWERS AND RESPONSIBILITIES

3.1 The Members of the Catholic Multi-Academy Trust Company are the guardians of the governance of the Catholic Multi-Academy Trust Company. They are accountable to the Bishop (unless the Member is the Bishop) to ensure that the Catholic Multi-Academy Trust Company is being operated in accordance with the objects in the Articles of Association, which only they can vary.

4. DIRECTORS' POWERS AND RESPONSIBILTIES

4.1 The Directors have a duty to act in fulfilment of the Catholic Multi-Academy Trust Company's objects which are set out in the Articles of Association. The Directors also have a duty to the Bishop to uphold the objects of the Catholic Multi-Academy Trust Company and to comply with any directives, advice or guidance issued by the Bishop.

4.2 Directors will have regard to the interests of the other academies for which the Catholic Multi-Academy Trust Company is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.

4.3 Article 100 provides for the appointment by the Directors of committees, which may be known as Academy Councils, to whom the Directors may delegate certain of their functions[1]. The general power to delegate functions under Article 100 is limited in accordance with Articles 105A, 105AA and 105B.

4.4 The constitution, membership and proceedings of the Academy Council is determined by the Directors and this Scheme of Delegation sets this out as well as acknowledging the authority delegated by the Directors to the Academy Council in order to enable the Academy Council to run the Academy and fulfil its mission.

4.5 Subject to the provisions of the Companies Act 2006, the Articles of Association and to any directions given by the Members of the Catholic Multi-Academy Trust Company following a special resolution, or any directives issued by the Bishop or the Diocese, and in accordance with the policies and protocols agreed by the Directors, the way that the business of the Academy is carried forward at a local level shall be delegated by the Directors to the Academy Council in accordance with this Scheme of Delegation, more particularly the table at **Appendix I.**

5. CONSTITUTION OF THE CATHOLIC MULTI-ACADEMY TRUST COMPANY

5.1 The initial members of the Catholic Multi-Academy Trust Company are those named in the Memorandum of Association.

[1] Whatever the Catholic Multi-Academy Trust Company calls the committee(s) established to carry out the functions of the Catholic Multi-Academy Trust Company at the local academy level, such committee(s) shall always be established in accordance with Articles 100 and 101.

5.2 The requirements relating to the constitution of the board of the Directors of the Catholic Multi-Academy Trust Company are set out in the Articles of Association.

5.3 The requirements relating to the carrying out of the business of the Directors is set out in the Articles of Association.

6. CONSTITUTION OF THE ACADEMY COUNCIL

6.1 Membership

6.1.1 The members of the Academy Council shall be known as Governors.

6.1.2 The number of people who shall sit on the Academy Council shall be not less than three subject always to paragraph 6.2.1.

6.1.3 The constitution of the Academy Council will be in accordance with **Appendix 2**. A different constitution may be adopted at any time by the Directors with prior written approval of the Diocese.

6.1.4 The Foundation Governors on the Academy Council will be those appointed by the Bishop.

6.1.5 The Directors (all or any of them) shall also be entitled to serve on the Academy Council and attend any meetings of the Academy Council. Any Director attending a meeting of the Academy Council shall count towards the quorum for the purposes of that meeting and shall be entitled to vote on any resolution being considered by the Academy Council.

6.1.6 All persons appointed or elected to the Academy Council shall give a written undertaking to the Directors, the Bishop and the Diocesan Trustees to uphold the objects of the Catholic Multi-Academy Trust Company. The Clerk shall be responsible for ensuring that this has been completed and that a copy has been sent to the Diocesan Education Service.

6.2 Appointment of members of the Academy Council

6.2.1 Foundation Governors

The Foundation Governors shall be appointed by the Bishop. They shall outnumber all the other Academy Council Governors by two so as to ensure the preservation and development of the Catholic character of the Academy and the Catholic Multi-Academy Trust Company.

6.2.2 Staff Governors

6.2.2.1 Unless the Headteacher resigns from the Academy Council, he/she shall be treated for all purposes as being an ex officio member of the Academy Council.

6.2.2.2 The Academy Council may appoint persons who are employed at the Academy to serve on the Academy Council through such processes as the Directors may determine, provided that the total number of such persons (including the Headteacher) complies with the Academy Council's constitution in force at the time.

6.2.2.3 Unless the Directors agree otherwise, in appointing persons to serve on the Academy Council, the Academy Council shall invite nominations from all staff who are employed by the Catholic Multi-Academy Trust Company and who work at the Academy (excluding the Headteacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Directors.

6.2.3 Parent Governors

6.2.3.1 Subject to clause 6.2.3.5, the parent members of the Academy Council shall be appointed after election by parents of registered pupils at the Academy and he or she must be a parent of a pupil at the Academy at the time when he or she is elected.

6.2.3.2 The Academy Council shall make all necessary arrangements for election of the parent members of the Academy Council, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of persons who are to be the parent members of the Academy Council which is contested shall be held by secret ballot. The ballot will be organised by the school office, supported by the clerk as necessary.

6.2.3.3 The arrangements made for the election of the parent members of the Academy Council shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or secure electronic form, or, if he/she prefers, by having his/her ballot paper returned to the Academy by a registered pupil at the Academy.

6.2.3.4 Where a vacancy for a parent member of the Academy Council is required to be filled by election, the Academy Council shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he/she is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so. In the instance of a tie break situation, the Headteacher will flip a coin in the presence of both candidates to conclude which parent is elected.

6.2.3.5 The number of parent members of the Academy Council required shall be made up by persons appointed by the Academy Council if the number of parents standing for election is less than the number of vacancies.

6.2.3.6 In appointing a person to be a parent member of the Academy Council pursuant to clause 6.2.3.5, the Academy Council shall appoint a person who is the parent of a registered pupil at the Academy, or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

6.2.3.7 The first parent and staff members of the Academy Council may be those people who filled those positions on the governing body of the predecessor school at its closure provided that they have the requisite skills as determined by the Directors. Parent and staff governors who do have the requisite skills shall serve on the Academy Council for the remainder of the terms of office for which they were elected or appointed to the predecessor governing body provided that the minimum membership of the Academy Council does not decrease following closure.

6.3 Term of office

The term of office for any person, serving on the Academy Council shall be 4 years, to be specified at the time of appointment by the person or body appointing them, save that this time limit shall not apply to the Headteacher. Subject to remaining eligible to be a particular type of member on the Academy Council, any person may be re-appointed or re-elected to the Academy Council save that Foundation Governors may only serve a maximum of three consecutive four-year terms (other than with the consent of the Bishop).

6.4 Resignation and removal

6.4.1 Except in the case of a Foundation Governors, a person serving on the Academy Council shall cease to hold office if he/she resigns his/her office by notice to the relevant Academy Council (but only if at least three persons will remain in office when the notice of resignation is to take effect). The Academy Council must give a copy of the notice to the Directors. A Foundation Governor must resign his/her office by notice to the Bishop who appointed him/her and provide a copy of the notice to the Academy Council who shall, in turn, provide that copy to the Directors.

6.4.2 A person serving on the Academy Council shall cease to hold office if he/she is removed by the person or persons who appointed him/her. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the Academy Council by a person or persons who appointed him, any failure to uphold the values of the Catholic Multi-Academy Trust Company and/or the Academy, or to preserve and develop the Catholic character, or to act in a way which is in breach of this Scheme of Delegation or the undertaking given pursuant to paragraph 6.1.6 will be taken into account. A person (except a Foundation Governor) may also be removed by the Directors but only after the Directors have given due regard to any representations by the relevant Academy Council.

6.4.3 If any person who serves on the Academy Council in his/her capacity as an employee at the Academy ceases to work at the Academy then he/she shall be deemed to have resigned and shall cease to serve on the Academy Council automatically on termination of his/her work at the Academy.

6.4.4 If any person who serves on the Academy Council in his/her capacity as a parent ceases to be a parent of a child on roll at the Academy then he/she shall be deemed to have resigned and shall cease to serve on the Academy Council automatically at the end of that school term, unless the Directors agree that full or part of the remainder of the four-year term of office may be served.

6.4.5 Where a person who serves on the Academy Council is removed from office, those removing him/her, shall give written notice thereof to the Academy Council, who shall, in turn, notify the Directors.

6.5 Disqualification of members of the Academy Council

6.5.1 No person shall be qualified to serve on the Academy Council unless he/she is aged 18 or over at the date of his/her election or appointment. No current pupil of the Academy shall be entitled to serve on the Academy Council.

6.5.2 A person serving on the Academy Council shall cease to hold office if he/she becomes incapable by reason of illness or injury of managing or administering his/her own affairs.

6.5.3 A person serving on the Academy Council shall cease to hold office if he/she is absent without the permission of the Chair of the Academy Council from all the meetings of the Academy Council held within a period of six months and the Academy Council resolves that his/her office be vacated.

6.5.4 A person shall be disqualified from serving on the Academy Council if:

6.5.4.1 His/her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or

6.5.4.2 He/she is the subject of a bankruptcy restrictions order or an interim order.

6.5.5 A person shall be disqualified from serving on the Academy Council at any time when he/she is subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

6.5.6 A person serving on the Academy Council shall cease to hold office if he/she would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

6.5.7 A person shall be disqualified from serving on the Academy Council if he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he/she was responsible or to which he/she was privy, or which he/she by his conduct contributed to or facilitated.

6.5.8 A person shall be disqualified from serving on the Academy Council at any time when he/she is:

6.5.8.1 subject to a direction of the Secretary of State under s.142 of the Education Act 2002 or any other disqualification, prohibition or restriction which takes effect as if contained in such a direction; or

6.5.8.2 included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or

6.5.8.3 disqualified from working with children in accordance with Sections 28, 29 or 29A of the Criminal Justice and Court Services Act 2000; or

6.5.8.4 barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006); or

6.5.8.5 disqualified from registration under Part 2 of the Children and Families (Wales) Measure 2010 or child minding or providing day care; or

6.8.5.6 disqualified from registration under Part 3 of the Childcare Act 2006; or

6.5.8.7 disqualified under the Childcare (Disqualification) Regulations 2009.

