

Appendix E – Table of Roles and Responsibilities

The table below illustrates the decision-making structures of the Academy Trust. In order to assist readers in understanding why decisions have been delegated as set out in the table, the following information may be helpful:

Responsibilities of the Diocesan Bishop and the Diocesan Education Service

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

- (a) It is controlled¹ 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 Ordinary², 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 Diocesan Bishop has the legal right to appoint (and remove) an overall majority of directors and governors, who are known as foundation directors and foundation governors. In addition to all the other legal responsibilities of the academy trust (for academies) and the governing body (for voluntary aided schools), the law recognises that foundation directors/governors are appointed specifically to ensure:

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

The Diocesan Bishop, acting through his Diocesan Schools Commissioner, 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;

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

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

- The inspection of religious life of schools and RE (denominational inspections);
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with the Diocesan Protocols);
- The oversight of school buildings/estate and capital projects;
- Planning of school place provision;
- Engaging with the Regional Directors and Ofsted; and
- Maintaining links with the Catholic Education Service and the government.

Explanation of the layers of governance in a Catholic Academy Trust

Members:

- Guardians of the constitution of the academy trust
- Accountable to the Diocesan Bishop
- Generally, have rights/powers rather than responsibilities
- Important company law function

Directors:

- Company Directors and Charity Trustees
- Accountable to the Diocesan Bishop and the Members
- Duty to uphold the academy trust's objects and to comply with any directives, advice and/or guidance issued by the Diocesan Bishop
- Responsible for preserving and developing the academy trust's Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do
- Responsible for the general conduct and administration of the academy trust
- Responsible for standards of education
- Ultimately responsible for exercising the employment functions of the academy trust – should consider employee flourishing and wellbeing at all times
- Delegate functions to sub-committees, senior executive leadership, Local Committees, and Headteachers
- Appoints and line manages the CEO
- Important company law duties under section 170-177 of the Companies Act 2006 (<https://www.legislation.gov.uk/ukpga/2006/46/part/10/chapter/2>)
- The Board of Directors has collective accountability and responsibility and must assure itself that there is compliance with regulatory, contractual and statutory requirements

CEO:

- Appointed by the Board of Directors
- Responsible for 'operations' and for delivering the academy trust's vision and ethos – the 'professional leader'

- Responsible for the academy trust's financial effectiveness and stability and for ensuring value for money – appointed as the Accounting Officer (personal responsibility to Parliament and to the DfE's accounting officer for the academy trust's financial resources)
- Oversees the performance management of the Headteachers and members of the central team
- Delegates to the central team and headteachers as appropriate

Governors:

- Appointed/elected to govern a specific school(s) within the academy trust in accordance with the Scheme of Delegation
- Have oversight generally of one school or a group of schools and are accountable to the Board
- Play a key role in the Church's local mission in education
- Primarily responsible for ensuring that the distinct Catholic ethos of their individual school(s) is preserved and developed, and that the local context is fed back to the Board of Directors in order to aid its decision making
- Play an important role in ensuring that their school(s) respond to the needs of their staff (including their flourishing and wellbeing), pupils, parents, parishes and local communities
- Will be organised into various sub-committees as follows:
 - Admissions
 - Catholic Life and Community
 - Education Standards
 - Finance Infrastructure and Personnel
 - Pay
- Where a Local Governing Body determines that, having regard to its size and composition, it is appropriate to operate a flatter governance structure, it must ensure that the functions, duties and responsibilities assigned to each committee, as set out in Appendix H, are fully discharged through a flat structure. The Local Governing Body must review the suitability and effectiveness of such governance arrangements at least annually.
- Will include appointed Governors with specific responsibility for the following areas:
 - Safeguarding
 - Looked after Children
 - Pupil Premium and Disadvantaged Children
 - Catholic Life
 - Health and Safety

Headteacher:

- Responsible for day-to-day management of the school(s)
- Responsible for performance management of staff excluding those staff whose performance is managed by the Board, a committee of the Board, the CEO, the Local Committee or a committee thereof
- Play a key role in ensuring that their school(s) responds to the needs of the local community

The table below details which decisions are made at each level of the decision-making structure of the Academy Trust based on the Catholic Social Teaching principle of subsidiarity. If Local Committees are in any doubt as to whether a specific decision has been delegated to them, they should seek advice from the Clerk to the Board of Directors /Governance Professional.

The table is not intended to be exhaustive, and Local Committees will need to follow any directions provided by the Board of Directors.

This table should be read alongside the Diocesan Protocols and the Diocesan Directives as appropriate.

Governance					
Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
ANNUAL GENERAL MEETINGS					
Chair Annual General Meeting (AGM)	Attend AGM	Call AGM and attend by invitation	Attend AGM by invitation		
ARTICLES					
Consent to any amendments to Articles (Article 10)	Pass resolution to amend Articles	Call general meeting to pass resolution and implement change			
CHANGES OF NAME					
Consent to change in name of Academy Trust	Pass resolution to change name of Academy Trust	Call general meeting to pass resolution and implement change			
Consent to any change in name of School(s)	Awareness of proposal once consent requested	Request permission to change name(s)			

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
DIRECTORS AND GOVERNORS					
		Elect Foundation Directors to role of Chair and Vice- Chair Allocate areas of responsibility to specific Directors Establish committees (as required)		Elect Foundation Governors to role of Chair and Vice-Chair Allocate areas of responsibility to specific Governors Establish committees (as required)	
Appoint and remove Foundation Directors	Can remove any Director using Companies Act process	Call general meeting if Companies Act process is to be used	Provide feedback on performance of Directors if requested		
Appoint and remove Foundation Governors		Ensure accurate records are kept, manage the work of the Clerk to the Board (including access to relevant training) Report skills gaps and vacancies to Diocese	Provide feedback on performance of Governors as requested (obtain information from Clerks as required)	Ensure accurate records are kept Manage the work of the Clerk to the LGB (including access to relevant training) Report skills gaps and vacancies to Clerk to the Board	Provide feedback on performance of Governors as requested

