

Governance in a Catholic Academy Trust – Sept 2017

Title:	Roles, Relationships and Responsibilities
Key Purpose:	<p>To establish and maintain the highest level of governance whilst building a clear level of increased accountability and responsibility to the Trust Board and Members above.</p> <p>To ensure consistency, creativity and individuality are not paralysed by uniformity so as not to reduce innovation.</p> <p>To establish how review and scrutiny will work operationally.</p> <p>To determine job descriptions that are fit for purpose and will have sustainable and durable impact both at local level and at CAT level.</p>

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 by a diocese or Religious Order; or
- (b) It is acknowledged in a written document as Catholic by the diocesan Bishop.

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

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

In respect of his schools, which include 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 Director of Education, is responsible for:

- The provision and future development of excellent Catholic education throughout the diocese
- The oversight of high educational standards, progress and outcomes in all diocesan schools
- The appointment, development and training of foundation directors and governors and their removal
- The inspection of religious life of schools and RE (section 48 inspections)
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with diocesan protocol)
- The oversight of school buildings/estate and capital projects
- Planning of school place provision
- Engaging with the Regional Schools Commissioner (RSC) and Ofsted
- Maintaining links with the Catholic Education Service and the government

The diocese has produced in conjunction a model scheme of delegation to be adopted by each CAT. This means that the directors’ responsibilities are delegated by them to an executive team, a Local Academy Council for each academy in the multi-academy trust and/or the Headteacher or principal of each academy. Each ‘layer’ of the governance structure feeds into the layer above so that the Board of Directors is free to carry out its strategic functions and is not involved in the operational or day to day aspects of running the academies within the Catholic Academy Trust Company.

It is encouraged that whatever the structure for governance in a Catholic multi-academy trust company there will be local/regional support networks established for the purpose of sharing good practice and ensuring that each layer of governance has a voice, where appropriate. This could be achieved in any number of

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, Episcopal Vicars and Auxiliary Bishops, 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.

ways, for example, a Headteacher group made up of all of the Headteachers in the Catholic Academy Trust Company, a Chairs' group for Chairs of Catholic Academy Trust Companies and a Chairs' group for chairs of Local Governing Bodies of Academies in Catholic Academy Trust Companies. The work of these groups can be factored into the following table, as appropriate.

KEY:

ND: means non-delegable

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

MEMBERS:

- Guardians of the governance of the Catholic 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:

- Company Directors and Charity Trustees
- Accountable to the Members and the Bishop
- Appoint the Catholic Executive Officer (CEO)
- Duty to uphold the Catholic 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
- Delegate functions to sub-committees, Executive Team, Local Governing Bodies (LGBs), and Headteachers

EXECUTIVE TEAM:

- Appointed to the Board of Directors and employed by the Catholic Academy Trust Company
- Includes the Catholic Executive Officer (CEO)
- Responsible for 'operations' and for delivering the Board's vision and ethos – the 'professional leaders'
- Responsible for the Catholic Academy Trust Company's financial effectiveness and stability and for ensuring value for money
- Performance manages the Headteachers in conjunction with the LAC

LAC GOVERNORS:

- Appointed/elected to govern a specific Academy within the Catholic Academy Trust Company in accordance with the Scheme of Delegation
- Have oversight of one Academy in the Catholic Academy Trust Company and are accountable to the Board of Directors of the CAT
- Vital link to the local community

HEADTEACHER:

- Responsible for day-to-day management of the Academy (or Academies in an Executive Headship type arrangement)
- Responsible for performance management of staff excluding those staff whose performance is managed by the Directors, a committee of the Directors, the Executive Team (including the Catholic Executive Officer (CEO), if appropriate), the LGB or a committee thereof.

REGIONAL HUBS

- Temporary (12-24 months maximum) sub-committees of Directors
- Responsible for regional ethos of group of academies

NOTES TO ASSIST IN READING THIS TABLE

It is envisaged that, where the Executive Team have been delegated responsibility by the Board Of Directors, an appropriate member of the Executive Team will take the lead based on their qualifications, expertise, skills, experience and/or availability.

In all that the Catholic 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 CAT.

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

In this table, the term 'Headteacher' shall mean the principal or Headteacher employed in the Academy and reference to 'Headteachers' shall mean each of the Headteachers employed in each of the Academies in the Company.

KEY RESPONSIBILITIES ON GOVERNANCE:

HEADTEACHER

- A1 To lead, manage and implement the religious and educational character, mission and ethos of the particular Academy
- A2 To produce the vision and direction of the Academy in conjunction with the Local Academy Council (LAC) and prepare a school development plan (SDP)
- A3 Attend meetings of the LAC and provide a Headteacher's report
- A4 Support the appointment process for the Clerk
- A5 Implement the CAT-wide policies, tailored by the LAC to the particular Academy
- A6 Advise the LAC on succession planning for local governance and senior leadership
- A7 Advise the LAC on its annual schedule of business
- A8 Build relationships with other schools, agencies and businesses in the wider community to enhance the quality of education provided for pupils at the Academy and the wider CAT
- A9 Assist the LAC to develop pupil, parent and staff voice

- B9 Establish and maintain relationships with parents of pupils attending the Academy to support them in their role as primary educators
- B10 Establish and maintain a relationship with members of the wider local community, including assisting the Headteacher to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils
- B11 Performance manage the Chair to LAC – 360 review
- B12 Carry out the annual self-evaluation of the LAC and report findings to the Executive Team/Directors as appropriate
- B13 Succession plan for Local Governance and senior leadership in conjunction with the wider CAT
- B14 Support and work with other LACs in the CAT
- B15 Generally support and challenge the Headteacher and consult in their appraisal
- B16 Comply with any denominational inspections pursuant to S48 and any additional canonical inspections and visitations of the Bishop
- B17 Comply with any other education inspections, e.g., S5 as required by law

