

Governance Handbook

(including Scheme of Delegation and Governor Code of Conduct)

for



This Handbook was adopted by the Board of Directors of Mother Teresa Catholic Academy Trust on 01 April 2026. It includes the scheme of delegation, and it provides details of Mother Teresa Catholic Academy Trust decision making structures.

This Handbook is issued by the Board of Directors, and it forms part of the constitutional arrangements of Mother Teresa Catholic Academy Trust.

Each committee of the Board of Directors is required to act in accordance with the arrangements set out in this Handbook.

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1. Introduction

Mother Teresa Catholic Academy Trust (the Academy Trust) is a Catholic Multi Academy Company in the Catholic Diocese of Portsmouth (the Diocese). As a Catholic Multi Academy Company, the Academy Trust is an integral part of the education mission of the Catholic Church, and it is subject to the canonical oversight of the Diocesan Bishop.

This Handbook is issued by the Board of Directors (the Board) to the committees which perform its local governance functions (the Local Committees¹). Use of this Handbook is a requirement of the Diocesan Protocols on Governance.

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

2. Key Documents

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

3. Articles of Association

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

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

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

Local Committees are committees of the Board created pursuant to Article 100(a). Article 101 states that the constitution, membership and proceedings of such committees shall be determined by the Directors, and this Handbook constitutes that determination. The general power that the Board has to delegate pursuant to Article 100(a) is limited in the Articles, by Articles 105A, 105AA and 105B

¹ Whilst the term Local Committee is used in this Handbook for ease of reference, it is acknowledged that such committees are known as Local Governing Body in the Diocese.

and where any delegation is contemplated, reference should be made to these Articles in order to ensure that such delegation is permitted.

4. Questions?

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

Scheme of Delegation

5. The Purpose of our Local Committees

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

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

Local Committees of the Board ensure that flourishing Catholic schools are rooted in their local communities – "flourishing children and flourishing adults in flourishing schools".²

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

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

² Flourishing together. A collective vision for the education system. Confederation of School Trusts, National Society for Education Church of England & Church in Wales and Catholic Education Service (November 2024)

6. The Constitution of our Local Committees

6.1 Membership

- 6.1.1 The members of our Local Committees shall be known as Governors and each school in our Academy Trust shall have a Local Committee unless the Board, with the prior written approval of the Diocese, determines otherwise.
- 6.1.2 The number of people who shall sit on each Local Committee shall not be less than three subject always to paragraph 6.2.1.
- 6.1.3 The constitution of the Local Committee shall be as follows:
[6] Foundation Governors
[1] Staff Governor
[2] Parent Governors
[2] Co-opted Governors
[1] Headteacher
 [Such number of Co-Opted Governors as shall be appointed by the Board in accordance with paragraph 6.2.4]
 A different constitution may be adopted at any time by the Board with the prior written approval of the Diocese.
- 6.1.4 Where appropriate, the Directors, or any of them individually shall, subject to the consent of the Diocese, be entitled to be appointed to any Local Committee. The Directors, or any of them individually shall also be entitled to attend any meeting of any Local Committee.
- 6.1.5 Any Director attending a meeting of a Local Committee (whether or not they have been appointed to the Local Committee) shall count towards the quorum for the purposes of that meeting and shall be entitled to vote on any resolution being considered by that Local Committee, provided that there is no conflict of interest that would prevent them from counting in the quorum and voting.
- 6.1.6 All Governors shall, upon their appointment or election, and before exercising any duties as a Governor, give the written undertaking provided at Appendix A in accordance with Article 103. The Clerk to the Board shall be responsible for ensuring that this has been completed and will provide a copy of each undertaking to the Diocesan Education Service (if required). The Clerk to the Board will also ensure that a copy of each signed undertaking is kept with the Academy Trust's company records.
- 6.1.7 All Governors shall, at the beginning of each academic year sign the Code of Conduct which is provided at Appendix B. The Clerk to the Board shall be responsible for ensuring that this has been completed and will ensure that a signed Code of Conduct from each Governor is kept with the Academy Trust's company records.
- 6.1.8 In addition, all Foundation Governors shall sign the declaration included with the Code of Conduct. The Clerk to the Board shall be responsible for ensuring that this has been completed and will ensure that a signed declaration from each Foundation Governor is kept with the Academy Trust's company records.
- 6.1.9 Each Local Committee shall complete a skills audit in the format provided at Appendix C at the beginning of the academic year and the Clerk to the Board shall ensure that copies of the skills audits are reviewed at least annually by the Board and any skills gaps notified to the Diocesan Education Service.