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
PRESERVATION OF CATHOLIC CHARACTER					
Provide Canonical oversight via his officers Provide strategy for Catholic education in the Diocese	Oversee the preservation and development of the Catholic character and ensure that the Academy Trust is operating in furtherance of its objects	Preserve and develop the Catholic character of the Academy Trust and ensure it is operating in furtherance of its objects (in accordance with the legal duty in the Articles) Ensure that the Academy Trust is operated as an integral part of the Church's mission in education and in accordance with its Articles Set the overall Catholic vision, ethos and strategic direction for the Academy Trust which must further the objects Implement the Bishop's strategic vision for education in	Preserve and develop the Catholic character (contractual duty – Academy Trust and schools) Support the Directors in the implementation of the Bishop's strategic vision for education in the Diocese as required Ensure that there is effective communication between all levels of governance	Preserve and develop the Catholic character (legal duty in accordance with the Articles) - individual school or parish focused Ensure that there is effective communication between the Headteacher and the CEO	Preserve and develop the Catholic character (contractual duty – school focused)

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
		the Diocese as required Ensure that there is effective communication between all levels of governance			
EFFECTIVE LEADERSHIP AND SUCCESSION					
Provide Canonical oversight via his officers	Oversee the work of the Board and, if required, step in if governance is not effective	Ensure own effectiveness and provide strategic oversight of governance at Academy Trust and LGB level	Monitor effectiveness of governance at LGB level (feedback may be obtained from Clerks) Provide feedback to the Diocese on Directors' strategic governance	Ensure own effectiveness and report back to CEO and Directors as requested	Monitor effectiveness at LGB level and provide feedback to CEO and Directors as requested
Provide Canonical oversight via his officers Appoint replacement Directors and Governors Involvement of Diocese in		Develop succession plan for the leadership of the Academy Trust and the Board using a proactive and collaborative approach through engagement with the Diocese and <i>Formatio</i>	Advise Directors on succession plan for leadership of the Academy Trust and take action as required by the Directors Develop succession plan for schools in	Review succession plan for school leadership (if requested by Directors) Work with the Directors and the Diocese to develop a	Advise LGB on succession plan for school and feed back to CEO as requested

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
appointment of senior leaders			conjunction with LGBs and Headteachers	succession plan for the LGB Work in a proactive and collaborative way with the Directors	
CLERKING					
		Appoint/remove company secretary and/or Clerk for the Board and appoint/remove Clerks for LGBs	Support and provide advice on appointment processes for Clerks Provide feedback on Clerks where requested	Provide feedback on effectiveness of Clerk to the LGB as requested by the CEO	Provide feedback on effectiveness of Clerk to the LGB as requested by the CEO
COMPLIANCE AND POLICIES					
Provide Canonical oversight via his officers		Ensure compliance with duties as charity trustees and company directors (including ensuring records at Companies House, Academy Trust website and GIAS are accurate) Ensure compliance with the Funding	Support and advise the Directors to ensure they are compliant with their duties Assist in the preservation of the relationship with the Diocese and ensure effective relationships	Ensure that the school 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 CEO and Directors for action	Conduct the school in a way that is compliant with all relevant regulations including charity law, company law and education law and report any failings to the LGB or CEO for action

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
		Agreement and Academy Trust Handbook Ensure compliance with the Diocesan Protocols and monitor compliance by LGBs Ensure DfE returns are up to date and accurate Preserve relationship with the Diocese and provide information to Diocesan Officers as requested	with other Academy Trusts	Check all relevant information is published on the school's website (including all appropriate policies)	Ensure all relevant information is published on the school's website
Require compliance with the Diocesan Protocols Require compliance with the Bishops' Memorandum Provide canonical oversight via his officers		On an annual basis or as required, review and amend (if appropriate), in line with Diocesan policy, the policies and procedures of the Academy Trust	Advise the Directors, LGBs and Headteachers on policy requirements Take action to prepare and/or amend any such policies as required by the Directors	Adopt the Academy Trust policies in accordance with any requirements of the Board provide feedback to the CEO as required Oversee the implementation of policies	Tailor Academy Trust policies to the particular school as permitted Implement policies in the school and ensure that the school is conducted in accordance with any such policies

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
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INSPECTION

Provide canonical oversight via his officers Receive reports of inspection outcomes via his officers	Receive reports of inspection outcomes	Comply with denominational inspections, canonical inspections, reviews and visitations of the Bishop Comply with any other education inspections	Support and assist the Directors, LGBs and Headteachers to prepare for inspections Ensure that all inspection outcomes are carried out in the schools and/or the Academy Trust as appropriate	Comply with denominational inspections, canonical inspections, reviews and visitations of the Bishop Comply with any other education inspections Ensure that all actions arising from inspection outcomes are carried out in the school	Comply with denominational inspections, additional canonical inspections, reviews and visitations of the Bishop Comply with any other education inspections Implement all actions arising from inspection outcomes in the school
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STANDARDS

Receive reports in relation to standards via his officers		Ensure that school-to-school support is brokered where required, specifically within the Academy Trust and other Diocesan schools	Advise the Directors on their responsibility to broker school-to-school support Report on impact	Oversee the implementation of any school-to-school support opportunities as directed Report on impact as required	Implement school-to-school support opportunities as directed Report on impact as required
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LEADERSHIP PERFORMANCE AND STRATEGIC DEVELOPMENT

