



Roles and Responsibilities Document 2026-27

Source:
Catholic Education Service

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1.0 Responsibilities of the Diocesan Bishop and the Diocesan Education Service

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

- (a) It is controlled¹ by a diocese or religious order; or
- (b) It is acknowledged in a written document as Catholic by the diocesan bishop.

All Catholic schools are subject to the jurisdiction of the diocesan bishop, even those that are not in diocesan trusteeship. Canon 806§¹ provides:

“The Diocesan Bishop has the right to watch over and inspect Catholic schools in his territory...and has the right to issue directives concerning the general inspection of Catholic schools...those who are in charge of Catholic schools are to ensure, under the supervision of the local Ordinary², that the formation given in them, including its academic standards, are at least as outstanding as that in other schools in the area”.

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

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

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

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

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 (section 48 inspections)
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with diocesan protocol)
- The oversight of school buildings/estate and capital projects
- Planning of school place provision
- Engaging with the RSC and Ofsted
- Maintaining links with the Catholic Education Service and the government

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

In any event, the optimum structure, regardless of size or composition of the multi-academy trust company is for each 'layer' of the governance structure (being the board of directors, the senior executive leadership, any regional boards or hubs, the local governing bodies and the headteachers as may be

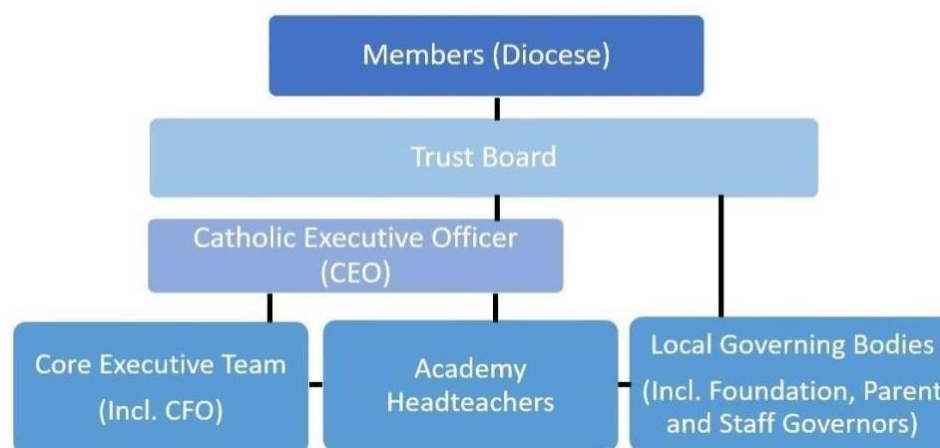
appropriate) feeds into the layer above so that the board of directors is free to carry out its strategic functions and is not involved in the operational or day to day aspects of running the academies within the multi academy trust company.

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

It is envisaged that the CES will be producing additional tables to reflect different governance structures as it becomes apparent that such structures are considered a successful model for governing a multi-academy trust company.

2.0 Explanation of the layers of governance in a traditional MAT structure

Organisational Structure



Members:

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

Directors (Trust Board):

- Company Directors and Charity Trustees
- Accountable to the Members and the Bishop
- Duty to uphold the Multi-Academy Trust Company's objects and to comply with any directives, advice and/or guidance issued by the Bishop

- Responsible for preserving and developing the Multi-Academy Trust Company's Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do.
- Responsible for the general control and management of the administration of the Multi-Academy Trust Company and for delivering the three core functions
- Responsible for standards of education in the academies within the Multi-Academy Trust Company
- Delegate functions to sub-committees, senior executive leadership, LGBs, and Principals/Headteachers
- Appoint the senior executive leadership

CEO and core executive leadership:

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

LGB Governors:

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

Principal/Headteacher:

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

3.0 The Roles and Responsibilities Table

Notes to assist in reading this section

The running of the Trust has been divided into key areas, each with a code as below:

Governance	GO
Finance	FI
Contracts	CO
Standards	SD
Curriculum	CU
SEND	SE
Safeguarding	SA
Behaviour	BE
Admissions	AD
Other Pupil Related Matters	OP
Staffing	ST
Communications and Information Management	CI
Health & Safety	HS
Risk	RI
Premises / School Estate	PR

Each key area has a number of key responsibilities executed by the following groups / individuals:

Members	M
Directors	D
Executive (including CEO, CFO, and others)	E
LGBs	L
Headteachers	H

Each key area has a number of tasks, for example there are 18 tasks within Governance (GO). These are coded as follows: GO1 is Governance task 1; GO2 is Governance task 2, and so on. Each role holder has a different responsibility depending on the task, e.g. for GO1 (attend annual general meeting) only Members need to act; directors, exec, LGB and Heads do not need to act and have no responsibility there. For GO8 (carrying out three strategic functions) the Heads, Exec and others all have different responsibilities and roles as set out in the following tables. For ease of reference on documentation such as the Trust Annual Calendar / Schedules of Business, the tasks and responsibilities of role holders may be coded as follows, e.g. GO1/M is what the members are doing re Governance task 1; GO8/H is what the Heads' responsibilities are for Governance task 8.

