Blessed Edward Bamber
Catholic Multi Academy Trust

Governance Handbook

This Handbook was adopted by the Board of Directors of The Blessed Edward Bamber Catholic Multi Academy Trust on 7 October 2026. It includes the scheme of delegation, and it provides details of The Blessed Edward Bamber Catholic Multi Academy Trust decision making structures.

This Handbook is issued by the Board of Directors, and it forms part of the constitutional arrangements of The Blessed Edward Bamber Catholic Multi Academy Trust. Each committee of the Board of Directors is required to act in accordance with the arrangements set out in this Handbook.

Signed by the Chair of the Board of Directors:

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1. Introduction

The Blessed Edward Bamber Catholic Multi Academy Trust (the Academy Trust) is a Catholic Multi Academy Company in the diocese of Lancaster Diocese (the Diocese). As a Catholic Multi Academy Company, the Academy Trust is an integral part of the education mission of the Catholic Church, and it is subject to the canonical oversight of the Diocesan Bishop.

This Handbook is issued by the Board of Directors (the Board) to the committees which perform its local governance functions (the Local Governing Bodies). Use of this Handbook is a requirement of the Diocesan Protocols on Governance.

Sections 5 and 6 (inclusive) of this Handbook, set out the Scheme of Delegation for the Academy Trust.

2. Key Documents

This Handbook should be read in conjunction with the Academy Trust's Articles of Association (the Articles) and the Diocesan Protocols. Words defined in the Articles have the same meaning in this Handbook unless stated otherwise. Where there is any conflict between the Articles and this Handbook, the Articles will prevail.

3. Articles of Association

Article 4(a) of the Articles provides that the objects of the Academy Trust are the "advancement of the Catholic religion in the Diocese by such means as the Diocesan Bishop may think fit and proper". The purpose of this Handbook is to ensure that the Academy Trust is conducted in such a way as to make certain that the objects are fulfilled and that the Academy Trust is conducted in accordance with the Articles.

The Articles contain the constitutional arrangements which apply to proceedings of the Board and the Members of the Academy Trust (the Members), but they do not include similar provisions to deal with the constitutional arrangements for Local Governing Bodies.

The constitutional arrangements which apply to Local Governing Bodies are set out in this Handbook and, in addition, this Handbook (at Appendix E), includes details of the decision-making structure in place within the Academy Trust. The decision-making structure has been created to reflect the principal of subsidiarity, with decisions being made at a local level where this is appropriate.

Local Governing Bodies are committees of the Board created pursuant to Article 100(a). Article 101 states that the constitution, membership and proceedings of such committees shall be determined by the Directors, and this Handbook constitutes that determination. The general power that the Board has to delegate pursuant to Article 100(a) is limited in the Articles, by Articles 105A, 105AA and 105B and where any delegation is contemplated, reference should be made to these Articles in order to ensure that such delegation is permitted.

4. Questions?

Where any questions arise as to the interpretation of this Handbook, they should be addressed to the Governance Professional who will seek advice from the Diocesan Education Service as required.

Scheme of Delegation

5. The Purpose of our Local Governing Bodies

The Academy Trust is a company limited by guarantee and it acts through the Board. The Board is legally responsible for the running of the Academy Trust, and it is accountable to the Diocesan Bishop, the Charity Commission, and the Department for Education. Both the Diocesan Bishop, through his officers, and the relevant external agencies, through their employees, hold the Board to account. The Board adopts policies and procedures which reflect national and Diocesan guidance, and Local Governing Bodies are responsible for ensuring that such policies and procedures are implemented at a local level.

Local Governing Bodies play a key role in the Church's mission in education. They are primarily responsible for ensuring that the distinct Catholic character of their individual school(s) is preserved and developed, and that the local context is fed back to the Board in order to aid its decision making. Local Governing Bodies sit at the heart of their communities, and they play an important role in ensuring that their school(s) respond to the needs of their staff, pupils, parents, parishes and local communities.

Local Governing Bodies ensure that flourishing Catholic schools are rooted in their local communities – "flourishing children and flourishing adults in flourishing schools".[1]

Certain decisions can only be made by the Board, and this Handbook sets out which decisions must be made at that level. There are many decisions which can be taken at a local level, and this Handbook also sets out which decisions can be made at that level. Further information in relation to the decision-making structure in the Academy Trust can be found at Appendix E.

In this Handbook, references to Local Governing Bodies and school are, where appropriate, references to the particular Local Governing Bodies or school for which the reader is responsible.

6. The Constitution of our Local Governing Bodies

6.1 Membership

6.1.1 The members of our Local Governing Bodies shall be known as Governors and each school in our Academy Trust shall have a Local Governing Body unless the Board, with the prior written approval of the Diocese, determines otherwise.

6.1.2 The number of people who shall sit on each Local Governing Body shall not be less than three subject always to paragraph 6.2.1.

6.1.3 The constitution of the Local Governing Body shall be as follows:

[6] Foundation Governors
[1] Staff Governor
[2] Parent Governors
[1] Headteacher
[Such number of Co-Opted Governors as shall be appointed by the Board in accordance with paragraph 6.2.4]

A different constitution may be adopted at any time by the Board with the prior written approval of the Diocese.

[1] Flourishing together. A collective vision for the education system. Confederation of School Trusts, National Society for Education Church of England & Church in Wales and Catholic Education Service (November 2024)

6.1.4 Where appropriate, the Directors, or any of them individually shall, subject to the consent of the Diocese, be entitled to be appointed to any Local Governing Body. The Directors, or any of them individually shall also be entitled to attend any meeting of any Local Governing Body.

6.1.5 Any Director attending a meeting of a Local Governing Body (whether or not they have been appointed to the Local Governing Body) shall count towards the quorum for the purposes of that meeting and shall be entitled to vote on any resolution being considered by that Local Governing Body, provided that there is no conflict of interest that would prevent them from counting in the quorum and voting.

6.1.6 All Governors shall, upon their appointment or election, and before exercising any duties as a Governor, give the written undertaking provided at Appendix A in accordance with Article 103. The Clerk to the Board shall be responsible for ensuring that this has been completed and will provide a copy of each undertaking to the Diocesan Education Service (if required). The Clerk to the Board will also ensure that a copy of each signed undertaking is kept with the Academy Trust's company records.

6.1.7 All Governors shall, at the beginning of each academic year sign the Code of Conduct which is provided at Appendix B. The Clerk to the Board shall be responsible for ensuring that this has been completed and will ensure that a signed Code of Conduct from each Governor is kept with the Academy Trust's company records.

6.1.8 In addition, all Foundation Governors shall sign the declaration included with the Code of Conduct. The Clerk to the Board shall be responsible for ensuring that this has been completed and will ensure that a signed declaration from each Foundation Governor is kept with the Academy Trust's company records.

6.1.9 Each Local Governing Body shall complete a skills audit in the format provided at Appendix C at the beginning of the academic year and the Clerk to the Board shall ensure that copies of the skills audits are reviewed at least annually by the Board and any skills gaps notified to the Diocesan Education Service.

6.2 Appointment of Governors

6.2.1 Foundation Governors

The Foundation Governors shall be appointed by the Bishop. They shall, at all times outnumber all of the other Governors by two, so as to ensure the preservation and development of the Catholic character of the school and the Academy Trust. Governors must not be appointed or elected where the effect of doing so will be to reduce the Foundation Governor majority set out in this paragraph 6.2.1.

6.2.2 Staff Governors

6.2.2.1 Each Headteacher will be an ex officio member of the Local Governing Body of the school for which they are responsible unless they resign from such Local Governing Body.

6.2.2.2 Where there are joint Headteachers both will be ex officio members of the Local Governing Body, but they will only have one vote between them. In the event that they cannot agree, they will not be permitted to cast a vote.

6.2.2.3 Where there is an Executive Headteacher over more than one school, they will be an ex officio member of each relevant Local Governing Body unless, with the consent of the Board, they nominate a senior member of school staff in their place. In relation to each Local Governing Body, the Executive Headteacher or senior member of school staff (as appropriate) will have one vote.

6.2.2.4 In the event that there are leadership arrangements in place at a school which mean that it is not clear who the ex officio member of the Local Governing Body is, the Board will determine the identity of the ex officio member following consultation with the CEO to ensure that the wellbeing of the relevant leaders has been taken into consideration.

6.2.2.5 The Staff Governor shall be elected in accordance with any process determined by the Board. The number of Staff Governors shall not exceed the number set out in paragraph 6.1.3.

6.2.2.6 Notwithstanding the number of Staff Governors set out in paragraph 6.1.3, where there are Staff Governors appointed to a maintained school Governing Body or Single Academy Trust Board prior to joining the Academy Trust, they will transfer to the Local Governing Body and remain in post for the remainder of their term if they wish, provided that the Board is satisfied that they have the requisite skills to remain in post.