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
Provide canonical oversight via his officers	Receive any self-evaluation reports requested from the Board	Review effectiveness of the Chair (to include views of the CEO) Carry out an annual self-evaluation of the Board, report to Members and Diocese as required Carry out regular skills audit and discuss gaps with Diocese	Assist and support the Directors to carry out the annual self-evaluation of the Board as appropriate Assist with review of effectiveness of LGB Chairs	Carry out an annual self-evaluation of the LGB and report findings as required Carry out regular skills audit and discuss any gaps with CEO	Feedback to the CEO on effectiveness of Chair of the LGB and the LGB more generally
Receive reports in relation to the performance of the CEO via his officers	Consider performance of CEO at AGM	Receive reports from the CEO and instruct the CEO as appropriate in respect of any matters in individual schools which need Board level attention, are strategic, or are significant operationally Receive Academy Trust development plan, monitor performance of the	Monitor schools and report any relevant findings to the Board Monitor Pupil, Parent and Staff Voice Develop Academy Trust development plan Oversee Headteacher annual appraisals with input from LGB including review of	Ensure the spiritual wellbeing of pupils at the school Support the Headteacher to develop a school development plan and monitor performance Establish and develop Pupil, Parent and Staff Voice and monitor the same Support the Headteacher to	Prepare a school development plan Attend meetings of the LGB and provide a Headteacher's report Build relationships with other local schools, agencies and businesses in the wider community to enhance the quality of Catholic education

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
		Academy Trust against the Academy Trust development plan Conduct CEO annual appraisal, with input from Diocese including review of CEO wellbeing	Headteacher wellbeing Conduct or review central team appraisals (as appropriate) including review of central team wellbeing	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 school Support the Headteacher to establish and maintain relationships with parents Assist the Headteacher to 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	provided for pupils at the school Develop Pupil, Parent and Staff Voice and report any issues to the LGB Conduct staff annual appraisals, including review of staff wellbeing Establish and maintain relationships with parish priest, local Church and parish communities as they contribute to the Catholic formation of the pupils at the school Establish and maintain relationships with parents Establish and maintain a relationship with members of the wider local community, to

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
				enhance the quality of Catholic education provided for pupils Support and work with other LGBs Generally, support and challenge the Headteacher Provide input into Headteacher annual appraisal, including review of Headteacher wellbeing	including building relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils

Finance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
ACCOUNTS AND COMPLIANCE					
	Receive Academy Trust Annual Report and Accounts Appoint the auditors Remove the auditors	Prepare and sign off on Academy Trust Annual Report and Accounts Ensure that the accounts are audited in accordance with the Diocesan Trustees' requirements relating to accounting for Church assets File and publish annual accounts Sign off on engagement letter for auditors Form a finance and audit committee	With finance staff support and advise the Directors as required Support LGBs and Headteachers in monitoring and management of budgets and finances Consider any variances on delegated budget reported by the LGBs Liaise with auditors and provide auditors with access to information and documentation as required	Prepare an annual report on the school's performance for the CEO Ensure the school keeps proper records and provide information to assist the Directors to prepare the annual accounts or any other accounting matters	Assist LGB with preparation of the annual report Keep proper records and provide information to assist the Directors to prepare the annual accounts or any other accounting matters
		Appoint an Accounting Officer	Act as the Accounting Officer	Appoint a Governor responsible for delegated school finance if required	Provide information to appointed Governor if required Ensure compliance with Academy Trust

		Appoint a chief financial officer to lead on finance Form a finance committee (if not combined with audit)		Oversee compliance with Academy Trust's finance policies and procedures	finance policies and procedures (including seeking timely consents where appropriate)
		Ensure compliance with the requirements in the Academy Trust Handbook Approve and keep under review the financial scheme of delegation Determine and communicate contribution for centralised services Approve the annual budget for the Academy Trust and each school Budget plan on a rolling basis Consider monthly budget monitoring reports and take action as necessary	Take action as required by the Directors to meet all requirements of the Academy Trust Handbook Prepare the financial scheme of delegation and take any action as determined by the Directors following their review of it Support the Directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the Academy Trust Monitor the income, expenditure, cash flow and balance sheet of the Academy	Ensure that the school is operated within its annual budget and the financial scheme of delegation Monitor the income, expenditure and cash flow of the school and report any issues to the CEO Ensure any variances from the budget are reported to the CEO Ensure proper financial controls are in place at the school Provide information on the effectiveness of central services, as may be necessary Chair to discuss the school budget with the Headteacher	Prepare the annual budget for the school with the assistance of relevant staff in line with any Academy Trust-wide policy or guidance Monitor the income, expenditure and cash flow of the school and report any issues to the CEO Prepare monitoring reports for the LGB and summary reports for the Board Ensure proper financial controls are in place at the school Provide information on the effectiveness of central services, as may be necessary

		Submit the budget forecast Approve any significant changes to the approved budget Monitor income, expenditure, cash flow and balance sheet of the Academy Trust and take appropriate action where necessary to ensure appropriate use of funds and to balance the Academy Trust's books Ensure proper financial controls are in place Ensure robustness of benchmarking in terms of value for money Receive a report on the effectiveness of central services from the CEO and take action as appropriate Set expenditure levels	Trust and produce monthly budget monitoring reports for the Directors highlighting any concerns or issues Report to the Directors on the financial performance of the Academy Trust Ensure proper financial controls are in place Ensure robustness of benchmarking in terms of value for money Receive information from the LGB and report to the Directors on the effectiveness of central services, as appropriate, and take action as directed by the Directors Ensure views of Headteachers are taken into account as part of the central services review	Review Headteacher expenditure requests in line with relevant policies	
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			Ensure appropriate bank accounts are in place with signatories		
FINANCE POLICIES					
		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 Academy Trust's charitable objects Adopt and review the charging and remissions policy Ensure a register of business and pecuniary interests is maintained for the Academy Trust Ensure that the Academy Trust keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate	Prepare all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors for adoption by the Board Prepare a charging and remissions policy Maintain a register of business and pecuniary interests for the Academy Trust Keep all relevant financial records for at least 6 years after the end of the funding period to which they relate and ensure that retention meets data protection requirements	Ensure that a register of business and pecuniary interests for the school is in place Oversee the implementation of all financial policies at school level as required by the CEO	Work with the LGB to ensure that the register of business and pecuniary interests for the school is up to date Implement all financial policies as required by the CEO
PAY					