6.2 Appointment of Governors

6.2.1 Foundation Governors

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

6.2.2 Staff Governors

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

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

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

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

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

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

6.2.3 Parent Governors

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

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

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

may appoint a person who is the parent or an individual exercising parental responsibility of a child within the age range of the school.

6.2.4 Co-Opted Governors

- 6.2.4.1 The Board may determine, at its discretion, to appoint any individual as a Co-Opted Governor in order to fill an identified skills gap. Such appointments will only be made with the prior written consent of the Diocese, and provided that the Diocese is able to ensure that the Foundation Governor majority in paragraph 6.2.1 is preserved. This may require the appointment of additional Foundation Governors.
- 6.2.4.2 Subject to paragraph 6.2.4.1, individuals may be nominated for appointment as Co-Opted Governors by the Local Committee.

6.3 Terms of Office

- 6.3.1 The terms office for Governors shall be as follows:
 Foundation Governors – 4 years
 Staff Governors – 4 years
 Parent Governors – 4 years
 Co-Opted Governors – 4 year
- 6.3.2 The terms of office above do not apply to the Headteacher or equivalent.
- 6.3.3 Subject to remaining eligible for re-appointment or re-election, Governors may be re-appointed or re-elected save that Foundation Governors may only serve a maximum of three consecutive four-year terms as stated in the Diocesan Protocols on Governance (unless written permission to serve for one or more additional terms is provided by the Bishop).

6.4 Resignation and Removal

- 6.4.1 Except in the case of Foundation Governors, a Governor shall cease to hold office if they resign their office by written notice to the Clerk to the Board (but only if at least three persons will remain in office when the notice of resignation is to take effect). A Foundation Governor shall cease to hold office if they resign their office by written notice to the Bishop with a copy of the written notice being provided to the Clerk to the Board.
- 6.4.2 A Governor shall cease to hold office if they are removed by the person or persons who appointed them. Whilst at the same time acknowledging that no reasons need to be given for the removal of a Governor by the person or persons who appointed them, any failure to uphold the values of the Academy Trust, any failure to preserve and develop the Catholic character of the Academy Trust or any of its schools or any act or omission which is in breach of this Handbook, the undertaking provided pursuant to Article 103, or the Code of Conduct will be taken into account.
- 6.4.3 Except in the case of Foundation Governors (who can only be removed by the Bishop), Governors may be removed by the Board but only after the Board has given due regard to any representations of the Local Committee and the Governor in question.
- 6.4.4 Staff Governors will be deemed to have resigned and shall cease to serve on the Local Committee if they cease to be an employee of the Academy Trust for whatever reason.