KEY RESPONSIBILITIES ON GOVERNANCE: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- B1 Determine, preserve and develop the religious and educational character, mission and ethos of a particular Academy in collaboration with the Headteacher within the ethos and mission specified by the CAT
- B2 Champion the CAT's vision, ethos, and strategic direction in the Academy
- B3 Ensure the spiritual wellbeing of pupils at the Academy
- B4 Develop the Academy's medium-to long-term vision for its future viability as a Catholic school and a robust strategy for achieving its vision
- B5 Develop and support the Headteacher in implementing a school development plan and oversee it carried out in practice
- B6 Develop, review and amend the policies of the Academy in line with any CAT-wide policies
- B7 With the Headteacher, establish and develop pupil, parent and staff voice and monitor the same, reporting any issues or other matters to the Executive Team/Directors as appropriate
- B8 Establish and maintain relationships with the Parish Priest, the diocese, local and parish community to work with them as they contribute to the Catholic formation of the pupils at the Academy

KEY RESPONSIBILITIES ON GOVERNANCE: EXECUTIVE TEAM

- C1 Attend meetings of the Directors and provide an Executive Report
- C2 Advise the Directors on central spend/top slice arrangements and take action as required by the Directors
- C3 Advise the Directors on the establishment and publication of the registers relating to business and pecuniary interests, for Members/Directors/Committee Members/Governors/senior staff members, and take any action as required by the Directors
- C4 Advise the Directors on succession planning and development of the Executive Team and take action as required by the Directors
- C5 Advise the LAC on leadership succession planning
- C6 Prepare and advise the directors on the annual schedule of Directors' business
- C7 Support the Directors to ensure that the CAT's, as well as each individual Academy's, governance details, including their accounts, are published on the CAT's, and individual Academies' websites
- C8 Prepare an annual schedule of LAC business and advise the LAC on it
- C9 Support and assist the Directors and/or the LAC to prepare for any inspections e.g., S48, S5
- C10 With oversight from the Directors, support and advise the LAC in appoint a Chair and a Clerk

C11 To include Bursar and HR provision over time. This team will grow exponentially and will require form the outset a Bursar, a Catholic Executive Officer (CEO) and moving to an HR Representative over time. This team will work in collaboration with other families of schools as they grow from an initial small grouping of schools

D9 Advise the members on, and where appropriate recommend, review and amendment of the Articles of Association

D10 Receive advice from the Executive Team regarding the establishment and publication on the CAT's website of the registers relating to business and pecuniary interests for members/Directors/Committee Members/Governors/senior staff members and instruct the Executive Team as necessary

D11 Determine the Directors' Reserved Matters i.e., non-delegable functions and responsibilities

D12 Appoint/remove relevant Directors that are co-opted **ND**

D13 Appoint/remove a suitably qualified CAT Secretary

D14 Appoint/remove a suitably experienced and trained Clerk to the Directors and to support clerking arrangements to the LACs

D15 Complete and return to the Education and Skills Funding Agency (ESFA) a financial management and governance self-assessment form for new Academies joining the CAT

D16 Review and amend the policies of the CAT

D17 Submit and publish an annual report to members in respect of the CATs performance **ND**

D18 Performance manage the Chair to the Directors – 360 review **ND**

D19 Carry out the annual self-evaluation of the Directors to assess the contributions made by the Directors/Committee Members and report to the Members for action, if appropriate **ND**

D20 Prepare a succession plan

D21 Prepare an annual schedule of the Directors' business

D22 Ensure that the CAT's, as well as each individual Academy's, governance details, including their accounts, are published on the CAT's website along with any other details as required by the DfE, ESFA, Companies House or other organisation as required

D23 Broker internal and external school-to-school support. Bring in support as necessary to facilitate excellent Catholic education across all the academies in all the CAT in line with and diocesan protocol

D24 Comply with any denominational inspections pursuant to S48 and any additional canonical inspections and visitations of the Bishop

D25 Comply with any other education inspections, e.g., S5 as required by law

D26 Appoint (and remove) from its number: chair, vice-chair and Local Governors with specific responsibilities for Special Educational Needs and Disabilities, child protection, pupil premium and financial matters [this is Directors' responsibility with advice from Executive Team/Catholic Executive Officer (CEO)]

KEY RESPONSIBILITIES ON GOVERNANCE:

DIRECTORS

D1 Preserve and develop the religious and educational character, mission and ethos of the CAT, as determined by the diocesan/Religious Order Trustees in accordance with the Articles of Association, and ensure that it is embedded in each Academy **ND**

D2 Carry out the three core functions:

- Ensure clarity of vision, ethos and strategic direction
- Hold the Headteachers each Academy to account for the educational performance of the Academies in the CAT and its pupils, and for the internal organisation management and control of the Academies, including performance management of staff
- Oversee the financial performance of the CAT and the Academies within it and make sure its money is well spent

D3 Have strategic oversight of governance arrangements and their effectiveness across the CAT and the wider diocese. This will require transition management and Directors will adhere to the Articles of Association.