Require compliance with the Diocesan Protocols Require compliance with the Bishops' Memorandum		Approve pay policy Approve expenses policy Agree pay awards in line with the pay policy paying particular attention to the requirements of the Academy trust Handbook in relation to CEO pay Ensure that pay is set at an appropriate level, in particular for the highest paid, and reflect on pay differentials Approve CEO expenses claims Pay particular attention to those staff in receipt of the lowest levels of pay in line with Catholic Social Teaching	Support the Directors to make pay decisions Oversee pay decisions being made at school level Recommend pay levels as appropriate	Provide information to the CEO to inform decisions relating to Headteacher pay as requested Monitor staff expenses Implement pay policy at school level in accordance with pay policy as appropriate Approve Headteacher's expenses claims	Implement pay policy Implement staff expenses policy
FREE SCHOOL MEALS					
		Have an awareness of the numbers of pupils	Monitor the provision of free school meals	Monitor the provision of free school meals at the school	Ensure provision of free school meals to

		in receipt of free school meals	across the Academy Trust		those meeting the criteria Encourage eligible parents to apply for free school meal
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Contracts

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
TENDERING AND SUPPLY					
		Adopt a competitive tendering policy and ensure compliance with procurement law Ensure transparency in relationships with connected parties and comply with the provisions of the Academy Trust Handbook relating to related party transactions	Submit a competitive tendering policy for adoption by the Board Submit a procurement strategy and efficiency savings programme to the Board 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 Academy Trust Oversee implementation of competitive tendering policy and procurement strategy at school level	Discuss with CEO any services that the school requires to be procured Implement competitive tendering policy and procurement strategy at school level as required
		Ensure the Academy Trust is conducted ethically and in line with Catholic Social Teaching and corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors	Conduct the Academy Trust ethically and in line with Catholic Social Teaching and corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted	Ensure the school is conducted ethically and in line with requirements set by the Directors to ensure that all suppliers used take account of economic, social and environmental factors	Conduct the school ethically and in line with Catholic Social Teaching and corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors

Contracts

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		insofar as permitted by the Academy Trust Handbook Consider the use of suppliers on the Churchmarketplace framework	by the Academy Trust Handbook		
FINANCIAL AUTHORITIES					
		Set the delegated levels of authority for contracts Approve contracts where required in accordance with the agreed limits on delegation Approve contracts which constitute related party transactions	Enter into contracts up to the limits of delegation and within an agreed budget	Approve contracts up to the limits of delegation and within an agreed budget ensuring that consents are obtained where required	Enter into contracts up to the limits of delegation and within an agreed budget ensuring that consents are obtained where required
		Set up and approve a Directors' expenses policy Be aware of which individuals are	Make payments within agreed financial limits Ensure Directors have information about	Approve the making of payments within agreed financial limits ensuring that consent	Make payments within agreed financial limits Act as a signatory of any school specific bank account in

Contracts

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		authorised to operate the bank accounts of the Academy Trust and the schools	control of bank accounts	is obtained where required	accordance with the Academy Trust's financial regulations

Standards

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
STANDARDS REPORTING AND REVIEW					
Provide canonical oversight via his officers	Receive reports in the AGM	Receive reports on standards in all schools from the CEO Report any relevant information to the Diocese in order to provide assurances that standards across the Academy Trust are being met Intervene, in a timely manner, where standards fall below that which is expected Set Academy Trust performance management targets relating to standards, if necessary	Provide reports on standards to the Directors Raise concerns relating to standards with the Directors and provide strategies for improvement 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 relating to standards	Monitor the KPI figures reported from the Headteacher relating to standards and report any issues to the CEO Monitor specific groups of pupils to ensure that no group is disadvantaged	Report KPI figures to the CEO, school improvement leads and the LGB relating to standards Set targets for pupil achievement and progress and monitor against targets and report findings to the LGB/senior executive leadership/school improvement leads Ensure effective interventions for pupils where required and monitor impact

Standards

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
			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 LGBs and report to the Directors		
		Form a standards committee or ensure that meetings focusing on standards are held (as appropriate)	Assist the Directors as required with regard to any issue or matter raised relating to standards	Provide oversight of standards in the school	Report on standards to the LGB and CEO as required
INSPECTION OVERSIGHT					
Provide canonical oversight via his officers	Receive reports in the AGM	Receive notifications of inspections	Liaise with Ofsted as required by Directors	Prepare for inspection Support the Headteacher and ensure wellbeing	Prepare and brief staff ready for inspection

Standards

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
Receive reports of inspection outcomes		Be available to speak to inspectors as required Ensure that plans are in place to ensure Headteacher and staff wellbeing are taken into account before, during and after inspections Support the CEO in raising concerns or complaints relating to inspections	Prepare for inspections and manage the process Support LGBs and Headteachers where there is an inspection Advise LGBs where any concerns are raised relating to inspections and report to the Directors for any further action Be available to speak to inspectors as required Report to Directors on the outcome of inspections	Report any concerns relating to inspection to the CEO Be available to speak to inspectors as required Support the Headteacher to ensure staff wellbeing	Ensure staff wellbeing during the inspection process Report any concerns relating to inspection to the CEO