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

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

6.5 Disqualification

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

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

6.6 Proceedings of Local Committees

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

6.6.2 All Local Committees Board shall meet at least three times in each academic year.

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

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

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

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

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

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

- 6.6.9 A resolution to rescind or vary a resolution carried at a previous meeting of a Local Committee shall not be proposed at a meeting unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- 6.6.10 Meetings of Local Committees shall be terminated if the Governors so resolve or if the number of Governors present ceases to constitute a quorum for the meeting.
- 6.6.11 In the event that a meeting is not held, or is terminated before all of the matters on the agenda have been disposed of, a further meeting shall be convened by the Clerk to the Local Committee as soon as is reasonably practicable, but in any event within seven days of the date of the original meeting (i.e. the meeting that was not held or terminated prior to all of the matters on the agenda being disposed of).
- 6.6.12 Where the Governors resolve to adjourn a meeting before all the items of business on the agenda have been disposed of, the Governors shall, before adjourning, agree the time and date of the meeting to be held for the purposes of completing the consideration of those items, and they shall direct the Clerk to the Local Committee to convene the adjourned meeting accordingly.
- 6.6.13 The quorum for meetings of Local Committees and any vote on any matter thereat shall be 3 Foundation Governors. For the avoidance of doubt, the quorum for the election of the Chair and Vice-Chair shall be 3 Foundation Governors for the meeting but can be 2 Foundation Governors for the vote in the event that the third is required to abstain from voting as they are standing for election.
- 6.6.14 Local Committees may act notwithstanding any vacancies in their number, but if the number of persons serving is less than three Foundation Governors, the continuing Governors may act only for the purposes of engaging in a discussion with the Board and the Diocesan Education Service about how such vacancies will be filled as a matter of urgency. Until the minimum number of Foundation Governors have been appointed, the Board, (with the consent of the Diocese), may appoint Directors to the Local Committee to ensure that decisions can be made by it.
- 6.6.15 Every question to be decided at meetings of Local Committees shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every Governor shall have one vote except for where there is more than one Headteacher, in which case the Headteachers will have one vote between them.
- 6.6.16 Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.
- 6.6.17 Proceedings of Local Committees shall not be invalidated by any vacancy on the Local Committee or any defect in the election, appointment or nomination of any Governor.
- 6.6.18 A resolution in writing signed by all Governors shall be valid and effective as if it had been passed at a meeting of the Local Committee duly convened and held. Such resolution may consist of several documents in the same form, each signed by one or more Governors. It may include an electronic communication on behalf of any Governor indicating their agreement to the form of the resolution providing that the Governor has previously notified the Clerk in writing of the email address which the Governor will use.
- 6.6.19 Following meetings of Local Committees, the Clerk to the Local Committee shall ensure that draft minutes are provided to the Chair for approval. The minutes will then be signed

by the Chair once they are accepted as an accurate record of the discussions at the next meeting. The Clerk will ensure that subject to paragraph 6.6.20, any draft minutes which have been approved by the Chair, signed minutes, and any report, document or paper considered at any meeting is made available to any person wishing to inspect them as soon as is reasonably practicable.

- 6.6.20 There may be excluded from any item made available in accordance with paragraph 6.6.19 any material relating to any named employee, any named pupil or candidate for admission, and any matter which, by reason of its nature, the Local Committee determines should remain confidential. If there is any question as to whether any matter is confidential it shall be referred to the Board for determination, and the determination of the Board shall be final.
- 6.6.21 The Clerk to the Local Committee shall make available copies of all minutes to the Board, the Bishop and the Diocesan Trustees (through their officers), if required, as soon as is reasonably practicable after those minutes are approved. For the avoidance of doubt, minutes provided pursuant to this paragraph 6.6.21 should not be amended in accordance with paragraph 6.6.20.
- 6.6.22 Governors may participate in meetings of Local Committees by telephone or video conference provided that they are able to hear all participants and fully take part in the discussions and provided that they comply with any policy in place from time to time.
- 6.6.23 Any Governor wishing to take part in a meeting by telephone or video conference must give notice of their intention to do so detailing the number on which they can be reached or agreeing appropriate details for the video conference with the Clerk to the Local Committee at least 48 hours before the meeting. If the Local Committee does not have access to equipment which will enable Governors to participate effectively by telephone or video conference, then all Governors will be required to participate in person.
- 6.6.24 Any Governor attending a meeting by telephone or video conference must ensure that a stable and secure connection is available and that they are able to maintain the confidentiality of any business at all times. Governors must not join meetings remotely from public places unless they are able to ensure that they will not be overheard.
- 6.6.25 If, after all reasonable efforts, it does not prove possible for a Governor to participate by telephone or video conference, the meeting may still proceed with its business provided it is otherwise quorate.

6.7 Delegation

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

- 6.7.2 Any person or sub-committee exercising any power delegated to them in accordance with paragraph 6.7.1 above shall be required to report back to the Local Committee in relation to any action taken or decision made. The Local Committee shall ensure that they are aware of any action taken or decision made by those to whom powers have been delegated.
- 6.7.3 Each Local Committee shall determine the membership, constitution and terms of reference of any sub-committee at least once in every academic year taking into account any directions provided by the Board.
- 6.7.4 The membership of any sub-committee may include persons who do not also serve on the Local Committee, provided that a majority of the members of any such sub-committee shall be Governors or Directors. Such appointees will be provided with a clear remit and period of office and will not have any voting rights.
- 6.7.5 The Board has determined that the following decisions may not be delegated to any Governor, sub-committee, headteacher or other leader:

6.8 Chair and Vice-Chair

- 6.8.1 At the start of each academic year the Governors shall elect from amongst the Foundation Governors a Chair and a Vice-Chair. Subject to the paragraphs below, the Chair and Vice-Chair so elected shall serve until a new election takes place at the beginning of the next academic year.
- 6.8.2 The Chair and Vice-Chair may at any time resign from office by giving written notice to the Clerk to the Local Committee.
- 6.8.3 The office of Chair and Vice-Chair must always be occupied by different Governors and therefore if the Chair resigns and the Vice-Chair takes the role of Chair, a new Vice-Chair will need to be elected.
- 6.8.4 The Chair and Vice-chair will cease to hold office if they cease to serve on the Local Committee.
- 6.8.5 The Chair and Vice-Chair will cease to hold office if they become an employee of the Academy Trust.
- 6.8.6 The Chair and Vice-Chair will cease to hold office if they are removed from the office of Chair or Vice-Chair by a resolution of the Board.
- 6.8.7 If the office of Chair or Vice-Chair becomes vacant, the Governors shall elect a successor at their next meeting.
- 6.8.8 If the Chair is absent from any meeting or if there is a vacancy in the office of Chair, the Vice-Chair shall act as Chair for the purposes of the meeting.
- 6.8.9 If the Vice-Chair is absent from a meeting at the same time as the Chair or if there are vacancies in the roles of Chair and Vice-Chair, then the Local Committee shall elect one of the other Foundation Governors to act as Chair or Vice-Chair (as appropriate) for the purposes of that meeting.
- 6.8.10 If necessary, the Clerk to the Local Committee will chair meetings until a Chair is elected.
- 6.8.11 Any election of the Chair or Vice-Chair which is contested shall be held by secret ballot.
- 6.8.12 The Clerk to the Local Committee will be responsible for informing the Clerk to the Board of the identity of the Chair and Vice-Chair immediately following their appointment. The

Clerk to the Local Committee will also inform the Clerk to the Board if the Chair or Vice-Chair cease to hold office for whatever reason.

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

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

6.9 Clerk

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

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

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

6.9.4 Clerks are required to convene meetings of Local Committees in accordance with this Handbook.

6.9.5 Clerks, with the assistance of the Clerk to the Board must advise the Local Committee on its compliance with the Articles, the funding agreement between the Academy Trust and the Secretary of State, this Handbook, the Diocesan Protocols and the law more generally.

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

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

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

6.10 Conflicts of Interest

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

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

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

6.11 Indemnity

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

6.12 Notices

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

6.13 Decision-Making Structure

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

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

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

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

7. Review

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

Appendix A – Undertaking



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

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

To: The Bishop of Catholic Diocese of Portsmouth

To: Trustees of Catholic Diocese of Portsmouth (the Trustees)

To: The Directors of Mother Teresa Catholic Academy Trust (the Company)

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

Yours sincerely

Signature:

Please send to the Clerk to the Board of Directors at **clerk@mtcat.co.uk**

Appendix B – Code of Conduct



CES MODEL CODE OF CONDUCT

DIRECTORS, GOVERNORS & LOCAL GOVERNORS³



Mother Teresa

Catholic Academy Trust

CODE OF CONDUCT

This Code of Conduct has been approved and adopted by the Board of Directors for use by all Directors and all Local Body for use by all Governors/

on 01 April 2026

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

³ This model code of conduct is suitable for use by directors of Catholic academy trust companies, governors of Catholic voluntary aided schools and local governors on local governing bodies of Catholic academies.

In this document:

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

The term **‘Governor’** means a member of a Governing Board.

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

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

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

THE ROLE OF THE GOVERNING BOARD

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

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

(1) OUR THREE CORE STRATEGIC FUNCTIONS:

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

Our core strategic functions are to:

1. Ensure clarity of Catholic vision, ethos and strategic direction;
2. Hold the appropriate senior leadership to account for the educational performance and Catholic character of the School and its pupils; and for the internal organisation, management and control of the School, including the performance management of its staff; and
3. Oversee the financial performance of the School and make sure its money is well spent.

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

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

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

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

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

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

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

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

Role & Responsibilities

1. We will preserve and develop the Catholic character of the School and this responsibility will imbue all of our actions within, and through all aspects of, the School and the local community;
2. We will ensure that the School is conducted in accordance with its trust deed, which includes the provisions of:
 - **Canon law;**⁴
 - **The Religious Education Directory and Bishops' statements on religious education; and**
 - **Any directives issued by the Diocesan Bishop;**
3. We will conduct the School in accordance with its [Articles of Association and Scheme of Delegation] [Instrument (and Articles) of Government and in particular its ethos statement]⁵;
4. We will support and implement the policies and procedures of the diocese (and religious order, if any), including the Diocesan Bishop's policies on education (including but not limited to religious education and

⁵ Delete as appropriate.