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

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

In the following tables, the term 'company' shall mean the multi-academy trust company'; 'headteacher' means the principal or headteacher employed in the academy and reference to 'headteachers' shall mean each of the headteachers (or executive headteacher across more than one school) employed in each of the academies in the company; ND means non-delegable.

Governance tasks

GO1	Annual general meeting
GO2	Vary the Articles of Association
GO3	Change the company name / academy names
GO4	Appoint / remove directors
GO5	Appoint / remove LGB
GO6	Annual report on Company Performance
GO7	Preserve and develop the religious and educational character, mission and ethos of the company, according to the Articles.
GO8	Carry out clarity of vision / ethos / strategy; hold HTs and Exec to account for performance of academies; money well spent and managed
GO9	Strategic oversight of governance
GO10	Succession planning
GO11	Reserved matters and business of the company
GO12	Appointments of an administrative nature
GO13	Compliance and/or administration/company secretary matters
GO14	Documents, policies and procedures
GO15	Inspections
GO16	School to school support
GO17	Performance manage non-executives
GO18	School level matters

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
GO1	Attend AGM.				
GO2	Review & amend.	Advise M on review & amendment.			
GO3	Can change names.				
GO4	Appoint directors ND.	Appoint directors to Board offices (eg Chair), and remove in some cases, ND.			
GO5				Oversee applications to Bishop, and appoint/remove to offices, e.g. Chair. Ensure SEND, Safeguarding, Pupil Premium and Finance officers appointed. Notify directors re any removal & resignation of governors.	
GO6	Receive report from directors.	Submit & publish annual report to members re company performance, ND.	Assist directors with preparing annual report.	Be supported by Head to prepare annual report on performance to inform the Exec.	Prepare the annual report on academy performance to inform the Exec.
GO7	Oversight, and take action on shortcomings or risks to character or reputation.	Ensure all elements are embedded in each academy, ND. Attend training as required by Diocese.	As per directors. Monitor academies medium to longterm vision for future viability as a Catholic School and associated strategic plan to deliver this vision. Attend training as required. Deliver and oversee public relations to preserve and develop Catholic character in the wider community.	As per directors. Champion the company's vision, ethos and strategic direction. Ensure vision in place for future viability as a Catholic school and the resulting strategy to deliver this.	Implement the discharging of the LGB responsibility. Attend training as required.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
GO8		Ensure clarity of vision, ethos and strategy. Hold Heads & Exec to account for performance of academies, management and staff. Oversee financial performance and money being well-spent.	Support directors as required and requested.	Support directors and Exec as required and requested.	Support directors, Exec and LGB as required and requested.
GO9		Have strategic oversight of governance arrangements and effectiveness.	Monitor governance arrangements and effectiveness and report to directors.	Assist the Exec with monitoring and reporting on governance arrangements and effectiveness.	
GO10		Prepare succession plan for Trust Board.	Advise directors on succession planning for Exec. Advise LGB on leadership succession planning.	Succession plan for LGB and academy leadership.	Advise LGB on LGB & leadership succession planning.
GO11		Determine and execute reserved ND matters. Prepare an annual schedule of directors' business.	Attend director meetings and regularly report. Recommend and secure advice for directors. Prepare and advise on the annual schedule of directors' business. Prepare an annual schedule of LGB business and advise on it.	Support the exec to prepare an annual LGB schedule of business.	
GO12		Appoint / remove CoSec and trained clerk to directors, plus support clerking arrangements to LGBs are appropriate.	Support CoSec and clerk appointment.		

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
GO13		Understand and comply with all charity trustee duties. Meet at least 3x per year. Update GIAS as required. Receive advice from exec on company website, business & pecuniary interests for members, directors, LGBs, & senior staff and direct the exec as necessary. Ensure the preparation and filing of company registers re personnel. Complete and return ESFA returns. Ensure company and individual academy governance details (incl. accounts) are published on the company website along with all other required publications. Pay RCDOW pupil fee as stipulated by the Bishop.	Support and advise directors to ensure they are compliant with duties and requirements upon them as charity trustees. Assist directors in their duty to update GIAS. Ensure company complies with all relevant regulations, and report failings to directors. Advise directors on publication of registers re business and pecuniary interests, and take action as details (incl. accounts) are published on company and individual academy websites.	Meet at least each term. Ensure the academy is compliant with all relevant regulations, and report any failings to the exec. Assist the exec to ensure the academy's governance details and accounts are published as required.	Conduct the academy in a way which is compliant with all relevant regulations.
Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
GO14		Annually review and amend policies, code of conduct, terms of reference for all committees, constitution of the LGB, schedules of financial delegation, roles and responsibilities, scheme of delegation, and approve and adopt the terms of reference produced by the exec for all committees.	Advise directors and academies on company wide policies, including preparing policies and taking action as necessary. Prepare terms of reference for all committees.	Review, amend (if appropriate) and adopt policies. Assist the Head with any policy tailoring. Adopt policies as required by the company.	If appropriate, tailor policies to the school needs as advised by the exec. Implement policies and run the academy accordingly.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
GO15		Comply with S48 and other Diocesan visitations. Comply with S5&8 of the education act.	Support and assist directors &/or LGB to prepare for inspection. Ensure inspection outcomes are actioned in academies.	Comply with inspections as listed for directors. Ensure actions noted by inspections are carried out in the academy.	Comply with inspections as stated, and implement actions arising from inspections.
GO16		In line with protocol, broker internal and external support as required.	Support directors.	Implement opportunities directed by the exec, and monitor the arrangements reporting back to the exec./directors.	Implement school to school opportunities as directed by the exec.
GO17		Perform 360 review of the Chair, ND. Carry out annual self-evaluation of directors and report to members, ND.	Assist and support directors to carry out annual self-evaluation. Perform 360 review of the LGB chair.	Carry out annual self-evaluation of the LGB and report findings to the exec.	