D4 Review and amend, in line with diocesan policy:

- Code of Conduct and Practice
- The terms of reference for the Directors and their sub-committees
- The constitution and terms of reference of the LACs
- Terms and reference for delegation to the Executive Team
- Role descriptions for Directors/Chairs to the Directors/Committee Members (Include an NGA link)
- This Scheme of Delegation and table of roles and functions

D6 Update Edubase as required by the Academies Financial Handbook

D7 Agree central spend/top slice arrangements in accordance with diocesan protocol **ND**

D8 Pay diocesan contribution as stipulated from time to time by the Bishop in accordance to diocesan agreed policy

- D27 Appoint a Clerk to LAC [this is Directors' responsibility with advice from Executive Team/ Catholic Executive Officer (CEO)]

KEY RESPONSIBILITIES ON GOVERNANCE: MEMBERS

- E1 Review and amend the Articles of Association subject to the written consent of the diocesan Bishop and the diocesan/Religious Order Trustees
- E2 Appoint/remove relevant Members **ND**
- E3 Remove Directors
- E4 Approve the change of name of the CAT and/or the Academies within it
- E5 Receive an annual report from the Directors and the CEO/Catholic Executive Officer on the CAT's performance

Useful Resources:

CES skills audit, CES SEF, CES Code of Conduct, CES Protocol between dioceses and schools, Articles of Association of the CAT, Academies Financial Handbook

KEY RESPONSIBILITIES ON GOVERNANCE: REGIONAL HUBS

- EA1 Support the determination, preservation and development of the religious and educational character, mission & ethos of a group of Academies as determined by the Headteachers and within the ethos and mission specified by the CAT
- EA2 Champion the CATs vision, ethos, and strategic direction in the group of Academies
- EA3 Support the development of a group of Academies' medium to long-term vision for their future viability as a Catholic schools and a robust strategy for achieving their vision as determined by the Headteachers
- EA4 Support the Headteacher in the development and implementation of school development plans across a group of Academies

KEY RESPONSIBILITIES ON FINANCE: HEADTEACHERS

- F1 Ensure the preparation of the annual budget for the Academy with the assistance of relevant staff in line with any CAT-wide policy or guidance
- F2 Monitor the income, expenditure and cash flow of the Academy and report any issues to the LAC
- F3 Prepare monitoring reports for the LAC and summary reports for the Finance Committee to feed up to the Board of Directors as appropriate
- F4 Ensure proper financial controls are in place at the Academy
- F6 Set up and approve staff expenses at the Academy in accordance with any CAT-wide policy
- F7 Submit expenses in accordance with CAT-wide policy

- F8 Assist the Executive Team and the Board of Directors to develop and implement a disaster recovery/ business continuity plan for the CAT and the Academies within it

KEY RESPONSIBILITIES ON FINANCE: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- G1 Appoint Local Governor(s) responsible for finance (where some financial matters have been delegated to the Local Academy Council (LAC))
- G2 Responsibility rests for managing the Academy's annual budget and operate with it
- G3 Monitor the income, expenditure and cash flow of the Academy and report any issues to the Executive Team/Directors
- G4 Ensure any variances from the budget are reported to the Finance Committee/Board of Directors
- G5 Ensure proper financial controls are in place at the Academy
- G6 Maintain a register of business interests of Governors
- G7 Monitor the provision of free school meals to those pupils meeting the criteria and follow up where there any issues
- G8 Ensure the CAT's financial disaster recovery/business continuity plan for the Academy is adhered to and remains fit for purpose

KEY RESPONSIBILITIES ON FINANCE: EXECUTIVE TEAM

- H1 Support and advise the Directors in respect of the annual accounts and report
- H2 Prepare the financial Scheme of Delegation and take any action as determined by the Directors following their review of it
- H3 Support the Directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the CAT and the Academies within it
- H4 Monitor the income, expenditure, cash flow and balance sheet of the CAT and produce monthly budget monitoring reports for the Directors highlighting any concerns or issues in accordance to and reflective of diocesan policy
- H5 Support Local Academy Council (LAC)s and Headteachers in local Academy monitoring and management of budgets and finances
- H6 Consider any variances on delegated budget reported by the LACs
- H7 Report to the Directors on the financial performance of the CAT at least three times per year

- H8 Catholic Executive Officer (CEO) to act as the Accounting Officer
- H9 Ensure proper financial controls are in place
- H10 Set up and approve staff expenses for the Executive Team
- H11 Open bank accounts
- H12 Support the Directors and LAC to ensure robustness of benchmarking in terms of value for money of the CAT and, also the individual Academies
- H13 Assist the Directors with LACs and Headteachers as appropriate, to prepare a disaster recover/business continuity plan
- H14 Prepare a charging and remissions policy for adoption by the Directors

KEY RESPONSIBILITIES ON FINANCE: DIRECTORS

- I1 Issue a letter of engagement for the external auditor’s contract
- I2 Appoint internal audit committee to appoint auditors for their own Academy
- I3 Appoint a Chief Financial Officer (which can be the Finance Director, School Business Manager or equivalent) to lead on finance
- I4 Appoint an Audit Committee **ND**
- I5 Appoint a Finance Committee (as per the Academies Financial Handbook)
- I6 Ensure that the accounts are audited in accordance with the diocesan/Religious Order Trustees’ requirements relating to accounting for the Church assets
- I7 Produce, submit and publish annual audited accounts and report including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money
- I8 Approve and keep under review the financial Scheme of Delegation **ND**
- I9 Approve the annual budget for the CAT and each Academy in the CAT to include overall approval of management accounts for each individual Academy
- I10 Budget plan on a three-year rolling basis
- I11 Consider monthly budget monitoring reports and take action as necessary
- I12 Submit the budget forecast to the ESFA
- I13 Approve any significant changes to the approved budget
- I14 Monitor income, expenditure, cash flow and balance sheet of the CAT and take appropriate action where necessary to ensure appropriate use of funds and to balance the CAT’s books

- I14 Review all financial policies as required by the Academies Financial Handbook and/or as recommended by the auditors
- I15 Adopt and review the charging and remissions policy prepared by the Executive Team
- I16 Determine and communicate service charges to the Local Academy Council (LAC)s relating to the provision of centralised functions OR agree top-slice and all centralised services and what must be paid for separately by each Academy in the CAT
- I17 Appoint an Accounting Officer **ND**
- I18 Ensure proper financial controls are in place
- I19 Ensure robustness of benchmarking in terms of CAT value for money
- I20 Agree pay for all Headteachers, Executive Headteachers and Executive Team Members, including Catholic Executive Officer (CEO) if appropriate **ND**
- I21 Develop and implement, in conjunction with the Executive Team and the Headteachers a disaster recovery/business continuity plan for the CAT and ensure that Local plans exist in each Academy