6.5.9 A person may be disqualified from serving on the Academy Council if they have ever been:

6.5.9.1 convicted of an offence involving violence, dishonesty or deception, or any sexual offence which is not a protected offence; or

6.5.9.2 convicted of causing a nuisance or disturbance on school and/or educational premises; or

6.5.9.3 sentenced to imprisonment (whether suspended or not), in the UK or elsewhere, for a period of not less than three months.

6.5.10 A person shall be disqualified from serving on the Academy Council where he/she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011.

6.5.11 A person shall be disqualified from serving on the Academy Council if he/she has not provided to the Chair of the Board of Directors the proper criminal records certification as required by law and outlined by the Diocese and the Catholic Education Service. In the event that any such certification or checks disclose any information which would, in the opinion of either the Chair of the Board of Directors or the CEO, confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

6.5.12 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Academy Council and he/she was, or was proposed, to so serve, he/she shall upon becoming so disqualified give written notice of that fact to the Academy Council who shall inform the Directors and the Bishop.

6.5.13 This clause 6.5 shall also apply to any member of any committee of the Academy Council who is not a member of the Academy Council.

6.6 Responsibilities of the Academy Council

6.6.1 The responsibilities of the Academy Council are outlined in this Scheme of Delegation, more particularly in the table at **Appendix I.**

6.6.2 The Academy Council will adopt and comply with all policies, protocols and procedures of the Catholic Multi-Academy Trust Company, and the Diocesan Bishop as communicated to the Academy Council from time to time.

6.7 BUSINESS/PROCEEDINGS OF THE ACADEMY COUNCIL

Meetings of the Academy Council

6.7.1 Subject to this Scheme of Delegation, the Academy Council may regulate its proceedings as its members see fit.

6.7.2 The Academy Council shall meet at least once per term and at least 5 times per year. Meetings of the Academy Council shall be convened by the Clerk to the Academy Council. In exercising his/her functions under this Scheme of Delegation, the Clerk shall comply with any direction:

6.7.2.1 given by the Directors or the Academy Council; or

6.7.2.2 given by the Chair of the Academy Council or, in his/her absence or where there is a vacancy in the office of Chair, the Vice-Chair of the Academy Council, so far as such direction is not inconsistent with any direction given as mentioned in 6.7.2.1 above.

6.7.3 Any three members of the Academy Council may, by notice in writing given to the Clerk, requisition a meeting of the Academy Council and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable. The clerk shall inform the Directors of such a meeting as soon as reasonably practical.

6.7.4 The Clerk shall provide to each member of the Academy Council at least seven clear days before the date of a meeting:

6.7.4.1 notice in writing thereof and sent to each member of the Academy Council at the address provided by each member from time to time;

6.7.4.2 all reports or other papers to be considered at the meeting; and

6.7.4.3 a copy of the agenda for the meeting;

6.7.4.4 a copy of the notice and agenda shall be sent to the Link Director.

provided that where the Chair or, in his/her absence or where there is a vacancy in the office of Chair, the Vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof, are given within such shorter period as he/she directs.

6.7.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.

6.7.6 A resolution to rescind or vary a resolution carried at a previous meeting of the Academy Council shall not be proposed at a meeting of the Academy Council unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

6.7.7 A meeting of the Academy Council shall be terminated forthwith if:

6.7.7.1 the members of the Academy Council so resolve; or

6.7.7.2 the number of members present ceases to constitute a quorum for a meeting of the Academy Council in accordance with paragraph 6.7.10, subject to paragraph 6.7.12.

6.7.8 Where in accordance with paragraph 6.7.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Clerk as soon as is reasonably practicable, but

in any event within seven days of the date on which the meeting was originally to be held or was so terminated.

6.7.9 Where the Academy Council resolves in accordance with paragraph 6.7.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Academy Council shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the Clerk to convene a meeting accordingly.

6.7.10 Subject to paragraph 6.7.12, the quorum for a meeting of the Academy Council, and any vote on any matter thereat, shall be any three of the members of the Academy Council, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the Academy Council at the date of the meeting.

6.7.11 The Academy Council may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.

6.7.12 The quorum for the purposes of:

6.7.12.1 appointing a parent member;

6.7.12.2 any vote on the removal of a person in accordance with this Scheme of Delegation;

6.7.12.3 any vote on the removal of the Chair of the Academy Council;

shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.

6.7.13 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Academy Council shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Academy Council shall have one vote.

6.7.14 Subject to paragraphs 6.7.10 – 6.7.12, where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote he/she may have.

6.7.15 The proceedings of the Academy Council shall not be invalidated by

6.7.15.1 any vacancy on the board; or

6.7.15.2 any defect in the election, appointment or nomination of any person serving on the Academy Council.

6.7.16 A resolution in writing, signed by the requisite majority of all the persons entitled to receive notice of a meeting of the Academy Council or of a subcommittee of the Academy Council, shall be valid and effective as if it had been passed at a meeting of the Academy Council or (as the case may be) a subcommittee of the Academy Council duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Academy Council and may include an electronic communication by or on behalf of the Academy Council indicating his/her agreement to the form of resolution providing that the member has previously notified the Academy Council in writing of the email address or addresses which the member will use.

6.7.17 Subject to paragraph 6.7.18, the Academy Council shall ensure that a copy of:

6.7.17.2 the draft minutes of every such meeting, if they have been approved by the person acting as Chair of that meeting;

6.7.17.3 the signed minutes of every such meeting; and

6.7.17.4 any report, document or other paper considered at any such meeting,

are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them.

6.7.18 There may be excluded from any item required to be made available in pursuance of paragraph 6.7.17, any material or any reference that would identify such a person relating to:

6.7.18.1 a named teacher or other person employed, or proposed to be employed, at the Academy,

6.7.18.2 a named pupil at, or candidate for admission to, the Academy,

6.7.18.3 any matter which, by reason of its nature, the Academy Council is satisfied should remain confidential.

6.7.19 Any member of the Academy Council shall be able to participate in meetings of the Academy Council by telephone or video conference provided that:

6.7.19.1 He/she has given notice of his/her intention to do so detailing the telephone number on which he/she can be reached and/or appropriate details of the video conference suite from which he/she shall be taking part at the time of the meeting at least 48 hours before the meeting; and

6.7.19.2 the Academy Council has access to the appropriate equipment; and

6.7.19.3 he/she assures the Academy Council that the telephone connection and the surrounding environment from which the call is to be made is secure and will comply with the requirement to maintain confidentiality of the business of the Academy Council at all times; and

6.7.19.4 he/she is able to hear all participants and fully take part in the discussions.

6.7.20 If, after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference pursuant to 6.7.19, the meeting may still proceed with its business provided it is otherwise quorate.

The Minutes

6.7.21 The minutes of the proceedings of a meeting of the Academy Council shall be drawn up and kept for the purpose by the person authorised to keep the minutes of the Academy Council and shall be signed (subject to the approval of the members of the Academy Council) at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:

6.7.21.1 all appointments of officers made by the Academy Council; and

6.7.21.2 all proceedings at meetings of the Academy Council and of committees of the Academy Council including the names of all persons present at each such meeting.

6.7.22 The Chair shall ensure that copies of minutes of all meetings of the Academy Council (and such of the subcommittees as the Directors shall from time to time notify) shall be provided to the Directors, the Bishop and the Diocesan Trustees (via the Director for Education) on request as soon as reasonably practicable after those minutes are approved.

Delegation

6.7.23 Provided such power or function has been delegated to the Academy Council, the Academy Council may further delegate to any person serving on the Academy Council, committee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Directors or the Academy Council may impose and may be revoked or altered.

6.7.24 Where any power or function of the Directors or the Academy Council is exercised by any subcommittee, any Director or member of the Academy Council, the Headteacher or any other holder of an executive office, that person or subcommittee shall report to the Academy Council in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Academy Council immediately following the taking of the action or the making of the decision.

Committees of the Academy Council

6.7.25 Subject to this Scheme of Delegation, the Academy Council may establish an admissions committee and a Headteacher appraisal committee. The constitution, membership and proceedings of these subcommittees shall be determined by the Academy Council but having regard to any views of the Directors, and taking into consideration the wellbeing and workload of senior leaders. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed at least once in every twelve months. The membership of any subcommittee may include persons who do not also serve on the Academy Council, provided that a majority of the members of any such subcommittee shall be members of the Academy Council or Directors.

Chair and Vice-Chair of the Academy Council

6.7.26 The members of the Academy Council shall, each school year at their first meeting in that year, elect a Chair and a Vice-Chair from amongst the Foundation Governors in their number to serve until a successor is appointed or a vacancy occurs pursuant to paragraph 6.7.28. In order to avoid a conflict of interest Headteachers and Staff Governors cannot be elected as Chair or Vice Chair, with the approval of the Directors Parent Governors can stand for election as Chair or Vice Chair.

6.7.27 Subject to paragraph 6.7.30, the Chair or Vice-Chair shall hold office as such until his/her successor has been elected in accordance with paragraphs 6.7.26 - 6.7.37.

6.7.28 The Chair or Vice-Chair may at any time resign his/her office by giving notice in writing to the Academy Council.

6.7.29 The Chair or Vice-Chair shall cease to hold office if:

6.7.29.1 He/she ceases to serve on the Academy Council;

6.7.29.2 He/she is employed by the Catholic Multi-Academy Trust Company whether or not at the Academy;

6.7.29.3 He/she is removed from office in accordance with this Scheme of Delegation; or

6.7.29.4 in the case of the Vice-Chair, he/she is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of Chair.