6.2.3 Parent Governors

6.2.3.1 Parent Governors shall be elected in accordance with any process determined by the Board. The number of Parent Governors shall not be less than 2 and shall not exceed the number set out in paragraph 6.1.3.

6.2.3.2 Where there are Parent Governors appointed to a maintained school Governing Body or Single Academy Trust Board prior to joining the Academy Trust, they will transfer to the Local Governing Body and remain in post for the remainder of their term if they wish, provided that the Board is satisfied that they have the requisite skills to remain in post.

6.2.3.3 A Parent Governor must be a parent, or an individual exercising parental responsibility of a registered pupil at the school. If it is not reasonably practical to appoint a parent or an individual exercising parental responsibility of a registered pupil at the school, the Board may appoint a person who is the parent or an individual exercising parental responsibility of a child within the age range of the school.

6.2.4 [Co-Opted Governors

6.2.4.1 The Board may determine, at its discretion, to appoint any individual as a Co-Opted Governor in order to fill an identified skills gap. Such appointments will only be made with the prior written consent of the Trust CEO, and provided that the Diocese is able to ensure that the Foundation Governor majority in paragraph 6.2.1 is preserved.

6.2.4.2 Subject to paragraph 6.2.4.1, individuals may be nominated for appointment as Co-Opted Governors by the Local Governing Body.]

6.3 Terms of Office

6.3.1 The terms office for Governors shall be as follows:
Foundation Governors – 4 years
Staff Governors – [4] years]
Parent Governors – [4] years]
Co-Opted Governors – 1 year

6.3.2 The terms of office above do not apply to the Headteacher or equivalent.

6.3.3 Subject to remaining eligible for re-appointment or re-election, Governors may be re-appointed or re-elected save that Foundation Governors may only serve a maximum of three consecutive four-year terms as stated in the Diocesan Protocols on Governance (unless written permission to serve for one or more additional terms is provided by the Bishop).

6.4 Resignation and Removal

6.4.1 Except in the case of Foundation Governors, a Governor shall cease to hold office if they resign their office by written notice to the Clerk to the Board (but only if at least three persons will remain in office when the notice of resignation is to take effect). A Foundation Governor shall cease to hold office if they resign their office by written notice to the Bishop with a copy of the written notice being provided to the Clerk to the Board.

6.4.2 A Governor shall cease to hold office if they are removed by the person or persons who appointed them. Whilst at the same time acknowledging that no reasons need to be given for the removal of a Governor by the person or persons who appointed them, any failure to uphold the values of the Academy Trust, any failure to preserve and develop the Catholic character of the Academy Trust or any of its schools or any act or omission which is in breach of this Handbook, the undertaking provided pursuant to Article 103, or the Code of Conduct will be taken into account.

6.4.3 Except in the case of Foundation Governors (who can only be removed by the Bishop), Governors may be removed by the Board but only after the Board has given due regard to any representations of the Local Governing Body and the Governor in question.

6.4.4 Staff Governors will be deemed to have resigned and shall cease to serve on the Local Governing Body if they cease to be an employee of the Academy Trust for whatever reason.

6.4.5 Parent Governors will be deemed to have resigned and shall cease to serve on the Local Governing Body if they cease to be eligible for appointment in accordance with paragraph 6.2.3.3 unless the Board agrees in writing that the remainder of the term of office can be served.

6.4.6 The Clerk to the Board shall be responsible for ensuring that there are accurate records of all appointments, resignations and removals from all Local Governing Bodies and shall, at all times, upon request, be able to provide records of all appointments, resignations and removals to the Diocese.

6.5 Disqualification

6.5.1 No person shall be qualified to serve on a Local Governing Body unless they are aged 18 or over at the date of their election or appointment. No current pupil of any school in the Academy Trust shall be entitled to serve on any Local Governing Body.

6.5.2 Governors shall cease to hold office if they would cease to hold office as a Director in accordance with Articles 69 to 80.

6.6 Proceedings of Local Governing Bodies

6.6.1 Subject to this Handbook and any directions given by the Board, each Local Governing Body may regulate its proceedings as appropriate, provided that each Local Governing Body is able to provide accurate records of its proceedings at all times upon request from the Board.

6.6.2 All Local Governing Bodies shall meet at least three times in each academic year.

6.6.3 Meetings of Local Governing Bodies shall be convened by the Clerk to the Local Governing Body. The Clerk to the Local Governing Body shall comply with any direction given by the Clerk to the Board and the Chair of the LGB, or in their absence, or where there is a vacancy in the office of Chair, the Vice-Chair of the Local Governing Body, so far as any such direction is not inconsistent with any direction given by the Clerk to the Board.

6.6.4 Any three Governors may, by notice in writing given to the Clerk to the Local Governing Body, requisition a meeting of the Local Governing Body and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable.

6.6.5 The Board may also, by notice in writing given to the Clerk to the Local Governing Body requisition a meeting of the Local Governing Body and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable.

6.6.6 The Clerk to the Local Governing Body shall provide to each Governor, at least 7 clear days before the date of any meeting, the agenda for such meeting and all reports and papers to be considered at the meeting.

6.6.7 Meetings of Local Governing Body will be called on at least 7 clear days' notice unless the Chair of the Local Governing Body, or in their absence, or where there is a vacancy in the office of Chair, the Vice-Chair of the Local Governing Body determines that an urgent meeting is required in which case shorter notice may be provided and papers may not be available prior to the meeting.

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

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

6.6.10 Meetings of the Local Governing Body shall be terminated if the Governors so resolve or if the number of Governors present ceases to constitute a quorum for the meeting.

6.6.11 In the event that a meeting is not held, or is terminated before all of the matters on the agenda have been disposed of, a further meeting shall be convened by the Clerk to the Local Governing Body as soon as is reasonably practicable, but in any event within seven days of the date of the original meeting (i.e. the meeting that was not held or terminated prior to all of the matters on the agenda being disposed of).

6.6.12 Where the Governors resolve to adjourn a meeting before all the items of business on the agenda have been disposed of, the Governors shall, before adjourning, agree the time and date of the meeting to be held for the purposes of completing the consideration of those items, and they shall direct the Clerk to the Local Governing Body to convene the adjourned meeting accordingly.

6.6.13 The quorum for meetings of Local Governing Bodies and any vote on any matter thereat shall be 3 Governors. For the avoidance of doubt, the quorum for the election of the Chair and Vice-Chair shall be 3 Governors for the meeting but can be 2 Governors for the vote in the event that the third is required to abstain from voting as they are standing for election.

6.6.14 Local Governing Bodies may act notwithstanding any vacancies in their number, but if the number of persons serving is less than three Foundation Governors, the continuing Governors may act only for the purposes of engaging in a discussion with the Board and the Diocesan Education Service about how such vacancies will be filled as a matter of urgency. Until the minimum number of Foundation Governors have been appointed, the Board, (with the consent of the Diocese), may appoint Directors to the Local Governing Body to ensure that decisions can be made by it.

6.6.15 Every question to be decided at meetings of Local Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every Governor shall have one vote except for where there is more than one Headteacher, in which case the Headteachers will have one vote between them.

6.6.16 Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.

6.6.17 Proceedings of Local Governing Bodies shall not be invalidated by any vacancy on the Local Governing Body or any defect in the election, appointment or nomination of any Governor.

6.6.18 A resolution in writing signed by all Governors shall be valid and effective as if it had been passed at a meeting of the Local Governing Body duly convened and held. Such resolution may consist of several documents in the same form, each signed by one or more Governors. It may include an electronic communication on behalf of any Governor indicating their agreement to the form of the resolution providing that the Governor has previously notified the Clerk in writing of the email address which the Governor will use.

6.6.19 Following meetings of Local Governing Bodies, the Clerk to the Local Governing Body shall ensure that draft minutes are provided to the Chair for approval. The minutes will then be signed by the Chair once they are accepted as an accurate record of the discussions at the next meeting. The Clerk will ensure that subject to paragraph 6.6.20, any draft minutes which have been approved by the Chair, signed minutes, and any report, document or paper considered at any meeting is made available to any person wishing to inspect them as soon as is reasonably practicable.

6.6.20 There may be excluded from any item made available in accordance with paragraph 6.6.19 any material relating to any named employee, any named pupil or candidate for admission, and any matter which, by reason of its nature, the Local Governing Body determines should remain

confidential. If there is any question as to whether any matter is confidential it shall be referred to the Board for determination, and the determination of the Board shall be final.

6.6.21 The Clerk to the Local Governing Body shall make available copies of all minutes to the Board, the Bishop and the Diocesan Trustees (through their officers), if required, as soon as is reasonably practicable after those minutes are approved. For the avoidance of doubt, minutes provided pursuant to this paragraph 6.6.21 should not be amended in accordance with paragraph 6.6.20.