KEY RESPONSIBILITIES ON FINANCE: MEMBERS

- J1 Appoint all external auditors

KEY RESPONSIBILITIES ON FINANCE: REGIONAL HUBS

- JA1 Support Local Academy Council (LAC)s and Headteachers in Local Academy within the hub group monitoring and management of budgets and finances
- JA2 Support the directors and Local Academy Council (LAC) to ensure robustness of benchmarking in terms of value for money of the CAT and, also the individual academies within the hub group
- JA3 Assist the directors with the Local Academy Council (LAC)s and Headteachers within the hub group as appropriate, to prepare a disaster recover/business continuity plan

KEY RESPONSIBILITIES ON CONTRACTS: HEADTEACHER

- K1 Make payments within agreed financial limits
- K2 Enter into contracts in the name of the CAT up to the limits of delegation and within an agreed budget
- K3 Act as a signatory of an Academy specific bank account in accordance with the CAT’s financial regulation

KEY RESPONSIBILITIES ON CONTRACTS: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- L1 Conduct the business of the Academy ethically and in line with requirements set by the directors to ensure that all suppliers used take account of economic, social and environmental factors
- L2 Enter into contracts in the name of the CAT up to the limits of delegation and with an agreed budget
- L3 Support the Directors in their monitoring and evaluation of the delivery of any central services and functions provided or procured by the CAT for the Academy

KEY RESPONSIBILITIES ON CONTRACTS: EXECUTIVE TEAM

- M1 Prepare a CAT-wide competitive tendering policy for adoption by the Directors in accordance with diocesan policy on procurement contracts
- M2 Develop CAT-wide procurement strategies and efficiency savings programme (in line with the CAT-wide policy and review opportunities for collaborative procurement
- M3 Enter into contracts in the name of the CAT up to the limits of delegation and with an agreed budget
- M4 Make payments within agreed financial limits

KEY RESPONSIBILITIES ON CONTRACTS: DIRECTORS

- N1 Conduct the business of the CAT ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academies Financial Handbook
- N2 Adopt a CAT-wide competitive tendering policy and ensure OJEU procurement thresholds are observed **ND**
- N3 Set the delegated levels of authority for contracts
- N4 Approve contracts with constitute related party transactions
- N5 Set up and approve Directors' expenses in accordance with the CAT's conflicts of interest policy

KEY RESPONSIBILITIES OF CONTRACTS: REGIONAL HUBS

- NA1 Assist the Executive Team and Headteachers to develop hub group-wide procurement strategies and efficiency savings programme (in line with the CAT-wide policy and review opportunities for collaborative procurement)

KEY RESPONSIBILITIES ON CURRICULUM AND STANDARDS: HEADTEACHERS

- P1 Ensure that the curriculum of the school, including all the subjects of the National Curriculum, is taught in the light of the teachings of Christ and the Catholic Church and actively promotes the spiritual and moral development of its pupils
- P2 Ensure the curriculum is appropriately delivered by the Academy to ensure the highest possible level of academic performance in all areas is achieved
- P3 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
- P4 Ensure that Religious Education constitutes 10% of the weekly timetable of the Academy in accordance with the tenets and norms of the Catholic Church (or 5% for Sixth Form colleges when applicable)
- P5 Make a provision for a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church
- P6 Implement and adhere to targets set by LAC for pupil achievement and progress and monitor against targets and report findings to the LAC/ Executive Team
- P7 Report figures to the Executive Team and the LAC relating to standards and using a uniform software package to report and analyse it
- P8 In conjunction with the LAC and Executive Team, prepare a draft Academy development plan for approval by the LAC
- P9 Ensure the performance management of staff and the equality of teaching over time

KEY RESPONSIBILITIES ON CURRICULUM AND STANDARDS: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- Q1 Approve the curriculum proposed by the Headteacher
- Q2 Ensure that the curriculum of the school, including all the subjects of the National Curriculum is taught in the light of the teachings of Christ and the Catholic Church and actively promotes the spiritual and moral development of its pupils
- Q3 Ensure that RE is in accordance with the Curriculum Directory and the Bishop's policy and that it constitutes 10% of the weekly timetable in the Academy in accordance with the tenets and norms of the Catholic Church (or 5% for Sixth Form colleges)
- Q4 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

- Q5 Ensure that relationships and sex education is taught in accordance with the social and moral teachings of the Catholic Church having regard to any CAT-wide policy
- Q6 Monitor the quality assurance of teaching and learning, the curriculum inclusion and the sharing of good practice across the Academy and take action where any issues arise
- Q7 Set and monitor the target data for the school figures reported from the Headteacher relating to standards and report any issues to the Executive Team
- Q8 Develop and approve the Academy development plan and monitor its impact, reporting any issues to the Executive Team/Directors

KEY RESPONSIBILITIES ON CURRICULUM AND STANDARDS: EXECUTIVE TEAM

- R1 Act effectively to ensure high standards and 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
- R2 Prepare and oversee the implementation of a CAT-wide curriculum policy
- R3 Review the contents and delivery of the curriculum across the academies including compliance with any funding agreement requirements
- R4 Provide a termly report to the Directors (via Standards Committee possibly) regarding standards and raise concerns and provide strategies
- R5 Provide oversight of the target setting for pupil achievement and progress by the Headteachers and monitor against targets
- R6 Monitor the KPI figures reported from the Headteachers relating to standards and take up any issues with the LAC and report to the Directors
- R7 Approve the LAC and Headteachers' development of an Academy development plan. This would be created in conjunction with an external provider