Curriculum

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
REVIEW OF CURRICULUM					
		Form a curriculum committee or ensure that information relating to curriculum is received by the Board and reviewed as appropriate	Report to the curriculum committee as required and receive information from Headteachers as requested	Receive reports from the Headteacher as required	Report to the CEO in relation to curriculum matters as required
CURRICULUM DELIVERY					
Require compliance with the Diocesan Protocols		Set KPIs Approve any policies relating to curriculum, including in relation to relationships and sex education, RE and Collective Worship Ensure that the Catholic character of the schools and the Academy Trust is clear in any policies relating to curriculum Monitor the quality assurance of teaching and learning, the curriculum, inclusion	Advise Directors on the setting of KPIs Review and advise on the contents and delivery of the curriculum in accordance with the budget and take action where required Produce any policies relating to curriculum, ensure that the Catholic character permeates the curriculum and life at each of the schools	Approve curriculum decisions as required Ensure compliance with any policies relating to the curriculum and the budget for provision Ensure that the curriculum is taught in the light of Gospel values and actively promotes the spiritual and moral development of its pupils	Implement any policies relating to curriculum Ensure that the curriculum is taught in the light of Gospel values and actively promotes the spiritual and moral development of its pupils Ensure the curriculum is appropriately costed as part of budget planning and delivered

Curriculum

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		and the sharing of good practice and ensure that action is taken as appropriate Ensure that relationships and sex education across the Academy Trust is taught in accordance with the social and moral teachings of the Catholic Church, ensure that parents' position as the primary educators of their children is acknowledged. Ensure that religious education across the Academy Trust constitutes 10% of the weekly timetable for each school in accordance with the tenets and norms of the Catholic Church (or 5% for KS5)	and the Academy Trust Monitor the quality of teaching and learning Ensure that teaching staff are subject to appropriate appraisal processes Ensure that appropriate formation, training and CPD is available to all staff and ensure that mechanisms are in place for sharing best practice Monitor the delivery of relationships and sex education, religious education and collective worship and report to the Board	Ensure that RE is delivered in accordance with the Curriculum Directory and Diocesan Protocols 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 in the school is taught in accordance with the social and moral teachings of the Catholic Church,	Ensure that religious education is in accordance with the teachings, doctrines, discipline and norms of the Catholic church, both as a core subject and integrated into other subject areas Ensure that religious education constitutes 10% of the weekly timetable of the school 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 Oversee the quality of teaching and learning

Curriculum

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
				ensure that parents' position as the primary educators of their children is acknowledged Ensure that religious education constitutes 10% of the weekly timetable of the school in accordance with the tenets and norms of the Catholic Church (or 5% for KS5)	and ensure teaching staff are effectively appraised

Special Educational Needs & Disabilities

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
SEND REPORTING					
		Receive reports and information on outcomes for pupils with SEND	Monitor outcomes for pupils with SEND take action where required and report to Board on actions and impact	Appoint a local governor responsible for SEND or education more generally who will also oversee SEND	Designate a teacher to be responsible for coordinating SEND provision
SEND COMPLIANCE					
		Ensure compliance with legal requirements and undertake training as required Review report on SEND produced by the CEO and address any issues through the CEO	Ensure compliance with legal requirements relating to SEND and the provision of training to ensure such compliance Ensure effective line management of SENCOs Produce a report to the Directors on SEND provision and take action as they direct In particular, the CEO should identify any local SEND offer gaps	Oversee compliance with legal requirements relating to SEND Ensure that the school is providing effective support to pupils with SEND and monitor the effectiveness of any support provided	Implement and comply with the legal requirements relating to SEND Liaise with the local authority in respect of pupils who have, or might have, SEND Make provision for SEND pupils with or without an EHCP Ensure appropriate interventions and support are in place for pupils with SEND and monitor impact

Special Educational Needs & Disabilities

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
			and take action to address such gaps Review KPIs for identification of any areas of concern relating to SEND for referral to the Directors		
SEND POLICY					
		Audit the effectiveness of the policy and instruct the CEO to address any issues	Provide oversight of the implementation of the SEND policy and monitor effectiveness	Approve a SEND policy Provide oversight of the implementation of the SEND policy within the school and ensure compliance with the relevant legal requirements	Prepare the SEND policy for adoption by the LGB Implement the SEND policy and monitor effectiveness

Safeguarding

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
SAFEGUARDING REPORTING, PRACTICE AND MONITORING					
	May request information in the event that significant issues arise	Appoint a lead Director for safeguarding or form a committee Instruct the senior executive leadership on action to be taken where safeguarding practice is falling short of the standards expected Ensure the Directors have completed required safeguarding training Receive the safeguarding audit and instruct the CEO to take action where appropriate monitor actions and impact Ensure that safeguarding is a standing item for every Board meeting	Monitor safeguarding practice (including compliance with legislation) and report to the Directors (as matters arise and at least annually) for instructions for action where safeguarding practice is falling short of the standards expected Report to the Directors on the procedures in place for safeguarding Identify training needs and report to the Directors Ensure staff, Governors and Directors attend required safeguarding training	Appoint a Governor for safeguarding Ensure that safeguarding practices are followed and report any issues to the CEO Identify training needs and report to the CEO or Clerk Ensure Governors attend required safeguarding training Receive the outcomes of the safeguarding audit	Implement and comply with any relevant safeguarding practice and report any issues to the CEO Assist the CEO with the safeguarding audit Appoint a designated safeguarding lead in consultation with the CEO Clearly identify them and all other qualified safeguarding staff

Safeguarding

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		Provide information to the Diocese as requested in order to comply with the Diocesan Protocols	Carry out a safeguarding audit and report the outcomes to the Directors for action, as appropriate Ensure effective line management for DSLs		

SCR COMPLIANCE

		Ensure the single central record is maintained	Ensure compliance with the duty to maintain the single central record and take appropriate action where there are any shortcomings Ensure schools are updating the single central record as required Conduct regular audits	Ensure the single central record is regularly updated Review the single central record with the DSL or other staff as appropriate	Maintain the single central record
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SAFER RECRUITMENT

Safeguarding

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		Ensure that at least one Director on any recruitment panel has up to date safer recruitment training Ensure safer recruitment training is made available to those who require it	Ensure Directors have up to date safer recruitment training	Ensure that at least one Governor on any recruitment panel has up to date safer recruitment training	Attend safer recruitment training
SAFEGUARDING POLICY					
			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	Adopt a safeguarding and child protection policy Prepare a safeguarding and child protection policy for adoption by the LGB Adopt a policy regarding school trips Oversee implementation of the safeguarding and child protection policy	Implement the safeguarding and child protection policy