6.6.22 Governors may participate in meetings of Local Governing Bodies by telephone or video conference provided that they are able to hear all participants and fully take part in the discussions and provided that they comply with any policy in place from time to time.

6.6.23 Any Governor wishing to take part in a meeting by telephone or video conference must give notice of their intention to do so detailing the number on which they can be reached or agreeing appropriate details for the video conference with the Clerk to the Local Governing Body at least 48 hours before the meeting. If the Local Governing Body does not have access to equipment which will enable Governors to participate effectively by telephone or video conference, then all Governors will be required to participate in person.

6.6.24 Any Governor attending a meeting by telephone or video conference must ensure that a stable and secure connection is available and that they are able to maintain the confidentiality of any business at all times. Governors must not join meetings remotely from public places unless they are able to ensure that they will not be overheard.

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

6.7 Delegation

6.7.1 Subject to this Handbook and any directions given by the Board, Local Governing Bodies may delegate to any Governor, working party, Headteacher or other senior leader such of their powers or functions, provided that such power or function has been delegated to the Local Governing Body. Any such delegation may be made subject to any conditions either the Board or the Local Governing Body may impose, and any delegation may be revoked or altered at any time. For the avoidance of doubt, and in accordance with the School Admissions Code, decisions relating to admissions may not be delegated to a single individual (unless they relate to admissions through the FAP process and appropriate delegation has been provided in accordance with the School Admissions Code).

6.7.2 Any person or sub-committee exercising any power delegated to them in accordance with paragraph 6.7.1 above shall be required to report back to the Local Governing Body in relation to any action taken or decision made. The Local Governing Body shall ensure that they are aware of any action taken or decision made by those to whom powers have been delegated.

6.7.3 Each Local Governing Body shall determine the membership, constitution and terms of reference of any sub-committee at least once in every academic year taking into account any directions provided by the Board.

6.7.4 The membership of any sub-committee may include persons who do not also serve on the Local Governing Body, provided that a majority of the members of any such sub-committee shall be Governors or Directors. Such appointees will be provided with a clear remit and period of office and will not have any voting rights.

6.8 Chair and Vice-Chair

6.8.1 At the start of each academic year the Governors shall elect from amongst the Foundation Governors a Chair and a Vice-Chair. Subject to the paragraphs below, the Chair and Vice-Chair so elected shall serve until a new election takes place at the beginning of the next academic year. All appointment recommendations will be considered by the Trust Board for approval.

6.8.2 The Chair and Vice-Chair may at any time resign from office by giving written notice to the Clerk to the Local Governing Body.

6.8.3 The office of Chair and Vice-Chair must always be occupied by different Governors and therefore if the Chair resigns and the Vice-Chair takes the role of Chair, a new Vice-Chair will need to be elected.

6.8.4 The Chair and Vice-chair will cease to hold office if they cease to serve on the Local Governing Body.

6.8.5 The Chair and Vice-Chair will cease to hold office if they become an employee of the Academy Trust.

6.8.6 The Chair and Vice-Chair will cease to hold office if they are removed from the office of Chair or Vice-Chair by a resolution of the Board.

6.8.7 If the office of Chair or Vice-Chair becomes vacant, the Governors shall elect a successor at their next meeting. In the interim, acting roles should be commissioned.

6.8.8 If the Chair is absent from any meeting or if there is a vacancy in the office of Chair, the Vice-Chair shall act as Chair for the purposes of the meeting.

6.8.9 If the Vice-Chair is absent from a meeting at the same time as the Chair or if there are vacancies in the roles of Chair and Vice-Chair, then the Local Governing Body shall elect one of the other Foundation Governors to act as Chair or Vice-Chair (as appropriate) for the purposes of that meeting.

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

6.8.11 The Clerk to the Local Governing Body will be responsible for informing the Clerk to the Board of the identity of the Chair and Vice-Chair immediately following their appointment. The Clerk to the Local Governing Body will also inform the Clerk to the Board if the Chair or Vice-Chair cease to hold office for whatever reason.

6.8.12 The Clerk to the Board will be responsible for ensuring that the Diocesan Education Service is informed of the identity of the Chair and Vice-Chair immediately following their appointment.

6.8.13 The Clerk to the Board will also be responsible for informing the Diocesan Education Service if the Chair or Vice-Chair cease to hold office for whatever reason.

6.9 Clerk

6.9.1 The Clerk to the Local Governing Body will be appointed by the Board and the Board may also remove the Clerk to the Local Governing Body at any time.

6.9.2 Clerks must attend all meetings of the Local Governing Body and ensure that accurate records of the proceedings are kept.

6.9.3 If the Clerk is however absent from a meeting of a Local Governing Body, the Governors may appoint any one of them to act as Clerk for the purposes of that meeting.

6.9.4 Clerks are required to convene meetings of the Local Governing Body in accordance with this Handbook.

6.9.5 Clerks, with the assistance of the Governance Professional must advise the Local Governing Body on its compliance with the Articles, the funding agreement between the Academy Trust and the Secretary of State, this Handbook, the Diocesan Protocols and the law more generally.

6.9.6 Clerks must perform any other reasonable duties as determined by the Board and the Local Governing Body.

6.9.7 The Board shall determine who is responsible for the line management of the Clerk to the Local Governing Body and such line manager will ensure that an appropriate annual appraisal takes place and that a record of such appraisal is provided to the Clerk to the Board. Where a Clerk is the Clerk to more than one Local Governing Body, the Board will determine the appropriate line management arrangements.

6.9.8 Clerks must attend relevant training in order to enable them to perform their duties, and the Board will be responsible for ensuring that the Clerk has access to relevant training.

6.10 Conflicts of Interest

6.10.1 Conflicts of interest shall be dealt with in accordance with Articles 97-98A where references to Directors also includes Governors.

6.10.2 Where a conflict of interest arises, it should be disclosed to the Local Governing Body as soon as possible. Subject to Article 98A, a Governor is not permitted to attend any part of a meeting of a Local Governing Body or any working party where there is a conflict of interest.

6.10.3 If a Governor is in any doubt as to whether there is a conflict of interest, they should seek the advice of the Clerk to the Local Governing Body who should in turn seek the advice of the Governance Professional if required. In the event that there is a disagreement as to whether a conflict of interest has arisen, the Board will make the final determination and the Local Governing Body and the Governor in question will be required to follow that final determination.

6.11 Indemnity

Subject to the provisions set out in the Companies Act 2006. The indemnity set out in Article 136 shall apply equally to Governors as it does to Directors.

6.12 Notices

Notices shall be given in accordance with Articles 132-135.

6.13 Decision-Making Structure

6.13.1 In accordance with the principles of subsidiarity, and in order to ensure effective and efficient decision making in the Academy Trust, the table of roles and responsibilities at Appendix E sets out the decision-making structure for the Academy Trust and clearly articulates where decision making responsibilities lie.

6.13.2 If, in the view of the Board, one or more of the following situations arises, the Board may remove some or all of the powers and obligations delegated to the Local Governing Body:

- A Local Governing Body or one of more of the Governors has acted or allowed another to act or has omitted to act, whether knowingly or recklessly, in such a way as to prejudice the Catholic character of the Academy Trust or any of its schools;
- Standards and educational performance are low, are likely to be assessed as low and/or are likely to remain so without intervention;
- There has been a serious breakdown in management or governance which is prejudicial to standards and educational performance;
- There has been a serious breach and/or a number of breaches of the Academy Trust's policies and procedures, including its employment policies and procedures;
- The safety of pupils and/or staff is threatened;
- There are concerns about the financial management of the school; or
- Safeguarding procedures are inadequate.

6.13.3 The Local Governing Body shall work closely with and shall promptly implement any advice or recommendations made by the Board in the event that intervention is either threatened or is carried out by the Secretary of State and the Board expressly reserves the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body in such circumstances.

7. Review

This Handbook shall operate from the date of adoption. The Board has the discretion to review and amend this Handbook at any time and to alter the provisions in it with the prior written consent of the Diocesan Education Service. The Board will seek the views of the Local Governing Body on the operation of this Handbook on an annual basis.

Appendix A – Undertaking

Blessed Edward Bamber
Catholic Multi Academy Trust

Undertaking provided in accordance with Article 103 of the Articles of Association

Given on the [ ] day of [ ] 202[ ]

To: The Bishop of Lancaster Diocese

To: Lancaster Roman Catholic Diocesan Trust (the Trustees)

To: The Directors of The Blessed Edward Bamber Catholic Multi Academy Trust (the Company)

I [name of governor] undertake to the Bishop of Lancaster Diocese, the Trustees, and the Directors, that I shall uphold the Objects of the Company, namely that I will undertake my work as a Governor with a view to ensuring that the Company operates in such a way as to advance the Catholic religion in the Diocese by such means as the Bishop may think fit and proper by, but without prejudice to the generality of the foregoing, the establishing, maintaining, carrying on, managing and developing of Catholic schools in the United Kingdom conducted in accordance with the principles, and subject to the regulations and discipline of the Catholic Church.