KEY RESPONSIBILITIES ON CURRICULUM AND STANDARDS: DIRECTORS

- S1 Receive an annual report from the Directors and Catholic Executive Officer (CEO) or Executive Leader on standards
- S2 Report any relevant information to the Bishop in order to provide assurances that standards across the Academies in the CAT are being met
- S3 Appoint an Education Standards Committee
- S4 Intervene, in a timely manner, where standards fall below that which is expected of the academies with the CAT

- S5 Oversee curriculum policies to ensure they are balanced and broad. This will include **ND**:
 - Ensure that the Catholic mission and ethos of CAT permeates the curriculum and life at each of the academies in the CAT
 - Ensure that every pupil is well-equipped to follow their vocation as active citizens in service to the world
 - The curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain; and
 - A written policy on relationships and sex education, in accordance with any diocesan policy and/or CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic Church

- S6 Determine a CAT-wide policy on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory and the tenets and norms of the Catholic Church
- S7 Receive a termly report from the Executive Team/Standards Committee and the Headteachers regarding standards
- S8 Set CAT-wide performance management targets relating to standards, if necessary
- S9 Ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academies in the CAT

KEY RESPONSIBILITIES ON CURRICULUM AND STANDARDS: REGIONAL HUBS

- SA1 Support the Directors to intervene, in a timely manner, where standards fall below that which is expected of the academies with the CAT
- SA2 Support the Headteachers to implement the CAT-wide curriculum policy to ensure provision of a balanced and broadly based curriculum.
- SA3 Support the Headteachers to implement the CAT-wide policy on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory and the tenets and norms of the Catholic church
- SA4 Support the Headteachers in compliance with performance management targets relating to standards
- SA5 Support the Headteachers to implement processes for the monitoring and quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academies in the Academies in the hub group

KEY RESPONSIBILITIES ON SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND): HEADTEACHERS

- T1 Designate a teacher to be responsible for coordinating SEND provision
- T2 Liaise with the Local authority in respect of pupils who have, or might have, SEND
- T3 Make provision for SEND pupils with or without a statement or Education Health and Care Plan (EHCP)
- T4 Ensure compliance with the legal requirements relating to disability with the Academy

KEY RESPONSIBILITIES ON SPECIAL EDUCATIONAL NEEDS & DISABILITIES: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- U1 Appoint a Local governor responsible for SEND and inclusion
- U2 Review and maintain the Academy’s SEND policy
- U3 Provide oversight of the implementation of the policy within the Academy and compliance with the legal requirements relating to disability and report to the Executive Team/Directors
- U4 Ensure inclusion involves challenge of the more able disadvantaged and there is sufficient deployment of resources

KEY RESPONSIBILITIES ON SPECIAL EDUCATIONAL NEEDS & DISABILITIES: EXECUTIVE TEAM

- V1 In accordance with directions from the Directors, prepare the CAT’s SEND policy for adoption by the Directors
- V2 Provide oversight of the implementation of the CAT-wide SEND policy
- V3 Ensure compliance with legal requirements relating to SEND within the Academies
- V4 Produce a report to the Directors on SEND provision across the CAT and take action as they direct
- V5 Appoint Educational Psychologists; Welfare Officers across the Academies for identification of any areas of concern for referral to the Directors

KEY RESPONSIBILITIES ON SPECIAL EDUCATIONAL NEEDS & DISABILITIES: DIRECTORS

- W1 Adopt a CAT-wide SEND policy **ND**
- W2 Ensure training and legal compliance issues
- W3 Appoint a lead SEND Director

KEY RESPONSIBILITIES ON SAFEGUARDING: HEADTEACHERS

- X1 Appoint a named Designated Safeguarding Officer (DSO) to support looked after children and to ensure the role is compliant with statutory guidance

- X2 Promote, develop and maintain a robust culture of safeguarding that has at its heart the welfare and needs of the child first
- X3 Appoint designated qualified safeguarding staff who are known by all
- X4 Maintain the single central record
- X5 Ensure compliance with all relevant regulations e.g., risk assessments, Health and Safety, etc.

KEY RESPONSIBILITIES ON SAFEGUARDING: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- Y1 Appoint a designated Governor for Safeguarding
- Y2 Ensure that at least one Governor on any recruitment panel has up to date safeguarding and safer recruitment training
- Y3 Review and maintain a safeguarding and child protection policy for the Academy (consistent with the CAT-wide policy)
- Y4 Ensure the completion of the single central record and its regular updating
- Y5 Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed

KEY RESPONSIBILITIES ON SAFEGUARDING: EXECUTIVE TEAM

- Z1 Prepare a CAT-wide safeguarding and child protection policy for adoption by the Directors bearing in mind local variance if the CAT spans more than one Local Authority area
- Z2 Ensure that each Academy has appointed a designated teacher to support looked after children
- Z3 Make arrangements for safeguarding audits to be conducted by independent personnel
- Z4 Report to the Directors on the procedures in place for safeguarding and on matters as they arise and at least annually
- Z5 Monitor compliance with legislation and report any failings to the Directors
- Z6 Identify training needs and report to the Directors

KEY RESPONSIBILITIES ON SAFEGUARDING: DIRECTORS

- 1a Adopt a CAT-wide safeguarding and child protection policy bearing in mind local variance if the CAT spans more than one Local Authority area **ND**
- 2a Adopt a CAT-wide policy regarding school trips **ND**
- 3a Ensure training and legal compliance issues
- 4a Ensure the single central record is maintained for all CAT-based and cross-school appointments
- 5a Ensure that at least one Director on any Recruitment Panel has up-to-date safeguarding training

- 6a Ensure safer recruitment training is made available to all Governors and senior leaders
- 7a Monitor safeguarding practice across the CAT and take appropriate action where safeguarding practice is falling short of the standards expected