- any admissions guidance issued by the diocese) and the expectations of the Diocesan Bishops issued collectively, specifically the Bishops' Memorandum on the Appointment of Staff in Catholic Schools;
5. We will respond to the needs of the Catholic community as a whole as represented by the Diocesan Bishop, complying in all respects with diocesan requirements;
 6. We will protect, promote and serve the diocese and religious order (if any) in the ministry of our role faithfully and in particular in compliance with Diocesan Protocols for a committed working relationship;
 7. We will consider not only the interests of the School, but the interests of other Catholic Schools and of Catholic education throughout the diocese;
 8. We will undertake to discharge our duties with due care and diligence;
 9. We will consider carefully how our decisions may affect the community and other schools;
 10. We will attend relevant training including diocesan training, induction training and continuing professional development training, as required by the diocese or religious order (if any);
 11. We understand the purpose of the Governing Board and our role and the role of senior leadership;
 12. We accept that we have no legal authority to act individually, except when the Governing Board has given us delegated authority to do so, and therefore we will only speak on behalf of the Governing Board when we have been specifically authorised to do so;
 13. We accept collective responsibility for all decisions made by the Governing Board or its delegated agents. This means that we will not speak against majority decisions outside of Governing Board meetings;
 14. We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer which includes the promotion of staff wellbeing, we will strive to be an employer of choice;
 15. In making or responding to criticism or complaints affecting the School, we will follow the procedures established by the Governing Board;
 16. We will actively support and challenge the senior leadership;
 17. We will uphold the reputation of the School, diocese, religious order (if any) and Catholic education as a whole at all times and to that end carefully consider and monitor our personal use of social media;
 18. If we have been appointed as a Foundation Governor, we recognise and accept our responsibilities and we have signed the Declaration & Undertaking, a copy of which is attached as an appendix to this Code of Conduct. We have returned the signed copy to the clerk.

Commitment

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

9. We accept that in the interests of transparency, our full names, date of appointment, terms of office, roles, attendance records, relevant business and pecuniary interests, category of Governor (where appropriate) and the body responsible for appointing us, will be published on the School's website and anywhere else as required by law.

Relationships

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

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

- faithfulness and integrity;
 - dignity and compassion; humility and gentleness;
 - truth and justice;
 - forgiveness and mercy;
 - purity and holiness;
 - understanding and peace;
 - and service and sacrifice.
2. We will comply with Diocesan Protocols for a committed working relationship;
 3. We will ensure that we continually communicate with and, where appropriate, seek support and guidance from the diocesan education service and any education officer appointed by the religious order (if any);
 4. We will strive to work as a team in which constructive working relationships are actively promoted;
 5. We will express views openly, courteously and respectfully in all our communications;
 6. We will support the chair in ensuring appropriate conduct both at meetings and at all times;
 7. We will be prepared to answer queries from others in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved;
 8. We will seek to develop effective working relationships with the diocese, religious order (if any), parish, the senior leadership, staff and parents, pupils, the local authority, other relevant agencies, and the local community.
 9. We will follow all our duties under the law and be fair and equitable in all that we do.'

Confidentiality

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

Conflicts of interest

1. We will always act in the best interests of the charitable objects set out in the governing documents of the School.
2. We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the Governing Board's business in the Register of Business Interests,

and if any such conflicted matter arises in a meeting, we will offer to leave the meeting for the appropriate length of time. We accept that the Register of Business Interests will be published on the School's website.

3. We will also declare any conflict of loyalty at the start of any meeting should the situation arise.

(4) BREACH OF THIS CODE

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

Signed.....

Dated.....

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

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

E signatures are acceptable.