Yours sincerely

Signature: .....

Please send to the Clerk to the Board of Directors at admin@bebcmat.co.uk

CODE OF CONDUCT FOR DIRECTORS, GOVERNORS AND LOCAL GOVERNORS

Blessed Edward Bamber Catholic Multi Academy Trust

VERSION: 5.3

ADOPTED: AUTUMN TERM 26

NEXT REVISION: AUTUMN TERM 27

Blessed Edward Bamber
Catholic Multi Academy Trust

Version Control

Date of last review	Autumn 2026
Date of next review	Autumn 2027
Review period	annual
Policy Status	Trust wide
Owner	CEO
Approver	Board of Directors Autumn 2026
Version	5.3

Previous versions

Version	Author	Date	Changes
4.1			Governor Code of Conduct separated from Scheme of Delegation.
4.2			Adopted CES policy.
4.3		Autumn 25	Chair of Board of Directors Signature section removed from pg4.
5.3		Autumn 26	No changes

This is a Trust-Wide Policy which applies to all academies within the Trust

Peter 5:2-3:

"Shepherd the flock of God that is among you, exercising oversight, not under compulsion, but willingly, as God would have you; not for shameful gain, but eagerly; not domineering over those in your charge, but being examples to the flock."

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CODE OF CONDUCT

- **This document will be uploaded to each school's website.**

- **Foundation Directors and Foundation Local Governors are also required to sign a Declaration & Undertaking, a copy of which can be found as an appendix to this Code of Conduct.**

In this document:

The term **'Governing Board'** refers to the body with legal responsibility for conducting the School on behalf of the Diocesan Trustees and includes: the governing body of a Catholic voluntary aided school, the board of directors of a Catholic academy trust company and the local governing body of a Catholic academy trust company.

The term **'Governor'** means a member of a Governing Board.

Where the term **'School(s)'** is used, it includes:

- Voluntary aided schools;
- In the case of an academy, the catholic academy trust company and all the academies within it;
- In the case of a federation, the federation and all the schools within it; and
- Catholic schools and academies more generally (as appropriate).

'Canon Law' is the code by which the Catholic Church regulates itself and in the context of this document refers to the Code of Canon Law 1983 and any Particular Law such as legislation of the Bishops' Conference, directives of the Diocesan Bishop and legislation of the School's Religious Order (if any).

THE ROLE OF THE GOVERNING BOARD

As a Governing Board, our overarching responsibility is to ensure that we comply with our legal and canonical duty to ensure that the Catholic character of the School is preserved and developed. This duty permeates everything that we do.

We understand that Foundation Governors are required, as the cornerstone of their role, to ensure this objective is achieved. However, ***all*** Governors have a duty to preserve and develop the Catholic character of the School in order to fulfil the objects set out in its governing documents.

(1) OUR THREE CORE STRATEGIC FUNCTIONS:

In accordance with our legal obligations, we will operate at a strategic level, leaving the School's senior leadership responsible and accountable for the operational running of the School. It is by achieving these aims that we can be sure that governance is effective.

Our core strategic functions are to:

1. Ensure clarity of Catholic vision, ethos and strategic direction;

2. Hold the appropriate senior leadership to account for the educational performance and Catholic character of the School and its pupils; and for the internal organisation, management and control of the School, including the performance management of its staff; and

3. Oversee the financial performance of the School and make sure its money is well spent.

We understand that the Catholic Church expects Catholic Schools to promote and uphold high standards, including academic standards, as an integral part of its educational vision for the holistic formation of children and young people.

We understand that Canon 806§2 requires that Catholic Schools are at least as academically distinguished as other schools in the area and that Governors should be mindful of this requirement in all that they do.

(2) ADHERENCE TO THE NOLAN PRINCIPLES, CATHOLIC SOCIAL TEACHING & THE CODE OF CANON LAW

In carrying out our functions we will adhere to the Seven Nolan Principles of Public Life:

- **Selflessness** – acting solely in terms of the public interest and not in order to gain financial or other material benefits for ourselves, our family or our friends.
- **Integrity** – taking all steps to not place ourselves under any financial or other obligation to outside individuals or organisations that might seek to influence us in the performance of our official duties.
- **Objectivity** – in carrying out public business, being impartial and making choices fairly and on merit.
- **Accountability** – acknowledging that we are accountable for our decisions and actions to the public and submitting ourselves to whatever scrutiny is appropriate to our office.
- **Openness** – being as open and transparent as possible about all the decisions and actions that we take and giving reasons for our decisions and restricting information only when the wider public interest clearly demands.
- **Honesty** – being truthful in everything we do and declaring any private interests relating to our public duties, and taking steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – at all times promoting and supporting these principles by our leadership and example.

Furthermore, we will abide at all times by the Church's social teaching, which is a rich treasury of wisdom about building a just society, and ensure that our School is imbued with the key themes that are at the heart of Catholic social tradition, namely:

- **Dignity**
- **Solidarity**
- **The common good**
- **The option for the poor**
- **Peace**
- **Care for creation**
- **The dignity of work and participation**

(3) WE AGREE TO OUR COLLECTIVE RESPONSIBILITIES AS FOLLOWS:

Role & Responsibilities

1. We will preserve and develop the Catholic character of the School and this responsibility will imbue all of our actions within, and through all aspects of, the School and the local community;
2. We will ensure that the School is conducted in accordance with its trust deed, which includes the provisions of:
   - **Canon law;**
   - **The Religious Education Directory and Bishops' statements on religious education; and**
   - **Any directives issued by the Diocesan Bishop;**
3. We will conduct the School in accordance with its Articles of Association and Scheme of Delegation;
4. We will support and implement the policies and procedures of the diocese (and religious order, if any), including the Diocesan Bishop's policies on education (including but not limited to religious education and any admissions guidance issued by the diocese) and the expectations of the Diocesan Bishops issued collectively, specifically the Bishops' Memorandum on the Appointment of Staff in Catholic Schools;
5. We will respond to the needs of the Catholic community as a whole as represented by the Diocesan Bishop, complying in all respects with diocesan requirements;
6. We will protect, promote and serve the diocese and religious order (if any) in the ministry of our role faithfully and in particular in compliance with Diocesan Protocols for a committed working relationship;
7. We will consider not only the interests of the School, but the interests of other Catholic Schools and of Catholic education throughout the diocese;
8. We will undertake to discharge our duties with due care and diligence;
9. We will consider carefully how our decisions may affect the community and other schools;
10. We will attend relevant training including diocesan training, induction training and continuing professional development training, as required by the diocese or religious order (if any);
11. We understand the purpose of the Governing Board and our role and the role of senior leadership;
12. We accept that we have no legal authority to act individually, except when the Governing Board has given us delegated authority to do so, and therefore we will only speak on behalf of the Governing Board when we have been specifically authorised to do so;
13. We accept collective responsibility for all decisions made by the Governing Board or its delegated agents. This means that we will not speak against majority decisions outside of Governing Board meetings;
14. We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer which includes the promotion of staff wellbeing, we will strive to be an employer of choice;
15. In making or responding to criticism or complaints affecting the School, we will follow the procedures established by the Governing Board;
16. We will actively support and challenge the senior leadership;

17. We will uphold the reputation of the School, diocese, religious order (if any) and Catholic education as a whole at all times and to that end carefully consider and monitor our personal use of social media;
18. If we have been appointed as a Foundation Governor, we recognise and accept our responsibilities and we have signed the Declaration & Undertaking, a copy of which is attached as an appendix to this Code of Conduct. We have returned the signed copy to the clerk.

Commitment

1. We acknowledge that accepting office involves the commitment of significant amounts of time and energy;
2. We will each involve ourselves actively in the work of the Governing Board and accept our fair share of responsibilities, including service on committees or working groups;
3. We will arrive at meetings well prepared including reading all papers in advance;
4. We will make full efforts to attend all meetings and make positive contributions thereat, and where we cannot attend any meeting, we will explain in advance why we are unable to;
5. We will get to know the School well, and where appropriate to our appointment, we will positively respond to opportunities to involve ourselves in School activities;
6. Where appropriate to our role, we will visit the School, with all visits to the School arranged in advance with the staff and undertaken within the framework established by the Governing Board;
7. We will evaluate our effectiveness as a Governing Board by way of completing a skills audit and a self evaluation form on an annual basis, we will also ensure that our effectiveness is regularly externally reviewed;
8. We will consider seriously our individual and collective needs for continuous training and development as required by the diocesan education service and religious order (if any), and will undertake that relevant training and any mandatory training as may be required by law;
9. We accept that in the interests of transparency, our full names, date of appointment, terms of office, roles, attendance records, relevant business and pecuniary interests, category of Governor (where appropriate) and the body responsible for appointing us, will be published on the School's website and anywhere else as required by law.