KEY RESPONSIBILITIES ON BEHAVIOUR: HEADTEACHERS

- 1b With the Local Academy Council (LAC), prepare a behaviour policy for the Academy in line with the CAT-wide policy
- 2b Exclude a pupil for a fixed term or permanently, as appropriate

KEY RESPONSIBILITIES ON BEHAVIOUR: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- 1c Assist the Headteacher to prepare a behaviour policy for the Academy in line with the CAT-wide exclusions policy for adoption by the Directors
- 3c Support and maintain disciplinary panels

KEY RESPONSIBILITIES ON BEHAVIOUR: EXECUTIVE TEAM

- 1d Prepare a CAT-wide behaviour policy for adoption by the Directors
- 2d Prepare a CAT-wide exclusions policy for adoption by the Directors
- 3d Review the overall pattern of exclusions across Academies and report to the Directors

KEY RESPONSIBILITIES ON ADMISSIONS: HEADTEACHERS

- 1e Provide advice and guidance to the LAC and the Directors as to requirements under the School Admissions and Appeals Codes
- 2e Ensure compliance with the CAT-wide admissions policy
- 3e Make arrangements for determining admissions and hearing admissions appeals in line with the CAT-wide policy
- 4e Participate in local admissions forum
- 5e Ensure participation in the fair access protocol
- 6e Ensure effective arrangements are in place for pupil recruitment to the Academy

KEY RESPONSIBILITIES ON ADMISSIONS: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- 1f Undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions and Appeals Codes and the CAT-wide admissions policy

- 2f Make arrangements for determining admissions and hearing admission appeals
- 3f Ensure effective arrangements are in place for pupil recruitment
- 4f Contribute to the development of the Academy prospectus online

KEY RESPONSIBILITIES ON ADMISSIONS: EXECUTIVE TEAM

- 1g Work with the diocese to produce a CAT-wide admissions policy for adoption by the Directors and ensure that it complies with all diocesan requirements
- 2g Provide oversight, and support, of the implementation of admissions arrangements across the CAT
- 3g Ensure that the impact of any proposed changes to an Academy's admission arrangements are considered in light of the other Academies in the CAT and other Catholic schools generally in the diocese
- 4g Ensure effective arrangements are in place for pupil recruitment to the academies in the CAT
- 5g Provide advice and guidance to Directors regarding the requirements of the Schools Admissions and Appeals Codes
- 6g Ensure all policies are reviewed by the Directors and are compliant with the Code

KEY RESPONSIBILITIES ON ADMISSIONS: DIRECTORS

- 1h Receive a report from the LAC and share the report with the Diocesan Education Service to assist the Bishop in his responsibilities relating to place planning
- 2h Assist the diocese with any requirements it may have relating to the Bishop's duty to seek to ensure that there are sufficient school places available for the baptised Catholic children resident in his diocese and fully adopt the use of the Certificate of Catholic Practice (CCP)
- 3h Adopt the CAT-wide admissions policy prepared by the Executive Team and ensure that it complies with all diocesan requirements **ND**
- 4h Review and approve all Academy admissions policies before they are determined and published by the LAC
- 5h Prepare an annual report to the Members on the need for school places within the local community, including forecasts

Key Admissions Useful Resources: CES resources: Certificate of Catholic Practice and associated guidance

KEY RESPONSIBILITIES ON OTHER PUPIL-RELATED MATTERS: HEADTEACHERS

- 1i Maintain a register of pupil attendance and report on attendance and pupil absences, as part of the key performance indicators (KPIs) to the LAC
- 2i Determine key priorities and KPIs against which pupil attainment and progress can be measured
- 3i Review and maintain home-Academy agreements, if appropriate, which should reflect support for the Academy’s Catholic character
- 4i Ensure effective deployment of the pupil premium and monitor its impact, reporting any issues to the LAC
- 5i Prepare an Academy complaints policy consistent with the CAT-wide policy for adoption by the LAC and hear complaints at the relevant stage

KEY RESPONSIBILITIES ON OTHER PUPIL-RELATED MATTERS: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- 1j Support and advise the Headteacher to determine KPIs
- 2j Review attendance and pupil absences
- 3j Appoint a Local Governor responsible for statutory grants including pupil premium and sports premium
- 4j Monitor the impact of the pupil premium in the Academy and advise Executive Team/Directors
- 5j Monitor the impact of the sports premium in the Academy and advise Executive Team/Directors
- 6j Adopt an Academy complaints policy (consistent with the CAT wide policy)
- 7j Hear complaints at the relevant stage
- 8j Ensure effective arrangements are in place for pupil support and representation at the Academy
- 9j Support the CAT and the Headteacher in the extended school provision in the Academy
- 10j Set uniform policy

KEY RESPONSIBILITIES ON OTHER PUPIL-RELATED MATTERS: EXECUTIVE TEAM

- 1k Prepare a CAT-wide complaints policy for adoption by the Directors
- 2k Review the level of complaints across the CAT and report to the Directors outlining the changes initiated as necessary to address any issues
- 3k Monitor the levels of attendance in the Academies and the use of home-Academy agreements and report termly to the Directors
- 4k Monitor the impact of the pupil premium/sports premium across the CAT and report to the Directors

KEY RESPONSIBILITIES ON OTHER PUPIL-RELATED MATTERS: DIRECTORS

- 1l Adopt a CAT-wide complaints policy and receive reports from the Executive Team regarding the level of complaints across the CAT **ND**
- 2l Review data provided by the Executive Team/LAC relating to pupil premium and sports premium and take action to address any issues, as appropriate
- 3l Agree the times of Academy sessions and the dates of Academy terms and holidays set by the Headteachers and Chairs
- 4l Ensure that the Academy meets for 380 sessions in an Academy year and is compliant
- 5l Notify the diocese of any school level complaints. The directors must notify the diocese of any complaints or issues that could bring into disrepute the Catholic character of the CAT and/or the Academies within it