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
GO18		Instruct exec. as appropriate in respect of any reports made by them relating to matters in individual academies.	Monitor school life and report relevant findings to directions. Include pupil, parent and staff voice in academies.	Ensure spiritual wellbeing of pupils. Support the Head to develop an SDP and oversee its delivery. With the Head support, develop and monitor pupil, parent and staff voice, reporting any issues to exec/directors. Establish and maintain good relations with: the parish priest and with them to form the pupils; parents to help them as primary educators; the local community in order to build relationships with agencies, schools and businesses to enhance education. Support and work with local LGBs in the company. Support and challenge the Head.	Prepare an SDP. Attend LGB meetings and provide a HT report. Advise LGB on its schedule of business. Build relationships with local schools, businesses and agencies to enhance education for pupils at the academy. Assist the LGB to develop pupil, parent and staff voice.

Finance tasks

FI1	Appointment of auditors
FI2	Appointment of finance personnel
FI3	Budgeting and financial control
FI4	Accounting
FI5	Documents, policies and procedures
FI6	Staffing
FI7	School level matters

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
FI1	Receive annual accounts.	Appoint and issue letter of engagement. Appoint finance & audit committee to inform Governance statement and provide assurance to the auditors, ND.			
FI2		Appoint Accounting Officer, ND. Appoint CFO.	CEO to accept Accounting Officer role.	Appoint governor responsible for finance.	

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
FI3		Ensure compliance with Academies Handbook. Approve and review financial schedule of delegation, ND. Determine and communicate membership fee and any other central funding. Approve annual budget for each academy, plus individual and overall management accounts. Budget plan on 3-5yr basis. Consider monthly management reports and act as necessary. Submit forecast to ESFA, approve changes to budget, monitor income, expenditure, balance sheet and cashflow and take action where necessary. Ensure financial control and benchmarking in place. Receive a report of the effectiveness of central team function and take action as needed. Ensure loans have ESFA agreement.	Take action to comply with Academies Handbook. Prepare financial scheme of delegation and action it. Support directors with actions re financial responsibilities. Monitor income, expenditure, cashflow and balance sheet, plus produce monthly monitoring reports highlighting issues. Report 3x per yr min to directors. Ensure controls in place. Benchmark and secure vfm. Report on central team effectiveness / impact of Trust. Comply with ESFA re loans. Open bank accounts.	Operate within annual budget. Monitor income, expenditure, and cashflow and report issues to exec/directors. Ensure variances are reports to directors. Ensure controls in place. Assist exec to report on central service / trust impact as required.	Ensure preparation of annual budget. Monitor income, expenditure, cashflow and report issues to exec & LGB. Prepare monitoring reports for LGB to feed up to directors. Ensure financial controls in place.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
FI4		Ensure accounts are audited under Diocesan requirements. Produce, submit and publish annual accounts, incl. accounts policies, regularity statement, prproety, compliance and governance statement with vfm demonstrated.	Support and advise directors re annual accounts and reports. Support LGBs and Heads in monitor academy finances. Consider variances reported by LGBs.	Ensure academy keeps and make available proper records to assist preparation of accounts and financial management.	Keeps and make available proper records to assist preparation of accounts and financial management.
FI5		Adopt & review all policies as required by the Academies Handbook, being sure they meet company objects. Adopt and review charging & remissions policy. Ensure register of business & pecuniary interests is maintained. Ensure all financial records kept for 6 yrs.	Prepare all financial policies as required, including charging & remissions. Maintain register of business & pecuniary interests. Keep all relevant records.	Maintain a register of business and pecuniary interests for the academy.	Operate according to policy.
FI6		Agree pay for all Heads, Exec Heads, and Exec, ND.	Support directors to determine pay for posts they must agree. Approve exec expenses. Be mindful of conflicts of interest.	Provide local intelligence to directors/exec to inform decisions re HT pay.	Set up, submit & approve staff expenses as per policy.
FI7			Monitor provision of free school meals across the company, following up issues with LGBs	Monitor provision of free school meals, following up issues with HT.	Ensure provision of free school meals.