Relationships

1. In all our relationships we shall exercise stewardship and draw on the teachings and example of Jesus Christ in that:

All relationships will be built on the core values of the Gospel based on the Beatitudes summarised as:

- Faithfulness and integrity;
- Dignity and compassion; humility and gentleness;
- Truth and justice;
- Forgiveness and mercy;
- Purity and holiness;
- Tolerance and peace;
- And service and sacrifice.

2. We will comply with Diocesan Protocols for a committed working relationship;
3. We will ensure that we continually communicate with and, where appropriate, seek support and guidance from the diocesan education service and any education officer appointed by the religious order (if any);
4. We will strive to work as a team in which constructive working relationships are actively promoted;
5. We will express views openly, courteously and respectfully in all our communications;

6. We will support the chair in ensuring appropriate conduct both at meetings and at all times;
7. We will be prepared to answer queries from others in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved;
8. We will seek to develop effective working relationships with the diocese, religious order (if any), parish, the senior leadership, staff and parents, pupils, the local authority, other relevant agencies, and the local community.
9. We will follow the Equality Act 2010 and be fair and equitable in all that we do.

Confidentiality

1. We will observe confidentiality in all circumstances, in particular in relation to matters concerning specific members of staff or pupils, both inside and outside the School, unless there is a lawful requirement for disclosure;
2. We will exercise the greatest prudence at all times when discussions regarding the business of the School arise outside of Governing Board meetings;
3. We will exercise care and skill when communicating through social media;
4. We will not reveal the details of any Governing Board vote.

Conflicts of interest

1. We will always act in the best interests of the charitable objects set out in the governing documents of the School.
2. We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the Governing Board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting, we will offer to leave the meeting for the appropriate length of time. We accept that the Register of Business Interests will be published on the School's website.
3. We will also declare any conflict of loyalty at the start of any meeting should the situation arise.

(4) BREACH OF THIS CODE

1. If we believe this code has been breached, we will promptly raise this issue with the Chair, consult with the diocese or religious order (if any) and determine the investigatory process (if any); the Governing Board will only use suspension and/or removal (which is at the absolute discretion of the Ordinary or religious superior for foundation appointments) as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
2. If we believe it is the Chair that has breached this Code, the Vice Chair, will investigate unless the Vice Chair is connected in which case another member of the Governing Board will be appointed to investigate.

Signed……

Dated……

Acceptance of this Code is confirmed by signature annually by every Director / Governor / Local Governor (at the beginning of each academic year), but Directors / Governors / Local Governors are not released from their duties under the Code by any failure to so sign.

Signed copies of this Code from each Director / Governor / Local Governor should be retained by the Clerk.

E signatures are acceptable.

Foundation Directors and Local Governors are also reminded of the Declaration & Undertaking to be signed upon appointment and annually thereafter, which can be found as an appendix to this Code of Conduct.

A signed copy of the Declaration & Undertaking shall be provided to the clerk by Foundation Directors and Local Governors along with their signed copy of the Code.

Appendix - Foundation Director / Local Governor Declaration & Undertaking †

Foundation Directors/Governors/Local Governors are responsible for preserving and developing the Catholic character of the school/college/academy/academy trust company that they serve and for representing the educational policies of the Diocesan Bishop. By completing this Nomination Form you are agreeing to faithfully represent the Diocesan Bishop's educational policies as communicated by his/her representatives.

I, [INSERT FULL NAME]

*am a practising Catholic (and I have read and understood the guidance provided by the Diocese of Lancaster in this regard. If I have questions in relation to the guidance I have asked them and have received answers).

*am a Catholic Cleric in the Diocese of Lancaster/a member of Religious Order

(*delete as applicable)

I wish to offer to serve the Diocese of Lancaster in the ministry of Foundation Director/Local Governor. I have read and understood the criteria for appointment set here and, to the best of my knowledge am eligible for appointment. I confirm that I will inform the Diocese in the event that I am no longer eligible for appointment.

In offering to serve as a Foundation Director/Local Governor in the Diocese of Lancaster, I undertake that I will serve the Bishop of Lancaster faithfully in this ministry. If appointed, I declare that I will be able and willing to give priority to my duties as a Director/Local Governor and will undertake to discharge those duties with due care and diligence. References to Diocese in these statements in relation to Religious Order schools relate to the Diocese in which the relevant school is situated.

I undertake:

- To preserve and develop the Catholic character of the school/college/academy or academy trust company to which I am appointed;
- To ensure that the school/college/academy or academy trust company is conducted in accordance with its trust deed, which includes the provisions of:
    - Canon law;
    - The Curriculum Directory and Bishops' statements on religious education; and
    - Any Diocesan directives relating to schools/academies/academy trust companies;
- To conduct the school/academy/academy trust company in accordance with its Instrument (and Articles) of Government or Articles of Association and in particular its ethos statement;
- To become familiar with, to support and implement the policies and procedures of the Diocese of Lancaster including the Bishop's policies on education, including religious education, and the directives issued by the Bishops collectively, specifically the Bishops' Memorandum on the Appointment of Staff in Catholic Schools and the Admissions Guidance, and to represent those policies and directives to the Board of Directors/Governing Body/Local Governing Body;
- To consider not only the interests of the individual school/college/academy/academy trust company, but the interests of other Catholic schools/colleges/academies/academy trust companies and of Catholic education throughout the Diocese;
- To respond to the needs of the Catholic community as a whole as represented by the Bishop of Lancaster;
- To attend relevant training including Foundation Director/Governor induction training, as soon as possible; and

- In all actions, to serve as a witness to the Catholic faith.

I declare that I am not disqualified by law from appointment as a Director/Governor. I confirm that I agree to Disclosure and Barring Service checks being made on me or any subsequent checks that may be required by law or good practice. I understand that any refusal to do so will result in the termination of any appointment.

I consent to the information given on this form and other information collected with it being held and processed by the Diocese of Lancaster, including the sharing of data with third parties where required, in accordance with the Diocesan privacy policy which can be found on the Diocesan website. I confirm that I have read the privacy policy issued by the Diocese of Lancaster, which sets out how my personal information will be collected, shared and used.

I undertake that I shall tender my resignation as a Foundation Director/Local Governor if my circumstances change so as to contravene the Diocesan eligibility criteria or expectations at any time during my time in office or if, in the opinion of the Ordinary, my resignation would be in the best interests of Catholic education.

I understand and accept that the appointment and removal of Foundation Directors/Governors/Local Governors is at the absolute discretion of the Ordinary and that, because of the nature of the decision-making process, the Ordinary will not normally be able to engage in any discussion or correspondence with me and/or any third party where my nomination does not result in my appointment.

Signed……

Dated……

† This is a copy of the standard Declaration / Undertaking that was required from foundation directors / governors / local governors on appointment, as set out in the Nomination Form.

This Declaration should be signed by every foundation director / governor / local governor annually and copies retained by the Clerk. E-Signatures are acceptable.

Appendix C – Skills Audit

For maintained school and federation governors, trustees of single academy trusts and academy committees

Effective governance requires a board with a range of knowledge, skills, perspectives and backgrounds. The NGA skills audit is a way of assessing the overall breadth and depth of the board's skills and knowledge; no individual will have all the necessary skills and competencies.

How to complete this audit

1. Enter your scores (1 to 4) and make comments where prompted, using the scoring guidance to access helpful resources.

Log in to the NGA website to access member-only resources. Speak to your governance professional or contact us if you would like to discuss membership or need help logging in.

2. Reflect on your responses – identify any areas where you need to prioritise further development.
3. Your board's scores should then be collated and evaluated using the NGA skills dashboard – we recommend that this is carried out by your governance professional, together with the chair or designated member of the board.

Visit the NGA website for further guidance.

About NGA membership

NGA membership provides access to a wealth of governance resources and tools. Whether it's advice and guidance, networking or keeping up to date on education news and policy, we can help you face new challenges as they arise.