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

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

Foundation Director / Governor / Local Governor

Declaration & Undertaking †:

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

I, [INSERT FULL NAME]

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

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

(*delete as applicable)

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

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

I undertake:

- To preserve and develop the Catholic character of the school/college/academy or academy trust company to which I am appointed;
- To ensure that the school/college/academy or academy trust company is conducted in accordance with its trust deed, which includes the provisions of:
 - o Canon law;
 - o The Curriculum Directory and Bishops' statements on religious education; and
 - o Any Diocesan directives relating to schools/colleges/academies/academy trust companies;
- To conduct the school/college/academy/academy trust company in accordance with its Instrument (and Articles) of Government or Articles of Association and in particular its ethos statement;
- To become familiar with, to support and implement the policies and procedures of the [Diocese of [Diocese]] [and the Religious Order], including the Bishop's policies on education, including religious education, and the directives issued by the Bishops collectively, specifically the Bishops' Memorandum on the Appointment of Staff in Catholic Schools and the Admissions Guidance, and to represent those policies and directives to the Board of Directors/Governing Body/Local Governing Body;

- To consider not only the interests of the individual school/college/academy/academy trust company, but the interests of other Catholic schools/colleges/academies/academy trust companies and of Catholic education throughout the Diocese;
- To respond to the needs of the Catholic community as a whole as represented by the Bishop of [Diocese] [and the Religious Superior];
- To attend relevant training including Foundation Director/Governor induction training, as soon as possible; and
- In all actions, to serve as a witness to the Catholic faith.

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

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

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

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

Signed.....

Dated.....

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

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

Appendix C – Skills Audit on GovernorHub

All Governors are required to complete a skills audit at the beginning of each academic year. The Clerk to the Board shall ensure that copies of the skills audits are reviewed at least annually by the Board and any skills gaps notified to the Diocesan Education Service.

Why Complete a Skills Audit?

The skills audit helps the Trust and your Local Governing Body to:

- Identify the collective strengths across the governance team
- Highlight any skills gaps that need to be addressed
- Plan targeted training and development
- Inform recruitment when appointing new Governors
- Ensure effective governance that supports the Catholic mission of our schools

How to Complete Your Skills Audit on GovernorHub:

Step 1: Log into GovernorHub

- Access GovernorHub via www.governorhub.com or through the GovernorHub app
- Use the login credentials you set up when you joined as a Governor

Step 2: Navigate to Your Profile

- Click on your name in the top right corner
- Select 'My Profile' from the dropdown menu

Step 3: Complete the Skills Audit

- Look for the 'Skills Audit' section within your profile
- You will be asked to rate your level of experience in various categories
- For each skill area, select the level that best describes your current experience:
 - **Extensive** – You have significant experience and could support others
 - **Moderate** – You have reasonable experience and understanding
 - **Basic** – You have some awareness but limited practical experience
 - **None** – You have no experience in this area

Step 4: Identify Training Needs

- As you complete each section, tick the box if you would like training in that particular area
- Be honest about your development needs – this helps us provide the right support

Step 5: Save and Submit

- Ensure you save your responses as you go
- Once complete, submit your skills audit

- Your responses will be visible to the Clerk to the Board and the Chair of your Local Governing Body

Key Skill Areas Covered

The GovernorHub skills audit covers two main sections:

Section A: Skills relating to Catholic Character

- Understanding the mission of Catholic education
- Knowledge of catechesis and religious education
- Understanding of liturgical and sacramental life
- Ecclesiology and the role of the Bishop
- Ability to evaluate Catholic life

Section B: General and Specialist Skills

- Governance experience and leadership
- HR and recruitment
- Data analysis and ICT
- Community relations and networks
- Educational expertise (teaching, SEND, safeguarding)
- Professional skills (finance, legal, strategic planning)
- Health & safety and risk management

When to Complete Your Skills Audit

- **New Governors:** Complete your skills audit within your first month of appointment
- **All Governors:** Update your skills audit at the beginning of each academic year (typically September/October)
- **Throughout the year:** Update your profile whenever you complete training or gain new skills

What Happens Next?

Once all Governors have completed their skills audits:

1. The Clerk to the Board will collate the results
2. Skills gaps will be identified at both Local Governing Body and Trust Board level
3. The Board will review the collective skills profile
4. Any significant gaps will be reported to the Diocesan Education Service
5. A training plan will be developed to address identified needs
6. Skills gaps may inform future Governor recruitment

Need Help?

If you experience any difficulties accessing or completing your skills audit on GovernorHub:

- Contact GovernorHub support directly through the platform
- Contact your Clerk to the Local Governing Body
- Contact the Clerk to the Board at clerk@mtcat.co.uk

Confidentiality

Your individual skills audit responses are confidential and will only be viewed by:

- The Clerk to the Board
- The Chair of the Board of Directors
- The Chair of your Local Governing Body
- The CEO (in summary form for planning purposes)

Aggregated, anonymised data may be shared with the Diocesan Education Service to support governance development across the Diocese.