Contract tasks

CO1	Procurement
CO2	Ethical considerations
CO3	Entering into contracts
CO4	Payments and expenses

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
CO1		Adopt compliant company tendering policy. Ensure transparency in related party transactions.	Prepare compliance policy on tendering. Develop companywide procurement strategies, efficiency programmes and collaboration.	Support directors in monitoring and evaluation of central team / trust impact / savings provided by the company.	
CO2		Ensure the business is ethical and socially responsible, and suppliers are also, as far as possible.	Conduct the business of the company ethically and with social responsibility, ensuring, as far as possible, that suppliers also do the same.	Ensure the business of the academy is ethically and socially responsible, ensuring, as far as possible, that suppliers also do the same.	Conduct the business of the academy ethically and with social responsibility, ensuring, as far as possible, that suppliers also do the same.
CO3		Approve any service contracts for directors. Set delegated levels for contract authority, and operate accordingly. Decide related party transactions.	Enter into contracts up to the limits of delegation and the approved budget.	Enter into contracts up to the limits of delegation and the approved budget.	Enter into contracts up to the limits of delegation and the approved budget.
CO4		Set up and approve directors' expenses policy in line with any conflict of interest policy.	Make payments within agreed financial limits.	Make payments within agreed financial limits.	Make payments within agreed financial limits. Act as bank signatory in accordance with policy.

Standards tasks

SD1	Monitoring and reporting
SD2	Appointment of committees
SD3	OFSTED
SD4	School level matters

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
SD1		Receive a report from the exec on standards, and a termly report from HTs. Report relevant information to the Bishop. Intervene where standards fall below expectation. Set company-wide performance management targets relating to standards if necessary.	Provide a termly report on standards to directors. Act to ensure high standards, and make plans to secure this before any standards fall too far. Share external information (DfE / OFSTED) re standards. Provide oversight of target setting for pupil attainment and progress. Monitor KPI figures from Heads re standards, and take up issues with LGBs and report to directors.	Monitor KPI figures reported from the HT report, and pass issues to the exec.	Report bi-termly KPI figures to the exec and LGB. Set targets for pupil attainment and progress and monitor, reporting findings to LGB and exec.
SD2		Appoint education committee.	Assist directors re standards.	Designate a governor to be responsible for standards.	Report on standards to the governor / committee with responsibility.
SD3		Liaise with OFSTED and assist academies with inspections as required. Direct exec as appropriate where concerns are raised relating to inspection.	Liaise with OFSTED as required. Prepare the company for inspection (MATSE) and manage the process where the company is under review. Support LGBs & HTs in individual inspection.	Ensure the academy is prepared for an inspection and support the HT. Report any concerns are raised relating to inspections, and report to exec for any further action.	Prepare, and brief staff as appropriate, for inspection. Report any concerns are raised relating to inspections, and report to LGB/exec for any further action.

			Advise LGBs where any concerns are raised relating to inspections, and report to directors for any further action.		
Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
SD4			Support LGB and HTs to develop a School Development Plan (SDP).	Develop and approve the SDP and monitor its impact, reporting any issues to the exec/directors.	In conjunction with the LGB and exec, prepare a draft SDP for approval by LGB.

Curriculum tasks

CU1	Appointment of committees
CU2	Curriculum
CU3	Policies and procedures

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
CU1		Appoint a curriculum committee.			
CU2		Set KPIs and ensure curriculum committee enforces these.	Advise directors of KPIs. Review the contents and delivery of the curriculum across the academies including compliance with funding agreements and take action where there are shortcomings.	Approve the curriculum proposed by the Head (consistent with company policy). Ensure the curriculum includes the national curriculum and is taught in the light of Gospel values and promotes SMSC. Ensure RE is in accordance with the Curriculum Directory, including 10% of time for RE (5% KS5). Ensure the Head secures daily collective worship in the Catholic tradition, and act where necessary. Ensure SRE is taught within RCDOW guidelines. Monitor the quality of T&L, curriculum, inclusion and take action where issues arise.	Ensure the curriculum includes the national curriculum, taught in the light of Gospel values and actively promotes SMSC. Ensure curriculum is appropriately delivered, that RE is in line with the Catholic church requirements. Ensure RE comprises 10% (5% KS5) of time. Provide for daily collective Catholic act of worship.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
CU3		Determine a company-wide curriculum policy to ensure provision of a balanced and broadly based curriculum. Ensure that the Catholic character of the company permeates the curriculum, ND. Ensure every pupil is equipped to follow vocation as active citizens in service to the world. Ethos prepares pupil for life in modern Britain. Written policies on SRE are in accordance with Diocesan/CES requirements. Determine a company-wide policy on RE and collective acts of worship. Ensure effective processes are in place for monitoring the quality of teaching and learning, curriculum, inclusion and sharing best practice.	Prepare and oversee the implementation of a companywide curriculum policy, particularly that each academy in the company preserves and develops its Catholic character through the curriculum.	Ensure company policies are applied at the academy.	Implement policies that are adopted by the academy and ensure they are complied with.