6.7.30 Where by reason of any of the matters referred to in paragraph 6.7.29, a vacancy arises in the office of Chair or Vice-Chair, the members of the Academy Council shall at its next meeting elect one of their number to fill that vacancy.

6.7.31 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair or his/her nominee shall act as the Chair for the purposes of the meeting.

6.7.32 Where in the circumstances referred to in paragraph 6.7.30, the Vice-Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice-Chair, the members of the Academy Council shall elect one of their number to act as a Chair for the purposes of that meeting, provided that the person elected shall neither be a person who is employed by the Catholic Multi-Academy Trust Company whether or not at the Academy nor a Director.

6.7.33 The Clerk shall act as Chair during that part of any meeting at which the chair is elected.

6.7.34 Any election of the Chair or Vice-Chair which is contested shall be held by secret ballot.

6.7.35 The Chair or Vice-Chair may only be removed from office by the Directors at any time or by the Academy Council in accordance with this Scheme of Delegation.

6.7.36 A resolution to remove the Chair or Vice-Chair from office which is passed at a meeting of the Academy Council shall not have effect unless:

6.7.36.1 it is confirmed by a resolution passed at a second meeting of the Academy Council held not less than fourteen days after the first meeting; and

6.7.36.2 the matter of the Chair or Vice-Chair's removal from office is specified as an item of business on the agenda for each of those meetings; and

6.7.36.3 copies of the resolutions referred to at paragraph's 6.7.36 and 6.7.36.1 above are served on the Directors.

6.7.37 Before a resolution is passed by the Academy Council at the relevant meeting as to whether to confirm the previous resolution to remove the Chair or Vice-Chair from office, the person

or persons proposing his/her removal shall at that meeting state their reasons for doing so and the Chair or Vice-Chair shall be given an opportunity to make a statement in response.

Clerk

6.7.38 The Directors may appoint a Clerk (who must not be the Headteacher) to provide clerking services to the Academy Council and may remove the Clerk from office at any time.

6.7.39 In the absence of the Clerk from an Academy Council meeting, the Academy Council may appoint any one of its members (excepting the Headteacher) to act as Clerk for the purposes of that meeting.

6.7.40 The Clerk must:

6.7.40.1 convene meetings of the Academy Council;

6.7.40.2 attend meetings of the Academy Council;

6.7.40.3 advise the Academy Council on the Academy's compliance with the Articles, the funding agreement, the scheme of delegation and the law;

4.7.40.4 ensure that minutes of the proceedings are drawn up; and

6.7.40.5 perform any other functions determined by the Academy Council.

Conflicts of Interest

6.7.41 A conflict of interest/loyalty shall not be deemed to occur solely from the fact that any member of the Academy Council is also a director, charity trustee or governor of any other Catholic school or schools or other educational institution(s), diocese, or religious order, or of any other charity which permits its land to be occupied by a Catholic school or schools or other educational institution(s). Any member of the Academy Council who has, or can have, any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts, or may conflict, with his/her duties as a member of the Academy Council shall disclose that fact to the Academy Council as soon as he/she becomes aware of it. Subject to Article 98A, a person is not permitted to attend any meeting of the Academy Council or committee of the Academy Council, or any part of any such meeting, where it is possible that a conflict will arise between his/her duty to act solely in the interests of the Academy and the Catholic Multi-Academy Trust Company and any duty or personal interest (including but not limited to any Personal Financial Interest).

6.7.42 For the purpose of paragraph 5.7.42, a person has a Personal Financial Interest if he/she is in the employment of the Catholic Multi-Academy Trust Company or is in receipt of remuneration or the provision of any other benefit directly from the Catholic Multi-Academy Trust Company or in some other way is linked to the Catholic Multi-Academy Trust Company or the Academy.

6.7.43 In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

6.7.44 Any disagreement between the members of the Academy Council and the Headteacher or any subcommittee of the Academy Council shall be referred to the Directors for their determination.

Indemnity

6.7.45 Subject to the provisions of the Companies Act 2006 every member of the Academy Council or other officer or auditor of the Catholic Multi-Academy Trust Company acting in relation to the Academy shall be indemnified out of the assets of the Catholic Multi-Academy Trust Company against any liability incurred by him/her in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he/she is acquitted or in connection with any application in which relief is granted to him/her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Catholic Multi-Academy Trust Company, subject to the limitation of s.189 of the Companies Act 2011.

Notices

6.7.46 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Academy Council) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of Delegation "address" in relation to electronic communications includes a number or address used for the purposes of such communications.

6.7.47 A notice may be given by the Academy Council to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his/her registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Academy Council by the member. A member whose registered address is not within the United Kingdom and who gives to the Academy Council an address within the United Kingdom at which notices may be given to him/her, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him/her at that address, but otherwise no such member shall be entitled to receive any notice from the Academy Council.

6.7.48 A member of the Academy Council present at any meeting of the Academy Council shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

6.7.49 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Chartered Governance Institute and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

7 OPERATIONAL MATTERS AT CATHOLIC MULTI-ACADEMY TRUST COMPANY AND ACADEMY COUNCIL LEVEL

7.1 The Academy Council shall comply with the obligations set out in this Scheme of Delegation, particularly the relevant sections of the table at **Appendix I,** which deals with the day to day operations of the Academy Council.

7.2 The Academy Council will adopt and comply with all policies, protocols and procedures of the Catholic Multi-Academy Trust Company, the Bishop and the Diocese as communicated to the Academy Council from time to time.

7.3 Except for the Foundation Directors and Foundation Governors, the other Directors and members of the Academy Council have a duty to act independently and not to act as agents of those who may have appointed them. All Directors and members of the Academy Council will act with integrity, objectivity and honesty in the best interests of the Catholic Multi-Academy Trust Company and the Academy and shall be open about decisions made and be prepared to justify those decisions except insofar as any matter may be considered confidential. Foundation Governors shall always act in furtherance of their undertaking to the Bishop and the Diocesan Trustees to preserve and develop the Catholic character of the Academy, and the Catholic Multi-Academy Trust Company, at all times.

7.4 The Academy Council shall comply with any inspections by or on behalf of the Directors and any denominational inspections pursuant to section 48 of the Education Act 2005 and any additional canonical inspections and visitations of the Bishop and any person appointed by him for the purpose of ensuring that the Academy is being conducted in accordance with canon law and is following the practices and teachings of the Catholic Church and in order to allow the Bishop to assess how well the Academy is being managed in light of the additional responsibilities and expectations of schools which are academies.

7.5 If, in the view of the Directors, one of the following situations arises, then the Directors may resolve to remove some or all of the powers and obligations delegated to the Academy Council by this Scheme of Delegation:

7.5.1 The Academy Council, or one of more of its members, has acted, or allowed another to act, whether knowingly or recklessly, in such a way as to prejudice the Catholic character of the Catholic Multi-Academy Trust Company and the Academy;

7.5.2 Standards and performance are low, are likely to be assessed as low and/or are likely to remain so without intervention;

7.5.3 There has been a serious breakdown in management or governance which is prejudicial to standards of performance or breaches the Catholic Multi-Academy Trust Company's policies and procedures;

7.5.4 The safety of pupils and staff is threatened; or

7.5.5 Safeguarding procedures are inadequate.

7.6 The Academy Council shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Academy Council under this Scheme of Delegation in such circumstances.

8 REVIEW OF THE SCHEME OF DELEGATION

8.1 This Scheme of Delegation shall operate from the Effective Date in respect of the Academy.

8.2 The Directors have the absolute discretion to review and amend this Scheme of Delegation at least annually and to alter any provisions of it with the prior written consent of the Bishop (on the advice of the Diocese).

8.3 In considering any material changes to this Scheme of Delegation the Directors shall have regard to and give due consideration to any views of the Academy Council and shall comply with any guidance/requirements of the Bishop and consider any guidance published by the Catholic Education Service.

Appendix 1 to the Scheme of Delegation

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[2] 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[3], 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

[2] 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).

[3] '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.

- 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 (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 Regional Director 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 Companies will delegate very little to their Academy Councils 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, 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 is for each 'layer' of the governance structure (being the board of directors, the senior executive leadership, any regional boards or hubs[4],Academy Councils and the headteachers as may be

[4] As a Catholic Multi-Academy 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 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 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

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.

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

Members:

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

Directors of the Academy Trust Board:

- Company Directors and Charity Trustees
- Accountable to the Members and the Bishop
- Duty to uphold the Catholic Multi-Academy 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'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 and for delivering the three core functions
- Responsible for standards of education in the academies within the Catholic Multi-Academy Trust Company
- Delegate functions to sub-committees, senior executive leadership, Academy Councils, and Headteachers
- Appoint the senior executive leadership, Headteachers and Deputy Headteachers in accordance with Diocesan Protocols
- Delegate functions to the Academy Council in accordance with the Scheme of Delegation
- Removal of Academy Council delegated responsibilities as deemed appropriate following advice from and in conjunction with the Diocese in order to uphold any of the duties outlined above
- Performance management of the Headteacher and senior executive leaders, ensuring involvement of Academy Council and senior executives as appropriate.