Safeguarding

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
				Ensure safeguarding in the school is effective	
LOOKED AFTER CHILDREN					
		Oversee support provided to looked after children and assess overall impact	Ensure that each school has appointed a designated teacher to support looked after children	Oversee support provided to looked after children in the school and assess impact	Appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance

Behaviour

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
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EXCLUSIONS

		Receive reports on the use of suspensions and exclusions Review the use of suspensions and exclusions and ensure that appropriate action is taken by the CEO Adopt a suspensions and exclusions policy that reflects the Catholic character, ethos and values of the Academy Trust	Review the overall pattern of suspensions and exclusions and report to the Directors, taking any action they direct Prepare a suspensions and exclusions policy Ensure that Governors have received appropriate training	Convene a committee to review any exclusion of a pupil Ensure that at least one member of any exclusion committee has undergone appropriate training Ensure compliance with the suspensions and exclusions policy	Suspend or exclude a pupil, as appropriate Implement the suspensions and exclusions policy providing feedback when required
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BEHAVIOUR POLICY

				Adopt a behaviour policy that reflects the Catholic character, ethos and values of the Academy Trust.	Prepare a behaviour policy for adoption by the Board. Implement the behaviour policy providing feedback when required
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Behaviour					
Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
				Ensure compliance with the behaviour policy	

Admissions

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
PLACE PLANNING					
Canonical responsibility for sufficiency of places for the Catholic population Provide canonical oversight via his officers Require compliance with the Diocesan Protocols Appropriate religious authority for guidance on the practice of the faith for admissions purposes Require compliance with the Diocesan Guidance on Admissions		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 Catholic children resident in his area Receive an annual report from the CEO, share the report with the Diocese to assist the Bishop in his responsibilities relating to place planning Obtain Diocesan approval to expand or reduce school places	Prepare an annual report to the Directors on the need for school places using local intelligence, which will be used to assist the Bishop with his school place planning duties	Receive annual information from the Headteacher in relation to school places	Advise the CEO and the LGB in respect of the need for future places and/or reduction in places at the school which will assist the CEO in preparing their annual report on the need for school places
ADMISSION ARRANGEMENTS					
Canonical responsibility for		Ensure compliance with the Diocesan	Prepare the admissions policy	Form an admissions committee	Provide advice and guidance to the LGB

Admissions

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
sufficiency of places for the Catholic population Provide canonical oversight via his officers Require compliance with the Diocesan Protocols Appropriate religious authority for guidance on the practice of the faith for admissions purposes Require compliance with the Diocesan Guidance on Admissions		Guidance on Admissions Ensure compliance with the School Admissions and Appeals Codes Adopt an admissions policy which includes model arrangements which sets out the way in which decisions relating to admissions will be delegated	which includes model arrangements which sets out the way in which decisions relating to admissions will be delegated Provide oversight and support in the implementation of admission arrangements Ensure that the impact of any proposed changes to admission arrangements are considered in light of other Catholic schools Report to the Directors regarding admission arrangements across the Academy Trust Ensure effective arrangements are in	Make arrangements for determining admission arrangements Make arrangements for determining admission applications Make arrangements for hearing admission appeals Ensure effective arrangements are in place for pupil recruitment Contribute to the development of the school prospectus (if there is one) Appoint admission appeals panels Ensure compliance with the School Admissions Code and	as to requirements under the School Admissions and Appeals Codes Participate in local admissions forum, (where applicable) Ensure participation in the fair access protocol Ensure effective arrangements are in place for pupil recruitment Ensure compliance with the admissions policy (if there is one) Ensure LGB conduct all admissions actions that have been delegated to it

Admissions

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
			place for pupil recruitment Provide advice and guidance to Directors regarding the requirements of the School Admissions and Appeals Codes	the School Admission Appeals Code Delegate admission decisions relating to the fair access panel to the Headteacher	

Other pupil related matter

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
COMPLAINTS					
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Adopt a complaints policy and receive reports from the CEO regarding the level of complaints Notify the Diocese of any school level complaints as required The Directors <i>must</i> notify the Diocese of any complaints or issues that could bring into disrepute the Catholic character of the Academy Trust Investigate and hear complaints at the relevant stage if necessary	Prepare a complaints policy and publish the policy on the Academy Trust's website following adoption Review the level of complaints across the Academy Trust and report to the Directors outlining the changes initiated as necessary to address any issues	Adopt and oversee implementation of the complaints policy Investigate and hear complaints at the relevant stage Provide data to CEO and Directors in relation to the volume and nature of complaints as appropriate	Implement the complaints policy and investigate and hear complaints at the relevant stage Attempt informal resolution for all complaints with a view to avoiding formal complaints if possible Attend complaint panel hearings
DATA, ATTENDANCE, TERM TIMES, PPG, UNIFORM					
		Review data provided by the CEO relating to	Monitor the levels of attendance in the	Consult with Directors on the times of school	Comply with times of school sessions and

Other pupil related matter

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		pupil premium and sports premium and take action to address any issues, as appropriate Set the times of school sessions and the dates of school terms and holidays in conjunction with the LGBs Ensure that all schools meet for 380 sessions in an academic year Review attendance data and actions taken to improve attendance and impact of those actions as appropriate	schools and the use of home-school agreements (or equivalent) and report termly to the Directors Monitor impact of actions taken to improve attendance Monitor the impact of the pupil premium/sports premium and report to the Directors	sessions and the dates of school terms and holiday times Review attendance and pupil absences Support the Academy Trust and the Headteacher in the extended school provision in the school Ensure effective arrangements are in place for pupil support and representation at the school Monitor the impact of the pupil premium and the sports premium in the school and advise the CEO Monitor that the school lunch provision meets the appropriate nutritional standards and take action, as appropriate, if not	the dates of school terms and holidays as set by the Directors Maintain a register of pupil attendance and report on attendance and pupil absences (as part of the KPIs) to the LGB Determine key priorities and KPIs against which pupil progress can be measured Review and maintain home-school agreements (or equivalent), if appropriate, which should reflect support for the school's Catholic character Ensure effective deployment of the pupil premium and monitor its impact,