Find out more

NGA skills audit

	Statement	Scoring guidance	Enter a score (1 to 4)
	Understanding the mission of a Catholic school and Catholic education in general	**1 is low knowledge, 4 is high knowledge**	
	Understanding of catechesis and religious education	**1 is low knowledge, 4 is high knowledge**	
	Understanding of the liturgical and sacramental life of the school	**1 is low knowledge, 4 is high knowledge**	
	Understanding of Catholic Church's involvement in the provision of schools in England and Wales	**1 is low knowledge, 4 is high knowledge**	
	Ecclesiology: understanding the role of the Bishop and the Trustees and the Governing Board's relationship with them	**1 is low knowledge, 4 is high knowledge**	
	Ability to evaluate the Catholic life	**1 is low knowledge, 4 is high knowledge**	

	Statement	Scoring guidance	Enter a score (1 to 4)
1	I have governing experience in a school or in a different sector	**4**: you have significant (more than 4 years') experience of governance on a school or academy trust board. **3**: you have up to 4 years' experience governing within the schools sector or more than 4 years' experience governing in a different sector (such as director of a charity or limited company). **2**: you have limited governing experience outside the school sector. **1**: you have no prior governing experience.	
2	I am/have been the chair of a board or committee	**4**: you have more than 4 years' experience of chairing governing boards and or committees in schools or academy trusts. **2 or 3** (depending on your level of experience): you have some chairing experience, including being a vice-chair or acting as chair for meetings. This may include chairing experience outside the schools sector. **1**: you have no chairing experience.	
3	I have experience and expertise in developing a strategy	Developing a medium to long-term strategy for any organisation requires: risk management; identification of key performance indicators and deciding how they will be monitored; and consideration of stakeholder views. **4**: you have experience of strategy development in a school (such as leading a governing board strategy development day). **3**: you have equivalent strategy development experience outside the schools sector. **2**: your experience is less extensive. **1**: you have no experience of developing a strategy.	

4	I know what the school's strategic priorities are	**4**: you know what your school's strategic priorities are, what they mean for pupils and other stakeholders, and can confidently discuss these priorities with others. **2 or 3**: you are aware of your school's strategic priorities but don't feel confident discussing them. **1**: you don't know what your strategic priorities are – perhaps you have recently joined the board or haven't been involved in developing the strategy.	
5	I can identify key risks and evaluate their potential impact	**4**: you have experience of evaluating and managing risk in a governance role – you have contributed to discussions about the school's risk register, potential impact and mitigation. **2 or 3**: you have some understanding of how risk management works in practice. NGA members may wish to read our risk management guidance to help achieve a score of 2 as a minimum. **1**: you have no experience of risk management and do not feel able to contribute.	
6	I am aware of how the school is funded and what the funding is spent on	*School funding is largely based on pupil numbers and includes grants such as the pupil premium*. **4**: you have a good understanding of how funding is allocated under different budget headings and how spending impacts on pupil outcomes. **2 or 3**: you have some awareness of your school's funding and allocation but do not feel confident providing examples of how spending impacts on pupil outcomes. **1**: you are not aware of what the key information is.	
7	I can interpret budget monitoring reports and ask relevant questions	*Governing boards (finance/resources committees in particular) should receive budget monitoring reports from their headteacher and or school business professional.* **4**: you can confidently use these reports to ask relevant questions which help provide assurance that the budget is being managed effectively. Your questions focus on changes to planned spending and the explanations for such changes. **2 or 3:** you have evaluated financial data in a school or another organisation; your experience informs your contribution to relevant discussions. **1**: you have no experience of using financial data and so do not feel able to contribute to relevant discussions.	

8	I understand how the school's curriculum meets the needs of all pupils	*You can find out about the principles upon which your curriculum is based on your school's website*. **4**: you have read and understood the curriculum principles and feel confident discussing this with colleagues. **2 or 3**: you have read the curriculum principles but do not yet feel confident discussing this. **1**: you are not aware of what the curriculum principles are. NGA members can use our guide to curriculum effectiveness to explore this topic.	
9	I understand how my governing board engages with stakeholders – pupils, parents, staff and the wider community – and how this informs decisions	**4**: you have been involved in your board's stakeholder engagement activity, which may include: evaluating parent survey responses, attending pupil forums, or meeting with staff and outside organisations (such as the local authority). **3**: you have experience of stakeholder engagement on another governing board. **2**: you have experience of stakeholder engagement outside the schools sector. **1**: you have no experience of stakeholder engagement.	
10	I feel confident being part of the panel that conducts the headteacher's appraisal	**4**: you have been a member of the panel that conducts the headteacher's annual appraisal. **2 or 3**: you have conducted an appraisal outside the schools sector. **1**: you have not been part of an appraisal process.	
11	I know how to build the knowledge I need to be effective in my governance role	**4**: you have completed an induction to the board and engage in ongoing development. **2 or 3**: you have identified knowledge or skills gaps but have not yet engaged in or planned relevant development activity. **1**: you have not yet identified knowledge or skills gaps and have not engaged in relevant development activity.	
12	I can build positive, collaborative relationships with members of my board	A score of **4** means that you: • are willing to share the workload • welcome a range of experiences and perspectives • feel comfortable offering up constructive challenge • can reach a reasonable consensus • seek to resolve issues that may lead to conflict **2 or 3**: you have identified areas you would like to work on. **1**: you have not built collaborative relationships and are unsure how to achieve this.	

13	I understand the strategic nature of the board's role and what governing boards and school leaders should expect from each other	NGA guidance on what governing boards and school leaders should expect from each other should be understood and applied to your own context. 4: you have read and understood the guidance. 2 or 3: you have read the guidance but require further clarity. 1: you have not read or understood the guidance.	
14	I know what the governing board's core functions are	Section one of the DfE governance guide explains the core functions and describes the features of effective governance. If you have read and understood this section, provide a score of **4** for this statement.	
15	I understand how the board delegates its work	*Governing boards often delegate their work to committees, working groups, individuals (link governors), and panels*. **4**: you have good awareness of how the governing board delegates its work, for example, the specific responsibilities of any committees and their terms of reference. **2 or 3**: you have some understanding – for example, you know what committees the board has appointed but not what each one is responsible for. **1**: you are unaware of how your board delegates its work.	
16	I feel confident serving on a panel	*Governors are sometimes required to be part of a panel which is needed to decide employment issues and other matters*. **4**: you have been a member of a panel where you reviewed evidence and reached an objective decision. **2 or 3**: you understand how and why panels are formed and, with some support, you would feel confident being part of a panel. **1**: you do not feel confident being part of a panel.	
17	I am aware of the board's legal and compliance responsibilities	*Your induction to the board (including any induction training course you attend) should provide a broad understanding of the board's legal and compliance responsibilities in areas such as safeguarding*. You may also wish to consult chapter two of NGA's Welcome to Governance for an overview of your responsibilities. **4**: you have gained awareness of your board's legal and compliance responsibilities from your induction, experience of governing, attending meetings, carrying out the business of the board and undertaking further development. **2 or 3**: you have some awareness. **1**: you have no awareness.	

18	I feel able to speak up if I am concerned about non-compliance and unethical behaviour	**4**: based on your experience of governance, you are able to recognise something that is not – or does not appear to be – right and raise it as an issue in an appropriate way, however challenging it may be. **2 or 3**: you do not feel confident in recognising and or challenging appropriately. **1**: you would like more support or guidance in this area. You may wish to consult The Framework for Ethical Leadership in Education.	
19	I recognise when independent, expert advice may be required	*Effective governing boards recognise the importance of seeking independent, expert advice and are prepared to call for advice before making a decision. This includes the advice of their governance professional (clerk to the board) and, where necessary, legal, financial, or human resource advice.* **4**: you feel confident requesting that expert advice is sought where necessary. **2 or 3**: you have a lower level of confidence. **1**: you are unable to recognise situations where expert advice is necessary.	
20	I know, and can identify with, the community served by the school	*Developing knowledge and understanding of your community means you are better placed to understand the impact of your strategy and decisions.* **4**: you have knowledge and understanding of the community served by the school and its characteristics. This may be informed by a range of experiences such as volunteering, talking to people, and or living and working in the community. **2 or 3**: your experience and understanding could be extended. **1**: you have limited or no experience of the community served by the school.	
21	I understand the legal responsibilities of governing boards in relation to equalities	Governing boards have a legal duty under The Equality Act to protect pupils and staff against discrimination, harassment and or victimisation. **4**: you have read and understood Department for Education guidance on The Equality Act (and/or Equality and diversity guidance for NGA members). **2 or 3**: you have some understanding of the responsibilities that schools have under The Act but require further clarity. **1**: you have not yet built an understanding of The Act as it applies to schools.	