CEO:

- Any Chief Executive Officer, substantive or interim, who may be appointed by the Directors in accordance with Diocesan Protocols
- Responsible for the Catholic Multi-Academy Trust's operations, advising the Trust Board on strategy and policies, and for delivering the Trust Board's vision and ethos

- Responsible for the Catholic Multi-Academy Trusts Company's educational standards, financial effectiveness and stability and for ensuring value for money
- Responsible for the performance management of other senior leaders as required by the Directors
- Delegates to the Central Trust Team

Senior executive leadership:

- Appointed by the Board of Directors in accordance with the Diocesan Protocols and employed by the Catholic Multi-Academy 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's financial effectiveness and stability and for ensuring value for money
- Assist in the performance management of the Headteachers
- Any role appointed by the Directors to work across the Trust

Academy Council Governors:

- Appointed/elected to govern a specific academy within the Catholic Multi-Academy Trust Company in accordance with the Scheme of Delegation
- Have monitoring oversight of one academy in the Catholic Multi-Academy Trust Company and are accountable to the board of Directors of the Catholic Multi-Academy Trust Company
- Vital link to stakeholders the local community
- Have particular focus on the Catholic Life and Religious Education and educational standards of the Academy

Headteacher:

- Responsible for day to day management of the Academy (or academies in an executive headship type arrangement)
- Responsible for performance management of staff within each Academy excluding those staff whose performance is managed by the CEO and or Directors

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. The CEO will lead and assume accountability for decisions taken by the team.

In all that the Catholic Multi-Academy 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.

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

In this table, the term 'headteacher' shall mean the 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 of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Attend General meetings /AGM	✓	✓	✓ CEO/COO 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 of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**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/Remove Foundation Governors	✓Governors (except Foundation Governors) may be removed by the directors but only after due regard to representations by the Academy Council	×	✓ Oversee the election process for Parent and Staff Governors ✓ Elect a chair and vice-chair from their number ✓ Ensure there are governors with specific responsibilities for SEND, child protection, pupil premium ✓ Give notice of any resignation of a staff or parent governor to the directors. Any Foundation Governor resignation to be made to the Bishop and the Directors informed	✓Carry out the election process for Parent and Staff Governors
Removal of Academy Council	×	✓With approval of the Diocesan Bishop, intervene to remove	×	×	×

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
powers or obligations		some or all powers and obligations delegated to the AC ✓Disband Academy Council and replace with intervention board			
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		
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	✓ 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	✓ 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 of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			robust strategy in place for achieving their vision ✓ 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 company's requirements regarding preservation and development of the company and academies Catholic character in the wider community	Catholic school and that there is a robust strategy in place for achieving its vision ✓ 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 officer (CEO) to account for the educational performance of the academies in the company and its pupils,	✓ 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 of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		and for the internal organisation, management and control of the academies, including performance management of staff ✓ 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 Academy Council on leadership succession planning	✓ Succession plan for local governance and senior leadership in conjunction with the wider Trust	✓ Advise the Academy Council on succession planning for local governance and senior leadership

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
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 schedule of directors' business ✓ Prepare an annual schedule of Academy Council business and advise the Academy Council on it	✓ Support the senior executive leadership to prepare an annual schedule of AC business, as appropriate	✓ Support the ~~senior~~ executive leadership to prepare an annual schedule of Academy Council business, as appropriate
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 Academy Councils, as appropriate	✗	✗	✗

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Compliance and/or administrative/ company secretarial matters	✗	✓ Understand and comply with all duties and requirements of a charity trustee ✓ Trust Board to meet at least six times per year,-Resources Committee to meet at least six times per year and the Audit and Risk Committee to meet at least three times per year. ✓ Receive advice from the senior executive leadership regarding the establishment and publication on the company's and schools' 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 ✓ Ensure the preparation and filing of company registers e.g. members/directors/persons with significant control/secretaries etc	✓ Support and advise the directors to ensure they are compliant with the duties and requirements placed upon them as charity trustees ✓ Update GIAS as required by the-Academy Trust Handbook ✓ 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 relating to business and pecuniary interests, for members/directors / committee members /governors/ senior staff members, and take any action as required by the directors	✓ Meet at least six times per year ✓ 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-Trust Board for action ✓ Ensure that the academy's governance details, are published on its website	✓ 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, SEL for action ✓ Ensure GIAS is updated as required by the Academy Trust Handbook ✓Provide written reports to ensure that the Academy Council provide appropriate support and challenge

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ Ensure that the company's, as well as each individual academy's, governance details, including their accounts, are published on the company's/ schools' websites 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	✓Register and publish business interests for Members and Directors ✓ Complete and return to the ESFA a financial management and governance self-assessment form for new academies joining the company ✓ 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		

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Documents, policies and procedures	✗	✓ In line with Diocesan policy: • the policies of the company • Code of Conduct • The terms of reference for the Trust Board and their sub-committees • The constitution of the Academy Councils • 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 for the Academy Council (role of the Academy Council) produced by the senior executive leadership for committees of directors and ACs	✓ Advise the directors and the academies on Trust -wide 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 Academy Councils ✓Draft statutory and Trust policies	✓ Review and ratify academy level policies ✓ Adopt any specific Trust policies in the academy	✓Adopt Trust -wide policies to the particular academy as recommended by the senior executive leadership ✓ Implement any relevant policies in the academy and ensure that the academy is conducted in accordance with any such policies
Chair's Action	✗	✓The Chair may, in cases of emergency or whereby delaying a decision would seriously impact on operations and academy improvement, make decisions on behalf of the Trust	✗	✓The Chair may, in cases of emergency or whereby delaying a decision would seriously impact on operations and	✗

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		Board, reporting any actions to the next available meeting and recorded within the minutes. This excludes any matters which may not be delegated as detailed in the Articles of Association (105A, 105AA, 105B)		academy improvement, make decisions on behalf of the Academy Council, reporting any actions to the next available meeting and recorded within the minutes. With due regard of any advice from the Directors and Senior Executive Leadership.	
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 Academy Council 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 inspections, e.g. s.5 as required by law ✓Ensure that any actions arising from inspection outcomes are carried out in the academy	✓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 ✓Implement any actions arising from inspection outcomes in the academy

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
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	✓ Carry out the annual self-evaluation of the Academy Council and report findings to senior executive leadership/directors as appropriate ✓ Perform 360 review of the Academy Council chair	✗
School level matters	✗	✓Instruct senior executive leadership as appropriate in respect of any reports made by them relating to matters in the individual academies within the company	✓ Monitor school life in the academies in the company and report any relevant findings to the directors for action as appropriate. As part of this, monitor Pupil, Parent	✓ Ensure the spiritual wellbeing of pupils at the academy ✓ Support the headteacher to develop a school development	✓ Prepare a school development plan ✓ Attend meetings of the Academy Council and provide a Headteacher's report

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			and Staff Voice across the academies in the company	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	✓ Advise the Academy Council 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 Academy Council to develop Pupil, Parent and Staff Voice

GOVERNANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
				✓ Establish and maintain a relationship with members of the wider local community, including assisting the Headteacher 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 Academy Councils 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
- Academy Trust Handbook – a key document which sets out the framework for Catholic Multi-Academy Trust Company reflecting their status as companies, charities and public bodies. Compliance with the Academy Trust 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 '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 of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Appointment of auditors	✓ Appoint auditors	✓ Recommend to members the appointment of the external auditors and issue a letter of engagement for the external auditor's contract ✓ Review and Appoint Internal Auditors ✓ Appoint an Audit and Risk committee to inform the Governance Statement and to provide assurance, as far as possible, the company's external auditors **ND**	✓ Procure and oversee the tendering process for External Auditors. Submit the reports to the Directors of the Trust Board for review ✓Recommend and facilitate Internal Auditors	✗	✗
Appointment of finance personnel	✗	✓ Appoint an Accounting Officer **ND** ✓ Appoint a chief financial officer to lead on finance ✓ Appoint a Resources Committee (as per the Academy Trust Handbook)	✓ CEO to act as the Accounting Officer ✓ Be responsible for all MAT finances through the appointment of staff to the Central Finance Team.	✗	✗
Budgeting and financial control	✗	✓ Ensure compliance with the requirements in the Academy Trust Handbook	✓ Take action as required by the directors to meet all requirements	✓ Be mindful of the academy's annual budget and operate within it	✓ Monitor the income, expenditure and cash flow of the academy and

FINANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ Approve and keep under review the Trust Finance Handbook ND ✓Approve Trust budget and central recharge, financial targets for academies, use of capital endowments, running academy deficit, financial statements. ✓ 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 ✓Make financial information available as requested to the Diocese and the ESFA	of the Academy Trust Handbook ✓ Prepare the Trust's Financial Handbook ~~a~~nd 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 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	✓ Monitor the income, expenditure of the academy and report any issues to the senior executive leadership/directors ✓ Ensure any variances from the budget are reported to the Central Finance Team/board of directors ✓ Assist the senior executive leadership to produce a report on the effectiveness of central services, as may be required ✓ Review and contribute to plans for developing the school's finances as an integral part of the school's Academy Improvement Plan and longer-term strategy ✓ Support the school to maintain financial sustainability, regularity, value for money and compliance with the Trust's financial regulations policies and procedures Ensure	report any issues to the Academy Council and senior executive leadership ✓ Ensure proper financial controls are in place at the academy ✓Deliver budget and financial targets ✓ Work with finance team to prepare and propose the budget and 3-year forecasting ✓ work with the finance team on preparation of monthly and end of year academy finances documents ✓ Provide feedback to the CEO/COO on performance of central services ✓ Be accountable for financial probity and best value in academy expenditure

FINANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ 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 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 ✓ Accountable for Trust Wide financial regularity,	company at least 6 times per year ✓ Ensure proper financial controls are in place ✓ Support the directors and Academy Council to ensure robustness of benchmarking in terms of value for money of the 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 ✓ Submit the budget forecast and any other required financial information to the ESFA ✓ Open bank accounts	proper financial controls are in place at the academy ✓ Support the Headteacher, the Trust's other executive officers and the Trust Board in maintaining high standards of financial performance and management in the school ✓ Report performance, any significant concerns that cannot be addressed by the academy alone, and any proposal for development through the appropriate channel to the Trust central team and/or directors	✓ Monitor and challenge academy finances against budgets and the use of resources in relation to education plans

FINANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		propriety, value for money and compliance ✓ Accountable for annual budget plan to support delivery of Trust key priorities ✓ Accountable for ensuring financial compliance and sustainability	✓ Recommend academy financial targets to Resources Committee of Trust Board ✓ Support Headteachers with academy finances ✓ Be responsible for Trust Wide financial regularity, propriety, value for money and compliance ✓ Prepare ESFA/DfE returns and Annual Report ✓ Recommend and deliver annual budget plan to support delivery of Trust key priorities		

FINANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Accounting	✓ Receive annual Accounts of the company	✓ 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 Academy Councils and headteachers in local academy monitoring and management of budgets and finances ✓ Consider any variances on delegated budget reported by the Academy Councils	✓ 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 Academy Trust Handbook and/or as recommended by the auditors and ensure that they meet the company's charitable objects ✓ Ensure a register of business and pecuniary interests is maintained for the company	✓ Prepare all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors for adoption by the directors ✓Maintain a register of business and pecuniary interests for the company	✓Maintain a register of business and pecuniary interests for the academy ✓review and ratify the academies charging and remissions policy prepared by the Headteacher	✓Prepare and review the charging and remissions policy ✓Ensure the policy is ratified by the Academy Council ✓ Ensure that the Academy keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate

FINANCE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ 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	✓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 in line with statutory frameworks for all headteachers, executive headteachers and senior executive leadership members, including CEO	✓ 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	✓ Ensure staff expenses at the academy are in accordance with any Trust wide policy ✓ Submit expenses in accordance with Trust-wide policy
School level matters	×	×	✓ Monitor the provision of free school meals across the company and follow up with the Headteacher 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 ✓Ensure all pupils eligible for free school meals are captured within Census data.

Useful Resources:

- CES model Governance Statements for Academy Trust Companies
- ESFA Academy Trust Handbook
- Trust Finance Handbook

CONTRACTS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Procurement	✗	✓ Adopt a Trust -wide competitive tendering policy and ensure FTS procurement thresholds are observed **ND** ✓ Ensure transparency in relationships with connected parties	✓ Prepare Trust-wide competitive tendering policy for approval by the directors ✓ Develop Trust-wide procurement strategies and efficiency savings programme (in line with the Trust-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	✓ Find and recommend local academy procurement opportunities, in line with Trust policy
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	✓ Conduct the business of the company ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take	✓ 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	✓ 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,

CONTRACTS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		economic, social and environmental factors insofar as permitted by the Academy Trust Handbook	account of economic, social and environmental factors insofar as permitted by the Academy Trust Handbook	of economic, social and environmental factors	social and environmental factors insofar as permitted by the Academy Trust 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 5% of GAG ✓ Approve contracts which constitute related party transactions	✓ Enter into contracts up to the limits of delegation and within an agreed budget ✓ Consider and implement Estates Strategic Plan ✓ Lead the delivery and management of all aspects of building works, estates and facilities contracts ✓ Authorise all Capital projects and variations to them	✓ Liaise and record in writing both short-term and long-term estates improvement plans with the headteacher ✓ Contribute to the Trust's strategic Capital plan	✓ Support implementation of Academy capital projects ✓ Oversee the development of academy building refurbishments ✓ Seek prior authority of the directors (via the CFO) before entering into any contract or service level agreement (including zero value contracts) with new suppliers. ✓ Authorise the purchase of goods and services, costed within approved annual budget up to and including £10K for Primary and £20K for Secondary (ex VAT)

CONTRACTS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
					✓ Seek approval of the senior executive (via the CFO) to purchase goods and services which are not costed in the budget to the value of £3001 (ex VAT). ✓ Monitor delivery of services under contracts including service level agreements annually.
Related Party Transactions	✗	✓ Comply with ESFA requirements. ✓ Ensure ESFA approval is obtained for any such transaction exceeding the value of £50K individually or cumulatively. ✓ Consider authorisation of such transactions following due processes and avoiding conflicts of interest.	✓ Report related party transactions to ESFA.	✓ Discourage related party transactions.	✓ Discourage related party transactions. Seek prior approval of the CFO of any intended related party transaction.
Payments and expenses	✗	✓ Approve a directors'/governors expenses policy	✓ Make payments within agreed financial limits	✓ Ensure the Trust wide directors/governors expenses policy is implemented.	✓ Act as a signatory of an academy specific bank account in accordance with the company's financial regulation.

CONTRACTS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			✓Prepare a Trust wide directors/governors expenses policy ✓ Act as a signatory of any Trust controlled bank account in accordance with the company's financial regulation.		

STANDARDS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Monitoring and reporting		✓ Receive reports from the CEO/senior executive leadership on standards ✓ Receive a termly report from the senior executive leadership and the headteachers regarding standards ✓ Report any relevant information to the Bishop in order to provide assurances that standards	✓ Provide reports on standards to the directors ✓ Provide reports to the directors regarding standards and raise concerns and provide strategies ✓ Set company-wide performance management targets relating to standards, if necessary	✓ Monitor the KPI figures reported from the headteacher relating to standards and report any issues to the senior executive leadership	✓ Report KPI figures to the senior executive leadership and the Academy Council relating to standards ✓ Set targets for pupil achievement and progress and monitor against targets and report findings to the Academy Council/senior executive leadership

STANDARDS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		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	✓ 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 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 Academy Council and report to the directors ✓ Liaise with the RD, ESFA and other government		

STANDARDS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			agencies to ensure effective provision ✓ Oversight of school improvement across the wider Diocesan family of schools, brokering school to school support as appropriate		
Appointment of committees	✗		✓Ensure that reports on standards are made to the Trust Board	✓Ensure that reports on standards are made to the Senior Executive Leadership as required	✓ Report the on standards at the academy to the Senior Executive Leadership and the Academy Council
Ofsted and S48 Inspections	✗	✓ Liaise with Ofsted and assist the academies with inspections ✓Meet with Ofsted inspectors during the inspection process ✓ Direct senior executive leadership as appropriate where concerns are raised relating to inspections ✓ Comply with any denominational inspections pursuant to s48 and any	✓ Liaise with Ofsted as required by the directors ✓Meet with Ofsted inspectors during the inspection process ✓ Prepare the company for inspection and manage the process where the impact of the company is under review ✓ Support Academy Councils and headteachers where there is an	✓ Ensure the academy is prepared for an inspection and support the headteacher ✓ Report any concerns relating to inspection to the senior executive leadership ✓Meet with Ofsted inspectors during the inspection process ✓ Comply with any denominational	✓ Prepare and brief staff and appropriate personnel ready for inspection ✓Meet with Ofsted inspectors during the inspection process ✓ Report any concerns relating to inspection to the Academy Council/ senior executive leadership

STANDARDS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		additional canonical inspections, reviews and variations of the Bishop ✓ Comply with any other educational inspections, for example s5. As required by law ✓ Ensure that inspection recommendations and actions are implemented in the academies within the Trust	individual academy inspection ✓ Advise Academy Councils where any concerns are raised relating to inspections and report to the directors for any further action ✓ Support and assist the directors and/or Academy Council to prepare for any inspections, for example s48, s5 ✓ Ensure that inspection outcomes are implemented in the academies within the Trust	inspections pursuant to s48 and any additional canonical inspections and visitations of the Bishop ✓ Comply with any other educational inspections, for example s5 as required by law ✓ Ensure that inspection recommendations and actions are implemented within the academy	✓ Comply with any other educational inspections, for example s5 as required by law ✓ Ensure that inspection recommendations and actions are implemented within the academy ✓ Comply with any denominational inspections pursuant to s48 and any additional canonical inspections, reviews and visitations of the Bishop
School level matters	✗	✓ Ensure clarity of vision and ethos, and set the strategic direction of the Trust ✓ Hold Executive Leaders to account on academy improvement and operational areas ✓ In line with Diocesan protocol, broker	✓ Support the Academy Council and headteachers to develop an academy development plan ✓ Lead on the development of culture and ethos across the Trust ✓ Monitor academy performance and intervene where appropriate	✓ Develop and approve the academy development plan and monitor its impact, reporting any issues to the senior executive leadership/directors ✓ Support the Headteacher to develop and implement local	✓ In conjunction with the Academy Council and senior executive leadership, prepare a draft academy development plan for approval by the Academy Council ✓ Develop and implement academy strategy, culture and

STANDARDS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		appropriate internal and external school to school support as necessary to facilitate excellent Catholic education across all the academies in the Trust	✓ Approve: • Academy targets • AIP and priorities • Curriculum model and behaviour policy ✓ Develop support to academies, including: implementing AIP, improving teaching quality, managing assessment process; and analysing academy data ✓ Lead on the implementation of school to school support across the Trust ✓ Develop and improve academy expansion strategy	academy culture and ethos ✓ Supporting and challenging the Headteacher on the development of Academy Improvement Plan and SEF and DSEF ✓ Oversee the academy curriculum model. ✓ Monitor academy performance against AIP and targets by reviewing and challenging Headteacher updates and data analysis. Academy Council will also receive Trust review reports and KPI's ✓ Oversee the implementation of any school to school support opportunities as directed by the senior executive leadership and monitor any such arrangements, reporting back to the senior executive	ethos in line with overall Trust mission and strategy ✓ Develop and propose academy priorities and Academy Improvement Plan (AIP) ✓ Implement the AIP in order to achieve strategic priorities. ✓ Develop and propose the curriculum model ✓ Lead assessment processes. ✓ Improve teaching quality through performance management and CPD ✓ Implement school to school support opportunities in the academy as directed by the senior executive leadership

STANDARDS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
				leadership at appropriate intervals or as required	✓ Provide professional support across the wider Trust as directed by the senior executive leadership