Special Educational Needs & Disabilities tasks

SE1	Appointments
SE2	Compliance
SE3	Documents, policies and procedures

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
SE1		Appoint a SEND director.		Appoint a governor responsible for SEND & inclusion.	Designate a teacher to be responsible for coordinating SEND provision.
SE2		Ensure training and legal compliance issues. Review exec report on SEND produced, and address any shortcomings through the exec.	Ensure compliance with legal requirements relating to SEND, and the provision of training to ensure compliance. Produce a report to directors on SEND provision and take action as they direct, especially in relation to local SEND offer gaps. Review KPIs across academies to identify any concerns to refer to directors.	Ensure compliance with legal requirements relating to SEND.	Implement and comply with the legal requirements relating to SEND at the academy. Liaise with the LA re SEND pupils. Make provision for SEND with and without EHCPs.
SE3		Adopt a company-wide SEND policy, ND. Consider the safeguarding audit outcomes and instruct the exec to address any shortcomings as appropriate.	In accordance with direction from directors, prepare the SEND policy for adoption by directors. Provide oversight of the implementation of company-wide policy. Carry out company-wide safeguarding audit and report outcomes and necessary actions to directors.	Review and maintain the academy's SEND policy. Provide oversight of the implementation of the policy and compliance (with legal requirements) and report to exec/directors. Assist the exec with the safeguarding audit at the academy.	Implement the SEND policy. Assist the exec with the safeguarding audit at the academy.

Safeguarding

SA1	Monitoring and reporting
SA2	Compliance
SA3	Recruitment and appointments relating to safeguarding
SA4	Documents, policies and procedures

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
SA1		Instruct the exec on action to be taken where safeguarding practice in the academies is falling short of the standards expected.	Monitor safeguarding practice (including compliance) across the company and report to the directors (at least annually, and as matters arise) for instructions on action where practice falls short of the standard expected. Report to directors on the procedures in place for safeguarding. Identify training needs and report to directors.	Ensure that safeguarding practices are followed at the academy and report and shortcomings to the exec. Identify training needs and report to the exec.	Implement and comply with safeguarding practices at the academy and report on any shortcomings to the LGB/exec.
SA2		Ensure training and legal compliance issues. Ensure the single central record (SCR) is maintained for all company based and cross-school appointments.	Agree training to ensure legal compliance. Monitor directors' compliance with the duty to maintain the SCR record and take appropriate action where there are any shortcomings.	Ensure completion of the SCR and its regular updating.	Maintain the SCR according to requirements (e.g. KCSIE). Ensure compliance with all relevant regulations, e.g. risk assessments, health & safety etc.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
SA3		Ensure that at least one director on any recruitment panel has up to date safeguarding training. Ensure safer recruitment training is made available to all governors and senior leaders.	Ensure directors have up to date safer recruitment and general safeguarding training. Ensure that each academy has appointed a designated teacher to support looked after children (LAC).	Appoint a designated governor for safeguarding. Ensure that at least one governor on any recruitment panel has up to date safeguarding and safer recruitment training.	Appoint a designated teacher to support LAC and ensure the role is compliant with statutory guidance. Appoint a designated safeguarding lead (DSL) and clearly identify them and all other qualified safeguarding staff.
SA4		Adopt a company-wide safeguarding and child protection policy bearing in mind local variance if the company expands to cover more than one local authority, ND. Adopt a company-wide policy regarding school trips, ND.	Make arrangements for safeguarding audits to be conducted by independent personnel. Prepare a companywide safeguarding and child protection policy for adoption by the directors bearing in mind local variance if the company expands to cover more than one local authority. Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed.	Review and maintain a safeguarding and child protection policy for the academy (consistent with the company-wide policy).	Implement the safeguarding and child-protection policy at the academy.

Behaviour

BE1	Exclusions
BE2	Documents, policies and procedures

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
BE1		Review the use of exclusions across the company and ensure that appropriate action is taken by the exec.	Review the overall pattern of exclusions across academies and report to directors, taking any action they direct.	Convene a committee to review any exclusion of a pupil. Review the overall pattern of exclusions at the academy and report to the exec/directors.	Exclude a pupil for a fixed term, or permanently, as appropriate.
BE2		Adopt a company-wide behaviour policy that reflects the Catholic character, ethos and values of the company, ND. Adopt a company-wide exclusions policy.	Prepare a company-wide behaviour & exclusions policy for adoption by directors.	Assist the Headteacher to prepare a behaviour and exclusions policy for the academy in line with the company-wide policy.	With the LGB, prepare and effectively operate a behaviour and exclusions policy in line with companywide policy.