22	I have influenced an organisation's culture of equality and diversity (through communication, appropriate challenge, awareness raising or developing policy and practice)	*Culture – the way things get done – is what makes a school or trust unique and influences behaviour and practices. The policies that governing boards adopt reflect the culture in their school.* **4:** you have had a direct influence on creating an inclusive culture within or outside a school. For example, by being part of a working group to create family friendly working practices or a more accessible work environment. **2 or 3**: you have not had a direct influence but recognise how this is achieved. **1**: you are developing an understanding of how an inclusive culture is achieved.	
23	I have knowledge, experience or training that will help me to promote diversity and inclusion	*An example is training on unconscious bias (beliefs and views about other people that might not be right or reasonable).* **4**: you have experience and or training and so are confident making a tangible contribution to discussions and actions that promote diversity and inclusion. **2 or 3**: you have some knowledge or experience but do not feel confident about making a tangible contribution. **1**: you have limited knowledge or experience and are unable to make a tangible contribution.	
24	I can confidently challenge behaviour, attitudes and practices which are detrimental to creating an inclusive culture	**4**: you are able and prepared to challenge attitudes, assumptions and or language that, whether intentional or not, could result in individuals or groups being disadvantaged or treated less favourably than others. **2 or 3**: you are prepared to challenge but could benefit from development, support or guidance. **1**: you require development, support or guidance in this area.	
25	I can interpret relevant data and insight to identify issues and ask questions relating to equality and inclusion	*Examples include data on pupil attendance and exclusions, recruitment, and outcomes of different groups.* **4**: you are fully confident using data to identify issues and ask questions. **2 or 3**: you have some experience using data and asking relevant questions. **1**: you have no experience using data for this purpose and require support.	

26	Is there any training or support you would like to increase your contribution to promoting equality and diversity in your school?	This could include: • mentoring and coaching • specific training (such as unconscious bias training) • reading • general awareness raising • a whole board approach (such as a diversity and inclusion workshop)	*INSERT COMMENTS HERE*
27	What do you need to do over the next 12 months to increase your governance knowledge and skills?		*INSERT COMMENTS HERE*
28	What specific skills or experience do you have that could be utilised by the board?		*INSERT COMMENTS HERE*

NGA is the national membership association for governors, trustees and governance professionals in England's state schools and trusts.

We empower those in school and trust governance with valuable resources, expert support and e-learning. Together, we're raising standards and shaping stronger governance to ensure every pupil can thrive today – and tomorrow.

nga.org.uk

Appendix D – Useful Resources

The following resources should be made available to all Governors (links are provided below where that is possible):

- The Diocesan Protocols
- Diocesan Directives
- Diocesan Trust Deed
- The Occupation of premises Document
- Church Scheme Rules for the Risk Protection Arrangement (https://www.gov.uk/guidance/make-a-claim-through-the-risk-protection-arrangement-rpa)
- The Academy Trust's Articles of Association
- Guidance on the Role of Members in Catholic Academy Trusts (https://www.catholiceducation.org.uk/resources/the-role-of-members)
- The Academy Trust Handbook (https://www.gov.uk/government/publications/academy-trust-handbook/academy-trust-handbook-2025-effective-from-1-september-2025)
- The Academy Trust's funding agreement
- The supplemental funding agreement
- The Bishops' Memorandum on the Appointment of Staff in Catholic Schools (https://www.catholiceducation.org.uk/resources/bishops-memorandum-1)
- CES model employment contracts and policies (https://www.catholiceducation.org.uk/guidance/employment)
- CES guidance on recruitment of staff for governing boards (https://www.catholiceducation.org.uk/resources/recruitment)
- Diocesan Guidance on admissions, including model admission arrangements
- CES resources on Relationships and Sex Education (https://www.catholiceducation.org.uk/resources/relationship-and-sex-education)
- CES model governance documents (https://www.catholiceducation.org.uk/guidance)
- DfE Academy Trust Governance Guide (https://www.gov.uk/guidance/-governance-in-academy-trusts)
- Flourishing together. A collective vision for the education system (CST, CES, National Society for Education) (https://www.catholiceducation.org.uk/news/church-vision-for-trusts-within-the-education-system)

- Called to flourish in faith and hope (CES) (https://www.catholiceducation.org.uk/news/church-vision-for-trusts-within-the-education-system)

If Governors are unable to locate any of the above documents, they should seek the advice of the Clerk to the Board.

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 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 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;
- The inspection of religious life of schools and RE (denominational inspections);

[2] 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).

[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.

- 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 Governing Bodies, 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 working parties as follows:
    - Admissions.
- Will include appointed Governors with specific responsibility for the following areas:
    - Safeguarding
    - Pupil Premium and Disadvantaged Children
    - Catholic Life
    - SEND
    - Careers (secondary education).

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 Governing Body 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 Governing Bodies are in any doubt as to whether a specific decision has been delegated to them, they should seek advice from the Governance Professional. The table is not intended to be exhaustive, and a Local Governing Body 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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
ANNUAL GENERAL MEETINGS					
Chair Annual General Meeting (AGM)	Attend AGM by invitation	Call AGM and attend	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			

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
Consent to any change in name of School(s)	Awareness of proposal once consent requested	Request permission to change name(s)			
DIRECTORS AND GOVERNORS					
		Approve 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	Provide feedback on performance of Governors as requested (obtain	Ensure accurate records are kept	Provide feedback on performance of Governors as requested

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
		(including access to relevant training) Report skills gaps and vacancies to Diocese	information from Clerks as required)	Manage the work of the Clerk to the LGB (including access to relevant training) Report skills gaps and vacancies to Clerk to the Board	
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	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	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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
		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 the Diocese as required Ensure that there is effective communication between all levels of governance	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	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

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
			Directors' strategic governance		
Provide Canonical oversight via his officers Appoint replacement Directors and Governors Involvement of Diocese in appointment of senior leaders		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 *Formatio* Develop succession plan for schools in conjunction with LGBs and Headteachers	Advise Directors on succession plan for leadership of the Academy Trust and take action as required by the Directors	Review succession plan for school leadership (if requested by Directors) Work with the Directors and the Diocese to develop a succession plan for the LGB Work in a proactive and collaborative way with the Directors	Advise LGB on succession plan for school and feed back to CEO as requested
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 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

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
			Provide feedback on Clerks where requested		
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 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	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 with other Academy Trusts	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 Check all relevant information is published on the school's website (including all appropriate policies)	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 Ensure all relevant information is published on the school's website

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
		information to Diocesan Officers as requested			
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
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	Comply with denominational inspections, canonical inspections, reviews and visitations of the Bishop	Comply with denominational inspections, additional canonical inspections, reviews and visitations of the Bishop Comply with any other education inspections

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
			schools and/or the Academy Trust as appropriate	Comply with any other education inspections Ensure that all actions arising from inspection outcomes are carried out in the school	Implement all actions arising from inspection outcomes in the school
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
LEADERSHIP PERFORMANCE AND STRATEGIC DEVELOMENT					

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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 Academy Trust against 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	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	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

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
		Academy Trust development plan Conduct CEO annual appraisal, with input from Diocese including review of CEO wellbeing	including review of Headteacher wellbeing Conduct or review central team appraisals (as appropriate) including review of central team wellbeing	Voice and monitor the same Support the Headteacher to 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	education 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

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
				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 LGBs Generally, support and challenge the Headteacher Provide input into Headteacher annual appraisal, including	members of the wider local community, including building relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils

GOVERNANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher(s)**
				review of Headteacher wellbeing	

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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	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	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

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Form a finance and audit committee	information and documentation as required		
		Appoint an Accounting Officer Appoint a chief financial officer to lead on finance Form a finance committee (if not combined with audit)	Act as the Accounting Officer	Oversee compliance with Academy Trust's finance policies and procedures	Ensure compliance with Academy Trust 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	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	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	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

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Budget plan on a rolling basis Consider monthly budget monitoring reports and take action as 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	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 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	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 Review Headteacher expenditure requests in line with relevant policies	and summary reports for the Board Ensure proper financial controls are in place at the school Provide information to the CEO on the effectiveness of central services, as may be necessary

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Receive a report on the effectiveness of central services from the CEO and take action as appropriate Set expenditure levels	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 Ensure appropriate bank accounts are in place with signatories		
FINANCE POLICIES					
		Adopt and review all financial policies as required by the Academy	Prepare all financial policies as required by the Academy Trust	Ensure that a register of business and pecuniary	Work with the LGB to ensure that the register of business

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		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	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	interests for the school is in place Oversee the implementation of all financial policies at school level as required by the CEO	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		Approve pay policy Approve expenses policy	Support the Directors to make pay decisions	Provide information to the CEO to inform decisions relating to Headteacher pay as requested	Implement pay policy Implement staff expenses policy

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
Require compliance with the Bishops' Memorandum		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	Oversee pay decisions being made at school level Recommend pay levels as appropriate Approve Headteacher's expenses claims	Implement pay policy at school level in accordance with pay policy as appropriate	Monitor staff expenses
FREE SCHOOL MEALS					
		Have an awareness of the numbers of pupils in receipt of free school meals	Monitor the provision of free school meals across the Academy Trust	Monitor the provision of free school meals at the school	Ensure provision of free school meals to those meeting the criteria

FINANCE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
					Encourage eligible parents to apply for free school meals

CONTRACTS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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 CFO any services that the school requires to be procured Implement competitive tendering policy and procurement strategy at school level as required