CURRICULUM					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Curriculum	×	✓Ensure that the National Curriculum is delivered	✓Advise directors on delivery of the National Curriculum ✓ Review the contents and delivery of the curriculum across the academies including compliance with any funding agreement requirements and take action where there are any shortcomings	✓ Ensure the curriculum proposed by the headteacher it is consistent with the Trust wide policy) ✓ 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 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

CURRICULUM					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
				✓ 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 Catholic Church having	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 of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
				regard to any academy 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	✗	✓ Ensure provision of the National 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	✓ Prepare and oversee the implementation of a Trust wide approach to the National Curriculum particularly that each academy in the company preserves and develops its Catholic character through the curriculum	✓ Ensure the academy policies are reviewed and ratified by the Academy Council and applied at the academy	✓ Implement the policies that are adopted by the academy and ensure that they are complied with ✓ Determine a academy 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

CURRICULUM					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		service to the world • the curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain; and • A written academy level 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 ✓ Ensure effective processes are in place for monitoring the			

CURRICULUM					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		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 and health 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

The National Curriculum

SPECIAL EDUCATIONAL NEEDS & DISABILITIES					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**~~H~~eadteacher**
Appointments	×	✓ Appoint a lead SEND director		✓ Appoint a lead governor responsible for SEND and inclusion	✓ Appoint a qualified SENCO 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 ✓ Overview of strategic developments to ensure appropriate strategy is implemented for all pupils and that all legal responsibilities are adhered to.	✓ 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 needs of SEND and CLA pupils are met	✓ Ensure compliance with legal requirements relating to SEND within the academy ✓ Monitor the implementation of policy to ensure that the needs of SEND and CLA pupils are met	✓ 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 ✓ Ensure needs of SEND and CLA pupils are met

SPECIAL EDUCATIONAL NEEDS & DISABILITIES					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**~~H~~eadteacher**
Documents, policies and procedures	✗	✓ Consider the safeguarding audit outcomes and instruct the senior executive leadership to address any shortcomings, as appropriate	✓ Carry out a trust wide safeguarding audit and report the outcomes to the directors for action, as appropriate ✓ Provide advice to academies on the implementation of policy	✓ Review and ratify the academy's SEND policy ✓ Provide oversight of 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	✓ Prepare and Implement the SEND policy in the academy Ensure the policy is reviewed and ratified by the Academy Council ✓ Assist the senior executive leadership with the safeguarding audit at the academy

SAFEGUARDING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**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	✓ Ensure that safeguarding practices are followed at the academy and report any shortcomings to the Headteacher senior executive leadership	✓ Implement and comply with any safeguarding practices at the academy and report any shortcomings to the Academy Council /senior executive leadership ✓Manage all Safeguarding complaints

SAFEGUARDING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			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 ✓Provide support to academies as required ✓Advise in responding to any complaint against a staff member ✓Attend safeguarding training as required ✓Support academies to assess the need for referrals for children at risk ✓Establish a safeguarding culture across the Trust	✓ Identify training needs and report to the Headteacher/ senior executive leadership ✓Monitor implementation of Safeguarding through reports from DSL on the measures being taken to ensure compliance	(except against Headteacher) with Executive engagement ✓Responsible for referrals for children at risk, outside Academy environment ✓Establish a safeguarding culture across the academy.

SAFEGUARDING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			✓Advice regarding any significant safeguarding complaints		
Compliance	✗	✓ Ensure the single central record is maintained for all company-based and cross-school appointments ✓Ensure appropriate dialogue with LADO as required ✓Accountable for all compliance ✓Attend safeguarding training as required ✓Accountable for all legal responsibilities	✓ Arrange training to ensure legal compliance ✓ Support director's compliance with the duty to maintain the single central record and take appropriate action where there are any shortcomings ✓ Maintain the single central record for the company and support academies to maintain individual SCR	✓ Ensure completion of the single central record and its regular updating ✓ Attend safeguarding training as required	✓ Maintain the single central record ✓ Ensure compliance with all relevant regulations e.g. risk assessments, health and safety etc ✓Attend safeguarding training as required
Recruitment and appointments relating to safeguarding	✗	✓Appoint a Director as Lead Director for Safeguarding	✓ Ensure directors have up to date safer recruitment and general safeguarding training	✓ Appoint a Lead governor for safeguarding	✓ Appoint a designated teacher to support looked after children and to ensure the role is

SAFEGUARDING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ Ensure that at least one director on any recruitment panel has up to date safeguarding and safer recruitment training ✓ Ensure safer recruitment training is made available to all governors and senior leaders ✓ Attend safeguarding training upon induction and update at regular intervals	✓ Ensure that each academy has appointed a Designated Safeguarding Lead (DSL) and where appropriate Deputy Safeguarding Leads (DDSL) and Safeguarding Officers (SO) ✓ Ensure that each academy has appointed a designated teacher to support looked after children ✓ Attend safeguarding training upon induction and update at regular intervals	✓ Ensure that at least one governor on any recruitment panel has up to date safeguarding and safer recruitment training ✓ Attend safeguarding training upon induction and update at regular intervals	compliant with statutory guidance ✓ Appoint a designated safeguarding lead and clearly identify them and all other qualified safeguarding staff ✓ Ensure all staff attend safeguarding training upon induction and update at regular intervals
Documents, policies and procedures	✓		✓ Make arrangements for safeguarding audits to be conducted by independent personnel ✓ Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed	✓ Review and ratify a safeguarding and child protection policy for the academy	✓ Prepare and Implement the safeguarding and child protection policy at the academy ✓Implement statutory obligations and mandatory Trust policies

SAFEGUARDING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
					✓Ensure Safeguarding policy is implemented in line with LA procedures

BEHAVIOUR					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**~~H~~eadteacher**
Exclusions and Suspensions	✓	✓ Review the use of exclusions and suspensions across the trust and ensure that appropriate action is taken by senior executive leadership ✓Ensure appropriate training on suspensions and exclusions is available across the company ✓Be accountable for all legal responsibilities	✓ Review the overall pattern of exclusions and suspensions across academies and report to the directors, taking any action they direct ✓Support Headteachers and Academy Councils with Suspensions and exclusions when required ✓Deliver appropriate training on suspensions and exclusions across the company ✓Support and advise governors panels as required	✓ Convene a committee comprising of 3 governors to review any exclusion or suspension (when required) of a pupil ✓ Review the overall pattern of exclusions and suspensions at the academy and report to the senior executive leadership/directors ✓Ensure governors, headteachers and senior leaders have attended training on suspensions and exclusions	✓ Suspend a pupil for a fixed term or permanently exclude, as appropriate and in line with the Trust-wide policy ✓Attend training on suspensions and exclusions

BEHAVIOUR					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**~~H~~eadteacher**
Documents, policies and procedures	✗	✓Adopt a trust- wide exclusions and suspension policy	✓Prepare a trust wide exclusions and suspension policy for approval by the directors	✓ Assist the headteacher to prepare a behaviour policy for the academy. Review and ratify the policy	✓ With the Academy Council, prepare a behaviour policy for the academy ✓ Ensure effective operation of all policies at the academy

ADMISSIONS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**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 reports from senior executive leadership and share the report with the Diocesan Education Service (Vicariate for education) to assist the Bishop in his	✓ Prepare reports 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 ✓Strategic development of admission numbers to best serve the wider community and the Diocese	✓ Assist Headteacher/senior executive leadership to prepare reports as required 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 Academy Council/senior executive leadership in respect of the need for future places at the academy which will assist the senior executive leadership to prepare their report on the need for school places

ADMISSIONS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		responsibilities relating to place planning ✓ Obtain diocesan approval to expand school places across the company ✓Strategic development of admission numbers to best serve the wider community and the Diocese and to ensure that legal responsibilities are adhered to			
Admissions arrangements	✘	✓ Delegate the responsibility for determining admissions arrangements to the Academy Council and the Headteacher ✓ Comply with Diocesan guidance on admissions ✓ Comply with the Schools Admissions and Appeals Codes ✓Act as the Legal Admissions authority	✓Ensure academies prepare admissions policies using the Diocesan model template (taking into account any Diocesan guidance and the Schools Admissions and Appeals Codes) which will set out the parameters within which the Academy Council may determine admissions arrangements ✓ Provide oversight, and support, of the	✓ Undertake consultation, determine and publish admissions arrangements as required in accordance with the Diocesan admissions policy and the Schools Admission and Appeals Code ✓ Make arrangements for determining admissions and managing admission appeals	✓ Provide advice and guidance to the Academy Council ~~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 Diocesan Admission policy and the Schools Admission and Appeals Code

ADMISSIONS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		delegating the process to Academy Councils and Headteacher	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 ✓ Ensure effective arrangements are in place for pupil recruitment to the academies in the company ✓ Provide advice and guidance to directors and academies regarding the requirements of the Schools Admissions and Appeals Codes	✓ Ensure effective arrangements are in place for pupil recruitment ✓ Contribute to the development of the academy prospectus (if there is one) ✓Monitor fair access protocols ✓Advise Directors and the CEO on possible changes to the Admissions policy ✓Ensure an admissions Committee is organised and attended by the Headteacher and at least 2 governors. Ensure the Diocesan admissions policy and the schools' admissions and appeals code is followed when decisions are made to offer a place.	✓ Participate in local admissions forum ✓ Ensure participation in the fair access and in-year applications protocol. Ensure engagement with the Local Authority when following these protocols. ✓ Ensure effective arrangements are in place for pupil recruitment to the academy