Admissions

AD1	Place planning
AD2	Admissions arrangements
AD3	Documents, policies and procedures

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
AD1		Assist the diocese with any requirements it may have relating to the Bishop's duty to ensure that there are sufficient school places available for the baptised Catholic children resident in the area. Receive an annual report from the exec and share with the Diocesan Education Service to assist the Bishop in his responsibilities relating to pupil place planning. Obtain diocesan approval to expand place offering.	Prepare an annual report to the directors on the need for school	Assist the exec to prepare an annual report to the directors	Advise the LGB/exec in respect of the need for future places

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
AD2		Academies are given delegated responsibility to determine their admission arrangements: Heads must send a copy of their proposed arrangements to the exec in advance of any changes being consulted upon. Comply with diocesan guidance on admissions. Comply with the School Admissions and Appeal Codes.	Prepare the company-wide admissions policy setting out local responsibilities. Provide oversight and support of the implementation of admission arrangements across the company. Ensure the impact of any proposed changes to an academy's arrangements are considered in light of the other academies in the company and other local Catholic schools. Report to directors on admission arrangements across the company. Ensure effective arrangements are in place for pupil recruitment. Provide advice and guidance to directors regarding the requirements of the Schools Admissions and Appeals codes.	Undertake consultation, determine, publish and administer admissions arrangements in compliance with company-wide policy. Make arrangements for determining admissions and hearing admissions appeals. Ensure effective arrangements are in place for pupil recruitment. Contribute to the development of the academy marketing documents as they exist.	Provide advice and guidance to the LGB and directors as to requirements under the School Admissions and Appeal Codes. Make arrangements for determining admissions and hearing admissions appeals. Participate in local admissions forum. Ensure participation in the fair access protocol. Ensure effective arrangements are in place for recruiting pupils into the academy.
AD3		Adopt the company-wide admissions policy prepared by the exec and ensure it complies with all diocesan requirements, ND. Review and approve all academy admissions policies before they are determined and published by the LGB.	Work with the diocese to produce a company-wide admissions policy for adoption by the directors and ensure that it complies with all diocesan requirements. Ensure all policies are reviewed by the directors and are compliant with the School Admission and Appeals Codes.	Adopt the company-wide admissions policy.	Ensure compliance with the company-wide admissions policy.

Other Pupil Related Matters

OP1	Complaints
OP2	School level matters

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
OP1		Adopt a company-wide complaints policy and receive reports from the exec regarding the level of complaints across the company, ND. Notify the diocese of any school level complaints, including any issues which may bring the Catholic nature into disrepute.	Prepare a company-wide complaints policy for adoption by directors and publish on company website. Review the level of complaints across the company and report to directors outlining any changed as necessary to address issues.	Adopt the academy complaints policy. Hear complaints at the relevant stage.	Prepare academy complaints policy consistent with the company-wide policy for adoption by the LGB. Head complaints at the relevant stage.

OP2		Review data provided by exec relating to pupil premium and sports premium, and take action to address any issues. Set the times of academy sessions, including dates of terms and holidays in conjunction with the LGB. Ensure the academy meets for 380 sessions in the year.	Monitor the levels of attendance in the academies and the use of home-academy agreements, and report termly to the directors. Monitor the impact of the pupil premium / sports premium across the company and report to directors.	Consult with directors on the times of academy sessions and the dates of academy terms and holidays. Review attendance. Support the company and Headteacher in extended school provision. Ensure effective arrangements are in place for pupil support and representation at the academy. Appoint a local governor responsible for statutory grants including pupil and sports premium, and monitor the impact of both premiums, advising the exec/directors accordingly. Support and advise the Headteacher to determine KPIs. Monitor that school lunches meet the necessary standards and take action where needed.	Comply with times and dates of academy sessions as set by directors. Maintain a register of pupil attendance and report on attendance and pupil absences as part of the LGB's KPIs. Determine key priorities and KPIs against which pupil progress can be measured. Review and maintain any home-academy agreements, and ensure they reflect the Catholic character of the academy. Ensure effective deployment of pupil and sports premium, monitor impact, and report issues to the LGB. Ensure that lunch provision meets all necessary standards.
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Staffing

ST1	Appointments
ST2	Staffing structures
ST3	Pay
ST4	Terms and conditions of employment

ST5	Performance management
ST6	Suspension and dismissals
ST7	Documents, policies and procedures
ST8	Miscellaneous