CONTRACTS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
Provide canonical oversight via his officers		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 insofar as permitted by the Academy Trust Handbook Consider the use of suppliers on the Churchmarketplace framework	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 by the Academy Trust Handbook	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
FINANCIAL AUTHORITIES					
		Set the delegated levels of authority for contracts Approve contracts where required in accordance with the agreed limits on delegation	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

CONTRACTS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Approve contracts which constitute related party transactions			
		Set up and approve a Directors' expenses policy Be aware of which individuals are authorised to operate the bank accounts of the Academy Trust and the schools	Make payments within agreed financial limits Ensure Directors have information about control of bank accounts	Approve the making of payments within agreed financial limits ensuring that consent is obtained where required	Make payments within agreed financial limits Act as a signatory of any school specific bank account in accordance with the Academy Trust's financial regulations

STANDARDS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (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 Provide oversight of the target setting for pupil achievement and progress	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**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
			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 of inspection outcomes	Receive reports in the AGM	Receive notifications of inspections Be available to speak to inspectors as required Ensure that plans are in place to ensure Headteacher and	Liaise with Ofsted as required by Directors Prepare for inspections and manage the process Support LGBs and Headteachers where there is an inspection	Prepare for inspection Support the Headteacher and ensure wellbeing Report any concerns relating to inspection to the CEO Be available to speak to inspectors as required	Prepare and brief staff ready for inspection Ensure staff wellbeing during the inspection process Report any concerns relating to inspection to the CEO

STANDARDS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		staff wellbeing are taken into account before, during and after inspections Support the CEO in raising concerns or complaints relating to inspections	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	Support the Headteacher to ensure staff wellbeing	

CURRICULUM					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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	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 and the Academy Trust	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 Ensure that RE is delivered in accordance with the	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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Monitor the quality assurance of teaching and learning, the curriculum, inclusion 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	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	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 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)	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 and ensure teaching

CURRICULUM					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		tenets and norms of the Catholic Church (or 5% for KS5)			staff are effectively appraised

SPECIAL EDUCATIONAL NEEDS & DISABILITIES					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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	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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
			local SEND offer gaps 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					
		Approve a SEND policy statement Audit the effectiveness of the policy and instruct the CEO to address any issues	Prepare the SEND policy statement for adoption by the Board Provide oversight of the implementation of the SEND policy and monitor effectiveness	Provide oversight of the implementation of the SEND policy within the school and ensure compliance with the relevant legal requirements	Prepare and implement the SEND policy for the school and monitor effectiveness

SAFEGUARDING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (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	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	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 Ensure effective line management for DSLs

SAFEGUARDING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Ensure that safeguarding is a standing item for every Board meeting Provide information to the Diocese as requested in order to comply with the Diocesan Protocols	Directors attend required safeguarding training Carry out a safeguarding audit and report the outcomes to the Directors for action, as appropriate		
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

SAFEGUARDING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
SAFER RECRUITMENT					
		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					
		Adopt a safeguarding and child protection policy Adopt a policy regarding school trips	Make arrangements for safeguarding audits to be conducted by independent personnel Prepare a safeguarding and child protection policy for adoption by the Board	Oversee implementation of the safeguarding and child protection policy Ensure safeguarding in the school is effective	Prepare and implement the safeguarding and child protection policy

SAFEGUARDING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
			Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed		
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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
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 statement 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 statement 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 Prepare and Implement the suspensions and exclusions policy for the school providing feedback when required
BEHAVIOUR POLICY					
		Adopt Trust behaviour principles that reflect the Catholic character, ethos and values of the Academy Trust	Prepare the Trust behaviour principles for adoption by the Board	Ensure compliance with the behaviour policy	Prepare and implement the behaviour policy for the school providing feedback when required

ADMISSIONS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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 advise from the CEO, share any report with the Diocese to assist the Bishop in his responsibilities relating to place planning Obtain Diocesan approval to expand or reduce school places	Advise 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

ADMISSIONS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
ADMISSION ARRANGEMENTS					
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		Ensure compliance with the Diocesan 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 (if decisions relating to admissions are to be delegated) Review and determine all school admission arrangements before they are published by	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 Provide advice and guidance to Directors regarding the requirements of the School Admissions and Appeals Codes	Form an admissions committee Undertake consultation and publish admission arrangements as required in accordance with the Academy Trust admissions policy (if there is one) Make arrangements for determining admission arrangements (if delegated) Make arrangements for determining admission applications (if delegated)	Prepare the admissions policy which includes model arrangements which sets out the way in which decisions relating to admissions will be delegated Produce admission arrangements for adoption by the LGB and ensure that they comply with all Diocesan requirements (if not delegated) Provide advice and guidance to the LGB as to requirements under the School Admissions and Appeals Codes

ADMISSIONS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		the LGB (if not delegated) Make arrangements for determining admission applications (if not delegated) Make arrangements for hearing admission appeals (if not delegated) Appoint admission appeals panels (if not delegated)		Make arrangements for hearing admission appeals (if delegated) 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 (if delegated) Ensure compliance with the School Admissions Code and the School Admission Appeals Code Delegate admission decisions relating to the fair access panel to the Headteacher (in Blackpool to the CEO)	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 Ensure effective arrangements are in place for pupil recruitment

OTHER PUPIL RELATED MATTERS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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 *must* 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 Review the level of complaints across the school and report to the LGB outlining the changes initiated as necessary to address any issues

OTHER PUPIL RELATED MATTERS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
DATA, ATTENDANCE, TERM TIMES, PPG, UNIFORM					
		Review data provided by the CEO relating to pupil premium and sports premium and take action to address any issues, as appropriate 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	Monitor the levels of attendance in the 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	Set the times of school sessions and the dates of school terms and holidays in conjunction with the Headteacher and CEO 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	Comply with times of school sessions and the dates of school terms and holidays as set by the LGB 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

OTHER PUPIL RELATED MATTERS					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
				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 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	appropriate, which should reflect support for the school's Catholic character Ensure effective deployment of the pupil premium and monitor its impact, 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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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 by the Bishops' Memorandum	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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		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 Approve any senior leadership and high-	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 across the Academy Trust and report any issues to the Directors	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 Ensure that the school is fully staffed	Determine staffing requirements within the school and budget Liaise with the CEO or CFO in accordance with the budgeting criteria set for the school

STAFFING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		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	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	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 Prepare a pay policy for adoption by the Directors Review the terms and conditions of		Make recommendations in relation to pay Maintain an awareness of the staff body and their concerns / issues and consider how these might be addressed

STAFFING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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	employment and advise the Directors where there is a possibility of employment claims and/or unrest in the workforce		
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
SUSPENSION AND DISMISSAL					

STAFFING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
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	Assist the Directors as required Approve any settlement agreements and ensure that the requirements of the Academy Trust Handbook are adhered to	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
POLICIES AND CONTRACTS					
Require compliance with the Bishops' Memorandum Provide canonical oversight via his officers		Ensure the adoption of CES employment documents including the model contracts of employment and workplace policies, in observance of the Bishops' Memorandum	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 the whistleblowing procedure	Implement Academy Trust's HR policies and procedures Implement the whistleblowing procedure

STAFFING					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
Require compliance with the Diocesan Protocols		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 Ensure compliance with policies and procedures and employment law more generally and seek advice as required	Implement the whistleblowing procedure		

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader(CEO)**	**Local Governing Body (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 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	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 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	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 Oversee communication with pupils, parents or carers, staff, parish priests, the Diocese and the wider community	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 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,

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader(CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		ICT strategy including in relation to matters of cyber security	Ensure appropriate cyber security measures are in place across the Academy Trust Support individual schools on the effective safe storage of data 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		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 Maintain accurate and secure staff records Ensure compliance with all data protection legislation and good practice
DATA PROTECTION POLICIES					

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader(CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information	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

HEALTH & SAFETY					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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	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 Monitor the accident book Ensure that site inspections to review any health and safety issues and the security of premises and equipment are carried out (using	Adapt and adopt the health and safety policy Operate 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 Draw up, agree and monitor an

HEALTH & SAFETY					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
			Prepare an Academy Trust asset management plan Ensure all statutory testing and maintenance requirements are complied with e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety etc	external advisers as required)	accessibility plan for the school in consultation with the LGB reporting any issues to the central team

RISK					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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	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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		authorised by the Diocesan Trustees and in accordance with any prescribed requirements	indemnities as prescribed		

SCHOOL ESTATE					
Bishop	**Members**	**Directors**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (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		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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
Require compliance with the Diocesan Protocols					
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	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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
		Select, plan and oversee any capital projects and buildings 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**	**CEO / Catholic Senior Executive Leader (CEO)**	**Local Governing Body (LGB)**	**Headteacher**
Oversight by officers on behalf of the Diocesan Trustees Require compliance with the Diocesan Protocols			adoption by the Directors		