KEY RESPONSIBILITIES ON STAFFING MATTERS: HEADTEACHERS

- 1m Determine staffing requirements within the Academy and budget, in conjunction with the Chair and the LAC
- 2m Implement the CAT-wide policies and procedures in the Academy
- 3m With the LAC, appoint teaching and non-teaching staff, Deputy or Assistant Headteacher and Head of RE.
- 4m Suspend or dismiss teaching and non-teaching staff in consultation with the Executive Team
- 5m Conduct the performance management and pay progression of staff in the Academy in line with the Academy’s pay policy and appraisal policy
- 6m Approve applications for early retirement, secondment and leave of absence

KEY RESPONSIBILITIES ON STAFFING MATTERS: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- 1n Support the Directors in the process to appoint the Headteacher as requested by the Executive Team (acting with the delegated authority of the Directors) and to take part in the performance management of the Headteacher
- 2n Having regard to the CAT’s strategic plans, support the Headteacher in the development and review (from time to time) of an appropriate staffing structure for the Academy and for the appointment of Academy staff and to ensure that the Academy is fully staffed in accordance with that structure
- 3n Ensure that there is effective communication between the Headteacher and the Executive Team, HR Committee and Pay Committee

- 4n Ensure the CAT’s policies on all HR matters are implemented in the Academy
- 5n Monitor and scrutinise the implementation of the CAT’s policies at the Academy for HR matters including the appointment, induction and performance management of staff, pay review process, and procedures for dealing with disciplinary matters, grievances and dismissal
- 6n Support the Executive Team and the Directors as appropriate, to conduct the performance management of Headteachers
- 7n Advise and support the Directors to determine Headteachers’ pay

- 2p Establish a Pay Committee
- 3p Adopt the pay policy prepared by the Executive Team which is to be carried out by the Pay Committee
- 4p Ensure harmonisation of terms and conditions of employment across the CAT to avoid the risk of employment claims
- 5p Define any overarching management structures across the CAT and budget in accordance with diocesan policy **ND**
- 6p Develop Catholic leadership within the CAT and the wider diocese and actively engage in a succession planning policy
- 7p Consider and approve any senior leadership and high level non-teaching structures as determined by the Head and LAC

**KEY RESPONSIBILITIES ON STAFFING MATTERS:
EXECUTIVE TEAM**

- 1o Prepare a pay policy for consideration and adoption by the Directors
- 2o Assist the Headteacher and Chair in determining the senior leadership and high-level non-teaching structures for each Academy
- 3o Review the terms and conditions of employment across the Academies in the CAT and advise the Directors where there is a possibility of employment claims and take any action as directed by the director to ensure that this risk is minimised/ removed
- 4o Advise the Directors on suitable CAT-wide policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops’ Memorandum on the Appointment of Teachers in Catholic Schools
- 5o Monitor and review staffing changes across the CAT and report any issues to the Directors
- 6o Support the Headteachers to determine staffing structures at the Academy
- 7o Catholic Executive Officer (CEO) to conduct the performance management review of the Executive Leaders (excluding the Senior Executive/Catholic Executive Officer (CEO)) with support from the [pay] committee
- 9o The LAC panel would use the assistance of the Catholic Executive Officer (CEO) and Executive Team to Conduct the performance management of Headteachers

- 8p Through the HR Committee, ensure that certain posts are filled by practising Catholics in observance of the Bishops’ Memorandum on Appointment of Teachers in Catholic Schools, being the Headteacher, Deputy Headteacher and Head or Co-ordinator of religious education or, where there are different structures in place or different terminology is used, ensure that the person with overall responsibility for the day-to-day management of the school, and the person who is the second-most senior person in the leadership team, are practising Catholics
- 9p Ensure that diocesan protocol is followed in respect of the appointment of any other senior post which directly affects the Catholic mission of the CAT and its Academies, including but not limited to the CEO, or other Senior Executive(s) and lay chaplains, and is in accordance with the Bishops’ Memorandum on Appointment of Teachers in Catholic schools
- 10p Ensure that the diocese is involved in any recruitment selection and appointment being made, particularly relating to any senior posts and lay chaplain which directly affect the Catholic mission of the CAT and its academies
- 11p Adopt CAT-wide staff policies and procedures **ND**
- 12p Put in place an appropriate whistle-blowing procedure
- 13p Ensure the adoption of CES employment documents (with amendments where appropriate), including the model contracts of employment and workplace policies, in observance of the Bishops’ Memorandum on Appointment of Teachers in Catholic Schools
- 14p Determine posts to be made across one or more Academy in the CAT in line with any diocesan protocol

**KEY RESPONSIBILITIES ON STAFFING MATTERS:
DIRECTORS**

- 1p Appoint a HR Committee to oversee how an academy oversees recruitment, induction, training, CPD, wellbeing, dismissals, and other HR processes for all staff, such as redundancy policies within the CAT at a strategic level

- 15p Appoint, suspend and dismiss Headteacher, Deputy/Assistant Headteacher, Head of RE, and all Executive Team posts including the Catholic Executive Officer (CEO), if appropriate, acting through a committee.