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
ST1		Appoint a HR committee to oversee recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff at a strategic level. Ensure that reserved posts are appointed as per the Bishop's requirements and diocesan protocol. Ensure that the diocese is involved in any recruitment, selection and appointment being made in relation to senior posts which directly affect the Catholic mission of the company. Determine appointments to be made across one or more academies in the company in line with diocesan protocol.	Take action relating to staff appointments as required by directors. Ensure directors involve the diocese at relevant stages of appointments.	Support directors in the process to appoint the Headteacher and any other relevant post as requested by the exec.	With the LGB, appoint teaching and non-teaching staff.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
ST2		Determine and review any overarching management structure across the company and budget in accordance with diocesan protocol, ND. Determine and review staffing structures across the company to ensure financial viability and sustainability whilst ensuring that the educational outcomes of the pupils are protected. Approve any senior leadership and high level non-teaching structures as determined by the exec. Develop Catholic leadership within the company and wider-diocese.	With director approval, determine the senior leadership and high-level non-teaching structures for each academy and advise the directors on financial viability and sustainability of those structure whilst ensuring protection of pupil outcomes. Monitor and review staffing changes across the company and report any issues to directors. Support Headteachers to determine staffing structures at the academy. Take action as required by directors to develop Catholic leadership within the company and wider-diocese.	Having regard to the company's strategic plans, support the Headteacher in the development and review of an appropriate staffing structure for the academy. Ensure the appointment of academy staff is in accordance with that structure.	Determine the staffing requirements within the academy and budget.
ST3		Establish a pay committee.	Review pay across the academies to guard against equal pay claims and to seek opportunities for harmonisation of pay where appropriate.	Advise and support directors to determine Headteachers' pay.	

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
ST4		Ensure harmonisation of terms and conditions of employment across the company to avoid the risk of employment claims taking into account legal requirements relating to, in particular, equal pay, discrimination and TUPE transfers.	Review the terms and conditions of employment across the academies and advise the directors where there is the possibility of employment claims and / or unrest in the workforce. Take action as directed by directors to minimise / remove the risk.	Review the terms and conditions of employment across the academy and advise the exec where there is the possibility of employment claims and / or unrest in the workforce. Take action as directed by the exec to ensure this risk is minimised / removed.	
ST5		Conduct the performance management of the exec, through the pay committee, ND. Conduct the performance management review of the company secretary and clerk (through the committee). With the exec and the LGB, performance manage Headteachers.	CEO to performance manage the exec, with support from relevant pay committees. With directors and LGB, performance manage the Headteachers.	Support the exec and directors as appropriate to conduct the performance management of the Headteacher.	Conduct performance management and pay profession decisions for staff in the academy in line with the pay policy.
ST6		Lead any suspension and dismissal of exec., company secretary and clerk. Notify the diocese of any suspension of disciplinary action taken which could result in dismissal of a staff member, including where this may bring the Catholic character of the company into disrepute.	Senior exec / CEO to assist directors in suspending and dismissing all other executive leadership posts as required by directors. With advice and approval of directors and the diocese, suspend and dismiss Headteachers (including Exec Heads, Heads of School), Deputy, Head of RE and lay chaplain.	Suspend or dismiss teaching and non-teaching staff in consultation with the exec.	

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
ST7		Ensure the adoption of CES employment documents, including model contracts and workplace policies. Ensure consultation with staff and trade union officials before adoption of workplace policies. Adopt a pay policy. Adopt company-wide staff policies and procedures, ND. Put in place a whistleblowing procedure.	Prepare a pay policy for adoption by directors. Advise the directors on suitable company-wide policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishop's Memorandum on the Appointment of Teachers in Catholic Schools.	Ensure the company's policies on all HR matters are implemented. Monitor and scrutinise the implementation of company policies for HR matters including appointment, induction, performance management, pay review and procedures for dealing with disciplinary matters, grievances and dismissals.	Implement the company-wide policies and procedures in the academy.
ST8			Ensure there is effective communication between all levels of governance in the company.	Ensure there is effective communication between the Headteacher and the exec, HR committee and pay committee.	Approve applications for early retirement, secondment and leave of absence.

Communications and Information Management

CI1	Compliance
CI2	Documents, policies and procedures

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
CI1		Refer direct communications from RSC to diocese. Notify the diocese of any warning notice or failing / shortcoming from RSC/DfE/ESFA/LA/OFSTED. Work with the diocese to respond to media interest, gaining diocesan approval for public statements.	Refer any direct communications from RSC to directors. Notify directors of any warning notice or failing / shortcoming from RSC/DfE/ESFA/LA/OFSTED. Ensure compliance with data protection legislation and good practice across academies. Develop and implement an integrated ICT strategy to ensure compatibility across all academies to maximise efficiency and cohesiveness, reporting any issues to directors. Support academies on effective safe storage of data. Maintain accurate and secure staff records for the exec. Ensure registration with the Information Commissioner's Office (ICO). Maintain and develop the company website. Register with academies to maximise efficiency and cohesiveness, reporting any issues to directors. Support academies on effective safe storage of data. Maintain accurate and secure staff records for the exec.	Refer any direct communications from RSC to exec/directors. Notify exec/directors of any warning notice or failing / shortcoming from RSC/DfE/ESFA/LA/OFSTED. Forward any media interest to directors/exec and ensure any public statements are approved by directors. Ensure systems in place are in line with the company strategic for effective communication with pupils, parents or carers, staff, priests, diocese and the wider community, including the support of a Parent Teacher Association (PTA).	Refer any direct communications from RSC to exec/LGBs. Notify exec/LGBs of any warning notice or failing / shortcoming from RSC/DfE/ESFA/LA/OFSTED. Forward any media interest to exec/LGB and ensure any public statements are approved by directors. Ensure publication of the academy information ensuring all electronic communication including web pages are up to date. Maintain accurate and secure staff records. Ensure compliance with all data protection legislation and good practice at the academy. Liaise with the exec on the accessibility plan for the academy.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
CI2		Adopt a data protection policy and procedure to comply with legislation relating to data protection and freedom of information.	Prepare a company-wide data protection policy for adoption by the directors.	Ensure the effective implementation of the data protection policies and procedures in the academy.	Implement and comply with the academy's data protection policy.