Benefits of using GovernorHub for skills audits:

- Efficiency: No paper forms to print, complete and return
- Real-time updates: Skills can be updated as training is completed
- Easy analysis: The Clerk can quickly identify skills gaps across the governance team
- Secure storage: All data is stored securely and accessible when needed
- Tracking progress: You can see how your skills develop over time

Your Responsibilities:

- Complete your skills audit honestly and thoroughly
- Update it annually at the start of each academic year
- Add new skills as you complete training
- Identify areas where you would benefit from development

By completing your skills audit on GovernorHub, you're helping to ensure that Mother Teresa Catholic Academy Trust has the governance expertise needed to preserve and develop the Catholic character of our schools whilst maintaining high educational standards.

Appendix D – Useful Resources

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

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

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

Appendix E – Table of Roles and Responsibilities

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

Responsibilities of the Diocesan Bishop and the Diocesan Education Service

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

- (a) It is controlled⁶ 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 Ordinary⁷, that the formation given in them, including its academic standards, are at least as outstanding as that in other schools in the area".

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

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

The Diocesan Bishop, acting through his Diocesan Schools Commissioner, is responsible for:

- The provision and future development of excellent Catholic education throughout the diocese;
- The oversight of high educational standards, progress and outcomes in all diocesan schools;
- The appointment, development and training of foundation directors and governors and their removal;
- The inspection of religious life of schools and RE (denominational inspections);

⁶ The 'control' specified in canon 803 is normally established where the diocese or religious order owns the school and appoints the governing body/board of directors (or at least a majority of it).

⁷ 'Ordinary' includes the Diocesan Bishop and those, such as Vicars General and Episcopal Vicars, exercising Ordinary jurisdiction on his behalf as well as to describe the relevant Religious Superior in respect of religious order schools, and this also includes their respective representative officers.

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

Explanation of the layers of governance in a Catholic Academy Trust

Members:

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

Directors:

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

CEO:

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

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

Governors:

- Appointed/elected to govern a specific school(s) within the academy trust in accordance with the Scheme of Delegation
- Have oversight generally of one school or a group of schools and are accountable to the Board
- Play a key role in the Church's local mission in education
- Primarily responsible for ensuring that the distinct Catholic ethos of their individual school(s) is preserved and developed, and that the local context is fed back to the Board of Directors in order to aid its decision making
- Play an important role in ensuring that their school(s) respond to the needs of their staff (including their flourishing and wellbeing), pupils, parents, parishes and local communities
- Will be organised into various sub-committees as follows:
 - Admissions
 - Catholic Life and Community
 - Education Standards
 - Finance Infrastructure and Personnel
 - Pay
- Will include appointed Governors with specific responsibility for the following areas:
 - Safeguarding
 - Looked after Children
 - Pupil Premium and Disadvantaged Children
 - Catholic Life
 - Health and Safety

Headteacher:

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

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

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

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

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

Governance

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

Governance

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

Governance

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

Governance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher(s)
appointment of senior leaders			conjunction with LGBs and Headteachers	succession plan for the LGB Work in a proactive and collaborative way with the Directors	

CLERKING

		Appoint/remove company secretary and/or Clerk for the Board and appoint/remove Clerks for LGBs	Support and provide advice on appointment processes for Clerks Provide feedback on Clerks where requested	Provide feedback on effectiveness of Clerk to the LGB as requested by the CEO	Provide feedback on effectiveness of Clerk to the LGB as requested by the CEO
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COMPLIANCE AND POLICIES

Provide Canonical oversight via his officers		Ensure compliance with duties as charity trustees and company directors (including ensuring records at Companies House, Academy Trust website and GIAS are accurate) Ensure compliance with the Funding	Support and advise the Directors to ensure they are compliant with their duties Assist in the preservation of the relationship with the Diocese and ensure effective relationships	Ensure that the school is conducted in a way that is compliant with all relevant regulations including charity law, company law and education law and report any failings to the CEO and Directors for action	Conduct the school in a way that is compliant with all relevant regulations including charity law, company law and education law and report any failings to the LGB or CEO for action
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Governance