- 16p Conduct the performance management review of the Senior Executive/Catholic Executive Officer (CEO) (acting through the pay committee) **ND**
- 17p Notify the diocese of any suspension or action taken under a disciplinary policy which could result in dismissal of a staff member, particularly where any misconduct may bring the Catholic character of the CAT and its Academies into disrepute

Useful resources:
CES model employment documents

KEY RESPONSIBILITIES ON STAFFING: REGIONAL HUBS

- 1pA Support the directors with determining the staffing structure across more than one Academy within the group hub
- 2pA Advise the directors on suitable CAT-wide policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops' Memorandum on the Appointment of Teachers in Catholic Schools.
- 3pA Support the Headteachers to determine staffing structures at the Academy

Useful resources:
CES model employment documents

KEY RESPONSIBILITIES ON INFORMATION MANAGEMENT AND COMMUNICATION: HEADTEACHERS

- 1q Ensure the publication of Academy information, ensuring that the electronic communication, including web pages, are up to date and compliant
- 2q Maintain accurate and secure staff records for the Academy
- 3q Ensure compliance with all data protection legislation and good practice at the Academy

KEY RESPONSIBILITIES ON INFORMATION MANAGEMENT AND COMMUNICATION: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- 1r Ensure the effective implementation of data protection policies and procedures in the Academy
- 2r Ensure systems in place are in line with the CAT's strategy at the Academy for effective communication with pupils, parents or carers, staff, parish priests, diocese and the wider community including the support of a local parent teacher association (if established)

Useful Resources:
CES Guidance Note on the Data Protection Act 1998
CES Guidance Note on Freedom of Information

KEY RESPONSIBILITIES ON INFORMATION MANAGEMENT AND COMMUNICATION: EXECUTIVE TEAM

- 1s Prepare a CAT-wide data protection policy for adoption by the Directors
- 2s Ensure compliance with all data protection legislation and good practice across the Academies
- 3s Develop and implement an integrated ICT strategy to ensure compatibility of systems across all the Academies in the CAT to facilitate maximum efficiency and cohesiveness and report any issues to the Directors
- 4s Support the individual academies on the effective safe storage of data
- 5s Maintain accurate and secure staff records for the executive team
- 6s Ensure that registration with the information Commissioner's Office is up to date
- 7s Maintain and develop the CAT's website

KEY RESPONSIBILITIES ON INFORMATION MANAGEMENT AND COMMUNICATION: DIRECTORS

- 1t Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information

KEY RESPONSIBILITIES ON HEALTH, SAFETY, RISK AND ESTATES: HEADTEACHERS

- 1t Prepare the risk register for the LAC having regard to the risks identified by the Executive Team and audit processes
- 2t Prepare a Health and Safety policy for the Academy (in line with the CAT-wide policy) for adoption by the LAC
- 3t Monitor the accident book and agree appropriate actions with the LAC/Executive Team
- 4t Ensure suitable risk assessments are prepared and appropriate actions taken
- 5t Review security of premises and equipment
- 6t Implement the CAT-wide lettings policy in the Academy
- 7t Liaise with the executive team on the accessibility plan for the Academy
- 8t Responsible for shutting the school if required on Health and Safety related issues.

KEY RESPONSIBILITIES ON HEALTH, SAFETY, RISK AND ESTATES: LOCAL ACADEMY COUNCIL (LAC) GOVERNORS

- 1u Appoint a Local Governor responsible for Health and Safety

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| <p>2u Review the risk register of the Academy and prepare a risk report for the Executive Team/Directors</p> <p>3u Adopt a risk reporting policy and Health and Safety policy (in line with the CAT-wide policy)</p> <p>4u Review the implementation of the Health and Safety policy and ensure that appropriate risk assessments are being carried out in the Academy</p> <p>5u Conduct site inspections to review any Health and Safety issues and the security of premises and equipment</p> <p>6u Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the Executive Team</p> | <p>3v Approve insurance arrangements in accordance with diocesan/Religious Order Trustees' requirements</p> <p>4v Review and maintain any buildings strategy and asset management planning arrangements in accordance with any requirements set by the diocesan/Religious Order Trustees, including seeking their agreement to any such plans as appropriate</p> <p>5v Apply to the diocesan/Religious Order Trustees for any funding/consent to building works before undertaking any works</p> <p>6v Adopt a CAT-wide Health and Safety policy and risk reporting policy ND</p> <p>7v Adopt a CAT-wide lettings policy in accordance with the diocesan/Religious Order Trustees' requirements ND</p> |
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KEY RESPONSIBILITIES ON HEALTH, SAFETY, RISK AND ESTATES: EXECUTIVE TEAM

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| <p>1v Prepare and maintain a CAT-wide risk register</p> <p>2v Review the risk reports provided by the LACs and make any recommendations/notifications to the Directors as appropriate</p> <p>3v Procure buildings and related insurance for the CAT and all the Academies within it</p> <p>4v Make any proposals relating to the school estate to the Directors in accordance with any requirements set by the diocesan/Religious Order Trustees</p> <p>5v Prepare any buildings strategy and asset management planning arrangements in accordance with any requirements set by the diocesan/Religious Order Trustees and ensure that agreement has been sought from them, as appropriate</p> <p>6v Prepare a CAT-wide Health and Safety policy for the Directors' consideration and approval</p> <p>7v Monitor and support the implementation of the CAT-wide Health and Safety policy and report any issues to the Directors</p> <p>8v Draw up agree and monitor an accessibility plan for each Academy in consultation with the Headteachers, reporting any issues to the Directors</p> <p>9v With agreement from the diocesan/Religious Order Trustees, advise the Directors and manage, in conjunction with them, any capital and building improvement grants</p> <p>10v Compliant and consistent in implementing diocesan policy on capital projects</p> | <p>8v Commence or settle any litigation proceedings ND</p> <p>9v Provide any relevant and appropriate guarantees and indemnities as authorised by the Members/diocesan Trustees/Religious Order Trustees</p> <p>10v Select, plan and oversee any capital projects and buildings improvements as agreed by the diocesan/Religious Order Trustees and in accordance with all diocesan protocols</p> |
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Useful resources:
[*CES model Protocol between dioceses and Multi-Academy Trust Companies*](#)

KEY RESPONSIBILITIES ON HEALTH, SAFETY, RISK AND ESTATES: DIRECTORS

- 1w Appoint a Risk and Audit Committee
- 2w Review risk management and the risk register kept by the Executive Team