Health and Safety

HS1	General Health & Safety
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Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
HS1		Adopt a company-wide health and safety policy, ND.	Prepare a company-wide health and safety policy for directors' approval. Monitor and support the implementation of the company-wide health and safety policy and report and issues to the directors. Draw up, agree and monitor an accessibility plan for each academy in consultation with the headteachers, reporting any issues to directors.	Adopt the health and safety policy. Appoint a local governor to be responsible for health and safety. Review the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the academy. Conduct site inspections to review any health and safety issues and the security of premises and the equipment.	Prepare the company health and safety policy for adoption. Monitor the accident book and agree appropriate actions with the LGB/exec. Ensure suitable risk assessments are prepared and appropriate actions taken. Review security of premises and equipment.

Risk

RI1	General Risk Management
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Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
RI1		Appoint a risk and audit committee. Adopt the disaster recovery/business continuity plan for the company and the academies within it and monitor that each academy has implemented such plans. Review risk management and the risk register kept by the exec. Approve insurance arrangements in accordance with diocesan requirements. Commence or settle any litigation proceedings, ND. Provide any relevant and appropriate guarantees and indemnities as authorised by the members / diocese in accordance with any requirements prescribed by the Academies Handbook and/or ESFA.	Prepare a disaster recovery/business continuity plan for the company and the academies within it and report to the directors on how the plan is being implemented in each academy. Prepare and maintain a company-wide risk register. Review the risk reports provided by the LGBs and make any recommendations / notifications to directors as appropriate. Ensure that any necessary actions are taken to eliminate or reduce any risks identified. Provide the directors with all relevant information and requirements relating to warranties and indemnities as prescribed by the Academies Handbook and/or ESFA.	Ensure the academy complies with the disaster recovery / business continuity plan for the academy. Review the risk register of the academy and prepare a risk report for the exec/directors.	Implement and ensure that the academy is compliant with the disaster recovery / business continuity plan. Prepare the risk register for the LGB having regard to the risks identified by the exec and audit process.

Premises and School Estate

PR1	Insurance
PR2	School land and buildings
PR3	Lettings

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
PR1		Approve insurance arrangements in accordance with diocesan requirements.	Procure buildings and related insurance for the company and all the academies within it according to diocesan requirements.	Ensure compliance with all insurance obligations/requirements of the academy.	Ensure compliance with all insurance obligations/requirements of the academy.
PR2		Ensure that the company follows the Joint CES and National Society "The Accounting Treatment of Land Occupied by Church Academies". Review and maintain any buildings strategy and asset management planning arrangements in accordance with diocesan requirements. Apply to the diocese for funding / consent to building works before any are undertaken. Select, plan and oversee capital projects and buildings improvements as agreed by the diocese and in accordance with diocesan protocols. Apply to the diocese for permission to change use of assets. Ensure land and buildings are maintained and fit for purpose.	Make any proposals relating to the school estate to the directors in accordance with any requirements set out by the diocese. Provide evidence of compliance with all statutory requirements for works, e.g. planning, listed building consent, building regulations etc. Prepare any buildings strategy and asset management planning arrangements in accordance with any requirements as set out by the diocese, ensuring permissions sought from them as appropriate. With agreement from the diocese, advise and manage in conjunction with directors any capital and building improvement grants. Prepare a report for the directors to share with the diocese on the state of the estate. Ensure all statutory testing and maintenance fire risk assessments, water hygiene, electrical safety etc.	Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the exec. Seek approval from directors for any changes to fixed assets used by the academy.	Support the executive by executing academy level responsibilities as defined in the Terms of Reference document.

Task	Members (M)	Directors (D)	Executive (E)	LGBs (L)	Headteachers (H)
			requirements are complied with, e.g. asbestos management plan,		
PR3		Adopt a company-wide lettings policy in accordance with diocesan requirements, ND.	Prepare a company-wide lettings policy in accordance with diocesan requirements.	Ensure the company-wide lettings policy is implemented at the academy.	Implement and comply with the company-wide lettings policy in the academy.