Other pupil related matter

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
				Approve and oversee implementation of the school's Uniform policy and ensure appropriate consultation has taken place Ensure affordability of school uniform has been considered Review arrangements for the supply/sale of second hand uniform items	reporting any issues to the LGB Ensure that the school lunch provision meets the appropriate nutritional standards Draft the school uniform policy

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
RECRUITMENT					
Require compliance with the Bishops' Memorandum Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Oversee recruitment, induction, training, formation, CPD, wellbeing, dismissals and other HR processes for all staff within the Academy Trust at a strategic level either through an HR committee or the Board more generally, including the appointment of an appropriate HR function Ensure compliance with the Bishops' Memorandum Ensure that the Diocesan protocols are followed in respect of senior leadership appointments and that the Diocese is involved as required	Take any action relating to staff appointments across the Academy Trust as required by the Directors Ensure that the Directors involve the Diocese at the appropriate stages in any recruitment process as required by the Bishops' Memorandum and ensure compliance with the Bishops' Memorandum more generally Produce a recruitment process and advise the Directors as to its contents	Support the Directors in recruiting any Headteacher and any other post as requested by the CEO Ensure compliance with the Bishops' Memorandum	With the LGB, appoint teaching and non-teaching staff, ensure that any plans to recruit have been approved in accordance with the recruitment process Ensure compliance with the Bishops' Memorandum

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		by the Bishops' Memorandum Determine appointments to be made across one or more schools Set any approved recruitment process			

STAFFING AND MANAGEMENT STRUCTURES

		Determine and review any overarching management structures and budget Determine and review staffing structures across the Academy Trust to ensure financial viability and sustainability whilst ensuring that the educational outcomes of the pupils are protected	With Directors' approval, determine senior leadership and high-level non-teaching structures 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	Having regard to the Academy Trust's strategic plans, support the Headteacher in the development and review (from time to time) of an appropriate staffing structure for the school Assist in the appointment of school staff	Determine staffing requirements within the school and budget Liaise with the CEO or CFO in accordance with the budgeting criteria set for the school
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Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		Approve any senior leadership and high-level non-teaching structures as determined by the CEO Develop Catholic leadership within the Academy Trust and the wider Diocese Approve applications for early retirement, secondment and leave of absence, as appropriate	across the Academy Trust and report any issues to the Directors Support the Headteachers to determine appropriate staffing structures Take action as required by the Directors to develop Catholic leadership within the Academy Trust and the wider Diocese	Ensure that the school is fully staffed in accordance with the agreed structure and within budget	
PAY AND TERMS AND CONDITIONS (see also finance)					
		Establish a pay committee Approve a pay policy Ensure pay levels are appropriate Review pay structures across the Academy Trust	Review pay to guard against equal pay claims and to seek opportunities for harmonisation of pay, where appropriate		Make recommendations in relation to pay Maintain an awareness of the staff body and their concerns / issues and

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		Ensure, where possible, harmonisation of terms and conditions of employment across the Academy Trust to avoid the risk of employment claims taking into account legal requirements	Prepare a pay policy for adoption by the Directors Review the terms and conditions of employment and advise the Directors where there is a possibility of employment claims and/or unrest in the workforce		consider how these might be addressed
APPRAISAL AND EMPLOYEE DEVELOPMENT					
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Directors' panel to conduct the appraisal of the CEO with external adviser and Diocese Conduct the appraisal of the company secretary and the Clerk unless delegated to the CEO	Conduct the appraisal of the other executives including members of the central team unless delegated to other leaders Oversee the appraisal of Headteachers in line with the relevant policy	Support the CEO and the Directors as appropriate, to conduct the appraisal of the Headteacher in line with the relevant policy	Conduct the performance management and pay progression of staff in the school in line with the relevant policies

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
SUSPENSION AND DISMISSAL					
Require compliance with the Bishops' Memorandum Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Suspend and dismiss all employees as required Notify the Diocese of any suspension or action taken under the disciplinary policy which could result in dismissal of a staff member, particularly where any misconduct may bring the Catholic character of the Academy Trust and/or its schools into disrepute Approve any settlement agreements and ensure that the requirements of the Academy Trust Handbook are adhered to	Assist the Directors as required	Provide advice/information in relation to issues relating to staff in the school as required	Provide advice/information in relation to issues relating to staff in the school as required

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
POLICIES AND CONTRACTS					
Require compliance with the Bishops' Memorandum Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Ensure the adoption of CES employment documents including the model contracts of employment and workplace policies, in observance of the Bishops' Memorandum Ensure consultation with staff and trade union officials/representatives before adoption of workplace policies, as appropriate and where redundancies are proposed Adopt Academy Trust employment policies and procedures Adopt a whistleblowing procedure	Advise the directors on suitable policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops' Memorandum	Ensure the Academy Trust's policies on all HR matters are implemented	Implement Academy Trust's HR policies and procedures

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		Ensure compliance with policies and procedures and employment law more generally and seek advice as required			

Communications and Information Management

Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
COMMUNICATIONS, MEDIA AND DATA PROTECTION					
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Refer any significant communications from the DfE to the Diocese Notify the Diocese of any warning notices or other notice of failing or shortcoming received Work with the Diocese to respond to	Refer any direct communications from the DfE to the Directors Notify the Directors of any warning notices or other notice of failing or shortcoming received for further	Forward any media interest to the CEO and notify the Chair of the Board and ensure that any public statements and/or responses to media enquiries are approved by the Directors	Forward any media interest to the CEO and notify the Chair of the LGB and the Chair of the Board Ensure that any public statements and/or responses to media enquiries are