ADMISSIONS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			✓Propose any changes to PAN and admissions policy		
Documents, policies and procedures		✓Review and approve all academy admissions policies before they are determined and published by the Academy Council ✓Approve changes to the PAN at an academy after consultation has taken place and approval from the Diocese ✓Approve Academy Admissions Policy	✓ Ensure all policies are reviewed by the directors and are compliant with the School Admissions and Appeals Codes ✓Propose any changes to PAN to the directors	✓ Review and ratify the academy admissions policy. Ensure the policy is in line with the Diocesan Admission policy and the Schools Admission and Appeals Codes ✓Propose any changes to the PAN to the senior executive leadership/directors	✓Prepare the academies admissions policy in line with the Diocesan model and the Schools Admission and Appeals Codes ✓Ensure the admission policy is ratified by the Academy Council and a copy is sent to the Directors, The Diocese and the Local Authority within the time frames set by the Schools Admission and Appeals Code. ✓Propose any changes to the PAN to the senior executive leadership and Academy Council

Useful Resources:

- Diocesan guidance on admissions
- The Schools Admission and Appeals Codes

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Complaints	✗	✓ Adopt a Trust 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 ✓ In Line with the Trust's Complaints policy Directors of the Trust Board to assist at a stage 4 Complaint.	✓ Prepare a Trust wide complaints policy for approval by the directors and publish the policy on the Trust and individual academies company'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 ✓Assist Headteachers and Academy Councils with complex complaints	✓ Ensure the Trust-Wide Complaints policy is adhered to ✓ Hear complaints at the relevant stage ✓ Respond to all complaints against the Headteacher and any other stage 3 complaint in line with the Trust's Complaints Policy.	✓Implement the Trust-Wide Complaints policy ✓ Respond to all academy level complaints in accordance with the Trust Complaints Policy. (any complaints in relation to the Headteacher the Chair of Governors must be made aware).
School level matters	✗	✓ Review data provided by the senior executive leadership/Academy Council relating to pupil premium and sports premium and take action	✓ Monitor the levels of attendance in the academies and the use of home-academy agreements and report termly to the directors	✓ Consult with Headteacher and senior executive leadership on the times of academy sessions and the dates of academy terms and holidays times	✓ Comply with times of academy sessions and the dates of academy terms and holidays as set by the CEO

OTHER PUPIL RELATED MATTERS					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		to address any issues, as appropriate ✓ Ensure that each academy meets for 380 sessions in an academy year	✓ Monitor the impact of the pupil premium/sports premium across the company and report to the directors ✓ Set the times of academy sessions and the dates of academy terms and holidays in conjunction with the Academy Councils/Headteacher and senior executive leadership	✓ Review attendance and pupil absences ✓ Support the 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 Lead 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	✓ Maintain a register of pupil attendance and report on attendance and pupil absences (as part of the KPIs) to the Academy Council ✓ 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 Academy Council ✓ Ensure that the school lunch provision at the academy meets the appropriate nutritional standards

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Appointments		✓ Appoint a Resources 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 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	✓ 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 ✓Constitute selection and interview panel (minimum 3 members) in accordance with advice from HR ✓COO to sign letter of appointment for Trust Central Team post below JNC level. Contract signed by the Company Secretary on behalf of the Directors ✓COO to sign letter of appointment for Trust Central Team post above JNC level Contract signed by the Company Secretary on behalf of the Directors	✓ 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) ✓Constitute selection and interview panel (minimum 3 members) in accordance with advice from HR ✓Conduct Headteacher recruitment with CEO	✓ With approval of the CEO and Academy Council appoint teaching and non-teaching staff ✓Constitute selection and interview panel (minimum 3 members) in accordance with advice from HR ✓Headteacher to sign letter of appointment for academy posts. Contract signed by the Company Secretary on behalf of the Directors ✓Lead local academy recruitment as approved by the senior executive leadership ✓Advise on all Reserved post recruitment in accordance with Diocesan protocol

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		accordance with the Bishops' Memorandum on Appointment of Teachers in Catholic schools ✓ Ensure that the diocese is involved in recruitment selection and appointment relating to any senior posts which directly affect the Catholic 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 ✓Chair of the Trust Board to sign letter of appointment for the CEO. Contract signed by the Company Secretary on behalf of the Directors ✓Authorisation to sign staff contracts delegated	✓Chair of Trust Board to sign letter of appointment for Headteachers. Contract signed by the Company Secretary on behalf of the Directors ✓Recruit Trust operational staff ✓Support Directors in Headteacher recruitment		

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		to the Company Secretary ✓Conduct recruitment of CEO, CFO and COO ✓Conduct Headteacher recruitment with CEO ✓Contribute to the selection process for Headteacher recruitment, including chairing the interview panel			
Staffing structures	✘	✓ 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	✓ 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.	✓ 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 ✓Scrutinise significant staff restructures.	✓In conjunction with the senior executive leadership, determine staffing requirements within the academy and budget. ✓Following consultation with the Academy Council, submit proposed changes to staffing structure to the senior executive leadership for consideration. ✓Develop and

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ 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 ✓Approve the succession plan ✓Approve all significant staff restructures following union consultation	✓ Decide on staffing structures in consultation with headteachers ✓ Take action as required by the directors to develop Catholic leadership within the company and the wider diocese ✓Provide advice to the Trust Board regarding leadership structures	✓Monitor the implementation of key HR policies	present staff restructure proposals
Pay	×	✓ Resources Committee to approve CEO, Senior Staff, Executive Headteacher, Headteacher, pay ranges and salary points where applicable. ✓Consider pay issues for CEO, Senior Staff, Executive Headteacher, Headteacher, in line with	✓ Review pay across the academies to guard against equal pay claims and to seek opportunities for harmonisation of pay, where appropriate ✓Consider pay issues for Central Team posts in line with HR policies and procedures	✓ Advise and support the directors to determine headteachers' pay	×

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		HR policies and procedures ✓ Resources Committee to approve Pay Policy	✓Recommend Trust pay scales		
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 ✓Approve terms and conditions of employment for all staff, in-line with Trust policy and union consultation	✓ 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 ✓Approve all recruitment, scale changes and variations of contract	✓Ensure implementation of the terms and conditions of employment across the academy.	×
Performance management	×	✓ Conduct the performance management review of the senior executive leader (acting through	✓ Senior executive leader to conduct the performance management review of the other executive leaders with support of the Academy	✓ Support the senior executive leadership and the directors as appropriate, to conduct the performance	✓ Conduct the performance management and pay progression of staff in the academy in line with the

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		the Resources Committee ND ✓Approve salary and performance related pay of senior leaders of the Trust through the resources committee. ✓Conduct appraisals of Headteacher with engagement from Academy Council Chair	Council, performance manage the headteachers ✓ Conduct the performance management review of the company secretary and the clerk (acting through a committee) ✓Performance management of academy Headteacher in line with Trust policy ✓Performance management of Trust Central Team, in-line with Trust policy ✓Advise the directors on succession planning and development of the senior executive leadership and take action as required by the directors ✓Advise the Academy Council and Trust Board on leadership succession planning	management of the headteacher ✓Succession plan for local governance and senior leadership in conjunction with the wider Trust	academy's pay policy and appraisal policy ✓Advise the Academy Council on succession planning for local governance and senior leadership

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
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 ✓Implement dismissal and dismissal appeal hearings for all staff	✓ Senior executive leader 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	✓A panel of 3 Governors to suspend or dismiss teaching and non-teaching staff in consultation with the senior executive leadership	
Settlements	×	✓ Chair or Vice-Chair to authorise settlement agreements in liaison with Academy Council and HR	✓Seek approval of ESFA for settlement agreements above £50,000	×	×

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓Chair of Resources Committee to approve any leaving payments (redundancy, dismissal, early retirement) in accordance with Trust policy and consultation with the CEO (Any Non-Statutory/non-contractual payments above £50, 000 need to be approved by the ESFA.			
Documents, policies and procedures	×	✓ Ensure 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	✓ 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	✓ 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 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–wide policies and procedures in the academy

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		officials/representatives before adoption of workplace policies, as appropriate ✓ Adopt a pay policy ✓ Adopt Trust wide staff policies and procedures **ND** ✓ Put in place an appropriate whistleblowing procedure			
Miscellaneous	✘	✓ Ensure that there is effective communication between all levels of governance in the company ✓ Take overall responsibility for ensuring that effective strategies are in place to support the workload and wellbeing of staff at all levels across the Trust, including the CEO and Central Team	✓ Ensure that there is effective communication between all levels of governance in the company ✓Support academies with ongoing HR guidance ✓Responsible for additional HR activities including: - supplying representation for hearings - conducting staff Consultative Committee as	✓ Ensure that there is effective communication between the headteacher and senior executive leadership, ✓Work with the Headteacher in ensuring effective strategies are in place to support the management of workload and wellbeing of all staff	✓ Approve applications for early retirement, secondment and leave of absence ✓Liaise with unions and staff representatives at school level ✓Advise Academy Council and Trust Board in relation to staff development, retention and wellbeing ✓Ensure effective

STAFFING					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			required - Liaising with national/regional level unions when required ✓Ensure that effective policies are in place to support the workload and wellbeing of staff at all levels		strategies are in place, to support staff workload and wellbeing

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, INFORMATION MANAGEMENT and Data Protection					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Compliance		✓ Refer any direct communications from Regional Directors (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 ✓ Approve Communication policies ✓ Oversee the Trust and academies websites ✓ Ensure strategy reflects stakeholder voice across the whole Trust and locally in each academy	✓ 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	✓ 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,	✓ Refer any direct communications from RDs to the Academy Council/senior executive leadership ✓ Notify the Academy Council/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/Academy Council and ensure that any public statements and/or responses to media enquiries are approved by the directors and the Academy Council are made aware ✓ Ensure the publication of academy information, ensuring that all electronic