Communications and Information Management

Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
		any media interest and ensure that any public statements and/or responses to media enquiries are approved by the Diocese Pass on positive news stories to the Diocese Oversee compliance with all data protection legislation and good practice and oversee ICT strategy including in relation to matters of cyber security	reporting to the Diocese Ensure compliance with all data protection legislation and good practice Develop and implement an integrated ICT strategy to ensure compatibility of systems to facilitate maximum efficiency and cohesiveness and report any issues to the Directors Ensure appropriate cyber security measures are in place across the Academy Trust Support individual schools on the effective safe storage of data	Oversee communication with pupils, parents or carers, staff, parish priests, the Diocese and the wider community	approved by the Directors Pass on to the CEO and the Board positive news stories that relate to the school Ensure the publication of statutory information, ensuring that all electronic communication, including web pages, are up to date Ensure systems are in place that are in line with the Academy Trust's strategy for effective communication with parents or carers, staff, parish priests, the Diocese and the wider community

Communications and Information Management

Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
			Ensure the maintenance of accurate and secure staff records Ensure that registration with the Information Commissioner's Office is up to date Maintain and develop the Academy Trust's website Receive positive news stories and pass on to the Board		Maintain accurate and secure staff records Ensure compliance with all data protection legislation and good practice
DATA PROTECTION POLICIES					
		Adopt data protection policies and procedures to comply with legislation relating to data protection and	Prepare a data protection policy for adoption by the directors	Oversee the effective implementation of the data protection policies and procedures in the school	Implement and comply with the data protection policy

Communications and Information Management					
Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
		freedom of information			

Health & Safety

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
HEALTH AND SAFETY POLICIES AND AUDIT					
Require compliance with the Occupation of Premises Document Require compliance with the Diocesan Protocols	May ask for a report at the AGM on the land and buildings that are the property of the Trustees of the Diocese	Adopt a health and safety policy Approve the Academy Trust's asset management plan Receive an annual health and safety audit report	Prepare a health and safety policy for the Directors' approval Monitor and support the implementation of the health and safety policy and report any issues to the Directors Ensure that an annual health and safety audit report is commissioned Draw up, agree and monitor an accessibility plan for each school in consultation with the Headteachers, reporting any issues to the Directors Prepare an Academy Trust asset management plan Ensure all statutory testing and	Adopt the health and safety policy Appoint a Governor responsible for health and safety Oversee the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out Ensure that site inspections to review any health and safety issues and the security of premises and equipment are carried out (using external advisers as required)	Implement the health and safety policy Monitor the accident book and agree appropriate actions with the CEO Ensure suitable risk assessments are prepared and appropriate actions taken Review security of premises and equipment Liaise with the CEO on the accessibility plan for the school

Health & Safety

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
			maintenance requirements are complied with e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety etc		

Risk

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
Provide canonical oversight via his officers	Receive reports as required where issues are significant	Form a risk and audit committee Adopt the disaster recovery/business continuity plan and monitor that each school has implemented such plans Review risk management and the risk register Approve insurance arrangements in accordance with Diocesan Trustees' requirements Commence or settle any litigation Provide any relevant and appropriate guarantees and indemnities as authorised by the Diocesan Trustees and in accordance	Prepare a disaster recovery/business continuity plan and report to the Directors on how the plan is being implemented Prepare and maintain a risk register Review the risk reports provided by the LGBs and make any recommendations to the Directors as appropriate Ensure that any necessary actions are taken to eliminate/reduce any identified risks Provide the Directors with all relevant information and requirements relating to warranties and	Ensure the School complies with the disaster recovery/business continuity plan Review the risk register and ensure that a risk report is prepared	Implement and ensure that the school is compliant with the disaster recovery/business continuity plan Ensure that a risk register is prepared having regard to the risks identified by the CEO and audit processes

Risk					
Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		with any prescribed requirements	indemnities as prescribed		

School Estate

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
INSURANCE					
Require compliance with the Occupation of Premises Document Oversight by officers on behalf of the Diocesan Trustees Require compliance with the Diocesan Protocols		Approve insurance arrangements in accordance with Diocesan Trustees' requirements	Procure buildings and related insurance for the Academy Trust ensuring compliance with Diocesan Trustees' requirements	Oversee compliance with all insurance obligations and requirements	Ensure compliance with all insurance obligations and requirements
ACCOUNTING TREATMENT					
Require compliance with the Occupation of Premises Document Oversight by officers on behalf of the Diocesan Trustees require Require compliance with the Diocesan Protocols		Ensure that the Academy Trust follows the Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies" as published from time to time			

School Estate

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
CAPITAL WORKS					
		Review and maintain any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan Trustees, including seeking their agreement to any such plans as appropriate Apply to the Diocesan Trustees for any funding/consent to building works before undertaking any works Select, plan and oversee any capital projects and buildings	Make any proposals relating to the estate to the Directors in accordance with any requirements set by the Diocesan Trustees Provide evidence of compliance with all statutory requirements for works e.g. planning approval, listed buildings consent, buildings regulations consent etc Prepare any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan Trustees	Seek approval from the Directors for any changes to fixed assets used by the school	

School Estate

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		improvements as agreed by the Diocesan Trustees and in accordance with all Diocesan protocols Apply to the Diocesan Trustees for permission for change of use of assets Ensure land and buildings are maintained and fit for purpose	and ensure that agreement has been sought from them, as appropriate With agreement from the Diocesan 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 Trustees on the overall state of the school estate		
LETTINGS					
Require compliance with the Occupation of Premises Document		Adopt a lettings policy in accordance with the Diocesan Trustees' requirements	Prepare a lettings policy in accordance with the Diocesan Trustees' requirements for	Ensure the lettings policy is implemented	Implement and comply with the lettings policy

School Estate					
Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
Oversight by officers on behalf of the Diocesan Trustees Require compliance with the Diocesan Protocols			adoption by the Directors		