COMMUNICATIONS, INFORMATION MANAGEMENT and Data Protection					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓Accountable for ensuring Trust fulfils FOI/data protection statutory obligations ✓Oversight of Data protection audit and risk	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 website. Audit individual school websites to ensure compliance ✓ Register the company and its academies with the Information Commissioner's Office and maintain such registration ✓Manage crisis communications and reputational risk ✓Support Headteacher with LAs and families as needed	diocese and the wider community including the support of a local parent teacher association (if established) ✓Support family communications and community engagement ✓Oversight of the Academy website ✓Ensure processes are in place to monitor stakeholder voice (pupils, staff, parents, Parishes and the wider community) ✓Monitor Data Protection requests ✓Act in compliance with data protection policies and legislation	communication, including web pages, are up to date ✓ Maintain accurate and secure staff records for the academy ✓ Ensure compliance with all data protection legislation/Trust-wide data protection policies and procedures are followed and good practice at the academy ✓Deliver on academy communications strategy and academy visual identity ✓Manage parent, community, local stakeholder and academy media engagement ✓Refer any reputational risk to CEO/COO Ensure Academy website is fully compliant

COMMUNICATIONS, INFORMATION MANAGEMENT and Data Protection					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			✓Develop marketing strategy for Trust and Academies ✓Ensure Trust website is fully compliant ✓ Respond to all FOI requests ✓Assist and advise academies when responding to a SAR. ✓Ensure all SAR's/FOI's are recorded on the central database ✓Contact ICO as required regarding data breaches that meet the ICO threshold.		
Critical Incident		✓Approve Critical Incident Management policy	✓Lead policy development and advise on local protocol	✓Monitor implementation of policy and protocol	✓Implement policy and protocol
Documents, policies and procedures	✓	✓ Adopt and approve data protection policies and procedures to comply with legislation relating to data	✓ Prepare a Trust 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 Trust data protection policy

COMMUNICATIONS, INFORMATION MANAGEMENT and Data Protection					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		protection and freedom of information	✓Approve operational Trust policies (CEO)		

Useful Resources:

CES Guidance Note on the Data Protection Act 2018

CES Guidance Note on Freedom of Information

CES Press Release: Writing Best Practice Guide

CES model Diocesan Communications Protocol

Trust Data Protection Policies and procedures (including records management, FOI, SAR and Data Breach guidance)

Information Commissioners Office

HEALTH & SAFETY					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
Health & Safety	x	✓ Adopt a Trust wide health and safety policy **ND** (operational policies can be delegated to the CEO for approval) ✓ Monitor and support the implementation of the Trust wide health and safety policy and report any issues to the directors	✓ Prepare a Trust wide health and safety policy for the directors' approval	✓ Adopt the Trust health and safety policy ✓ Appoint a Lead governor responsible for health and safety ✓ Ensure implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the academy ✓ Accompany an appropriately skilled member of staff on**s**ite inspections to review any health and safety issues and the security of premises and equipment ✓ Monitor academy compliance with Health and Safety policies and statutory obligations	✓ Implement the Trust-wide Health and Safety Policy ✓ Monitor the accident book and agree appropriate actions with the Academy Council/senior executive leadership ✓ Ensure suitable risk assessments are prepared and appropriate actions taken ✓ Review security of premises and equipment ✓Ensure staff and volunteers undertake relevant training

Useful Resources:

Trust Health & Safety Policy, Trust Health and Safety Inspectors

RISK					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
	✕	✓ Appoint an Audit and Risk 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 Academy	✓ 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 Trust 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 manage any identified risks ✓ Provide the directors with all relevant information and requirements relating to warranties and indemnities as prescribed by the Academy Trust Handbook and/or the ESFA	✓ Ensure the academy complies with the disaster recover/business continuity plan for the academy ✓Support the Headteacher in managing the school's risk	✓ Implement and ensure that the academy is compliant with the disaster recover/business continuity plan for the academy ✓ Manage risks, having regard to the risks identified by the senior executive leadership and audit processes

RISK					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		Trust Handbook and/or the ESFA			

Useful Resources

Church Scheme Rules on RPA for Church Academies

SCHOOL ESTATE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**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 requirements	✓ Ensure compliance with all insurance obligations/requirements at the academy	✓ Ensure compliance with all insurance obligations/requirements at the academy ✓Notify senior executive leadership of possibility of insurance claims
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 from time to time ✓ Review and maintain any buildings strategy and asset management planning arrangements in	✓ 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	✓ Liaise and record in writing both short-term and long-term estates improvement plans with the Headteacher	✓ 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 COO/Central team and directors for any

SCHOOL ESTATE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		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 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	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 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		changes to fixed assets used by the academy ✓ Implement all Trust-wide Estates and facilities policies and procedures ✓ Contribute to the Trust's strategic Capital Plan ✓ Support implementation of Academy Capital projects

SCHOOL ESTATE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
		✓ Monitor Trust Estates management strategy, compliance and Investment Plan, ensuring the safety of premises and estates	✓ Prepare Trust-Wide Estates/Capital policies. ✓ Consider and implement Estates strategic Plan ✓ Lead the delivery and management of all aspects of building works, estates and facilities contracts ✓ Authorise all Capital projects and variations to them		
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	✓ Ensure the Trust wide lettings policy is implemented at the academy	✓ Implement and comply with the Trust wide lettings policy in the academy
Repairs and Refurbishment	✗	✓ Challenge aspects of repairs and maintenance budgets as appropriate	✓ Maintain a list of preferred contractors. ✓ Use contractors and Trust-wide SLA's from Trust's list of preferred contractors. Report to Academy	✓Monitor school RAG status of Estates compliance	✓ All refurbishment projects to be consulted with the Head of Estates.

SCHOOL ESTATE					
Action	**Members**	**Directors of the Academy Trust Board**	**Senior executive leadership (SEL)**	**Academy Council**	**Headteacher**
			Council on maintenance programme budget. ✓Seek approval on school revenue and capital works from the Diocese.		
School Condition Allocation (SCA)	×	✓ Agree allocation of SCA to projects, taking professional advice	✓ Report recommendations for allocation of SCA to Directors, within criteria. ✓Assess applications for SCA funding bids and score against matrix ✓ Approve capital works in accordance with Diocesan protocols	✓ With the Headteacher, consider the needs for Capital works in the academy ✓ Oversee the development of academy building refurbishments	×
Condition Survey	×	✓ Ensure condition surveys are in place and updated. Use the condition surveys to inform decision making, taking professional advice.	✓ Instruct contractor to undertake condition surveys.	×	✓ Receive copy of condition survey and provide comments to senior executive leadership and Academy Council

Useful resources

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

APPENDIX 2

CONSTITUTION OF THE ACADEMY COUNCIL

These academies are members of

The Bishop Wheeler Catholic Academy Trust Company

1. Name of the Academy	2. Name of the Academy Council
Sacred Heart Catholic School	Sacred Heart Academy Council
St Mary's Horsforth Catholic Voluntary Academy	St Mary's Horsforth Academy Council
St Joseph's Catholic Primary School, Pudsey	St Joseph's Pudsey Academy Council
St Joseph's Catholic Primary School, Otley	St Joseph's Otley Academy Council
Ss Peter and Paul Catholic Primary School	Ss Peter and Paul Academy Council
St Mary's Menston, a Catholic Voluntary Academy	St Mary's Menston Academy Council
St Mary's Catholic Primary School, Knaresborough	St Mary's Knaresborough Academy Council
St Joseph's Catholic Primary School, Harrogate, a Voluntary Academy	St Joseph's Harrogate Academy Council
Holy Name Catholic Voluntary Academy	Holy Name Academy Council
St Stephen's Catholic Primary School and Nursery	St Stephen's Academy Council
St Robert's Catholic Primary School	St Robert's Academy Council
St John Fisher Catholic High School	St John Fisher Academy Council
St Joseph's Catholic Primary School, Tadcaster	St Joseph's Tadcaster Academy Council
St Wilfrid's Catholic Primary School	St Wilfrid's Academy Council
Barkston Ash Catholic Primary School	Barkston Ash Academy Council
St Joseph's Catholic Primary School, Barnoldswick	St Joseph's Barnoldswick Academy Council

3. The academy is part of the Catholic Church and is to be conducted as a Catholic academy in accordance with Canon law and the teachings of the Roman Catholic Church and in accordance with the Trust Deed of the Diocese of Leeds and in particular:

   a) Religious education is to be in accordance with the teachings, doctrines, disciplines and general and particular norms of the Catholic church;
   b) Religious worship is to be in accordance with the rites, practices, discipline and liturgical norms of the Catholic Church; and
   c) At all times the academy is to serve as a witness to the Catholic faith in Our Lord Jesus Christ.

4. The Academy Councils shall each consist of 10 members of which there shall be:

Governor category	Number of Positions	How elected / appointed (optional)
Headteacher	1	Ex-officio
Foundation Governor	6	Appointed by the Bishop
Parent Governor	2	Parent election organised by the academy in accordance with the Scheme of Delegation
Staff Governor	1	Staff election organised by the academy in accordance with the Scheme of Delegation
Total	**10**	
5. The Bishop of Leeds shall have the right to appoint Foundation Governors who shall be appointed in accordance with Diocesan protocol.		
6. The term of office for a Governor is **four** years.		

N.B: Academy Council's may not appoint 'Associate', 'co-opted' or 'partnership' governors, or any other kind of governors other than those listed above. For the purpose of any succession planning or awaiting for a Foundation application to be confirmed that person should be recorded on the minutes as "In Attendance" and will not have any voting rights until the official appointment is made. The Chair can invite a person to the meeting to advise the council when required (considering confidentiality and the necessity to attend the whole or part of the meeting). This person will be "In Attendance" and will not have any voting rights.

The Bishop Wheeler Catholic Academy Trust

The Bishop Wheeler Catholic Academy Trust is a charity and a company limited by guarantee, registered in England and Wales
Company Number: 8399801

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CEO:	Darren Beardsley