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

Governance

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

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

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

Governance

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

Governance

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

Governance

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

Finance

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

Finance

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

Finance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		reports and take action as necessary Submit the budget forecast Approve any significant changes to the approved budget Monitor income, expenditure, cash flow and balance sheet of the Academy Trust and take appropriate action where necessary to ensure appropriate use of funds and to balance the Academy Trust's books Ensure proper financial controls are in place Ensure robustness of benchmarking in terms of value for money	Monitor the income, expenditure, cash flow and balance sheet of the Academy Trust and produce monthly budget monitoring reports for the Directors highlighting any concerns or issues Report to the Directors on the financial performance of the Academy Trust Ensure proper financial controls are in place Ensure robustness of benchmarking in terms of value for money Receive information from the LGB and report to the Directors on the effectiveness of central services, as appropriate, and take	Chair to discuss the school budget with the Headteacher Review Headteacher expenditure requests in line with relevant policies	Provide information on the effectiveness of central services, as may be necessary

Finance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		Receive a report on the effectiveness of central services from the CEO and take action as appropriate Set expenditure levels	action as directed by the Directors Ensure views of Headteachers are taken into account as part of the central services review Ensure appropriate bank accounts are in place with signatories		
FINANCE POLICIES					
		Adopt and review all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors and ensure that they meet the Academy Trust's charitable objects Adopt and review the charging and remissions policy Ensure a register of business and	Prepare all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors for adoption by the Board Prepare a charging and remissions policy Maintain a register of business and pecuniary interests for the Academy Trust	Ensure that a register of business and pecuniary interests for the school is in place Oversee the implementation of all financial policies at school level as required by the CEO	Work with the LGB to ensure that the register of business and pecuniary interests for the school is up to date Implement all financial policies as required by the CEO

Finance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		pecuniary interests is maintained for the Academy Trust Ensure that the Academy Trust keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate	Keep all relevant financial records for at least 6 years after the end of the funding period to which they relate and ensure that retention meets data protection requirements		
PAY					
Require compliance with the Diocesan Protocols Require compliance with the Bishops' Memorandum		Approve pay policy Approve expenses policy Agree pay awards in line with the pay policy paying particular attention to the requirements of the Academy trust Handbook in relation to CEO pay Ensure that pay is set at an appropriate level, in particular for the highest paid, and	Support the Directors to make pay decisions Oversee pay decisions being made at school level Recommend pay levels as appropriate	Provide information to the CEO to inform decisions relating to Headteacher pay as requested Monitor staff expenses Implement pay policy at school level in accordance with pay policy as appropriate Approve Headteacher's expenses claims	Implement pay policy Implement staff expenses policy

Finance

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		reflect on pay differentials Approve CEO expenses claims Pay particular attention to those staff in receipt of the lowest levels of pay in line with Catholic Social Teaching			
FREE SCHOOL MEALS					
		Have an awareness of the numbers of pupils in receipt of free school meals	Monitor the provision of free school meals across the Academy Trust	Monitor the provision of free school meals at the school	Ensure provision of free school meals to those meeting the criteria Encourage eligible parents to apply for free school meal

Contracts

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

Contracts

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

Contracts

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

Standards

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
STANDARDS REPORTING AND REVIEW					
Provide canonical oversight via his officers	Receive reports in the AGM	Receive reports on standards in all schools from the CEO Report any relevant information to the Diocese in order to provide assurances that standards across the Academy Trust are being met Intervene, in a timely manner, where standards fall below that which is expected Set Academy Trust performance management targets relating to standards, if necessary	Provide reports on standards to the Directors Raise concerns relating to standards with the Directors and provide strategies for improvement Generally, act effectively to ensure high standards, draw up and implement plans if standards are not rising, set up support strategies and alert the Directors to any shortcomings or fall in standards before they become serious Share external information and intelligence relating to standards	Monitor the KPI figures reported from the Headteacher relating to standards and report any issues to the CEO Monitor specific groups of pupils to ensure that no group is disadvantaged	Report KPI figures to the CEO, school improvement leads and the LGB relating to standards Set targets for pupil achievement and progress and monitor against targets and report findings to the LGB/senior executive leadership/school improvement leads Ensure effective interventions for pupils where required and monitor impact

Standards

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

Standards

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

Curriculum

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

Curriculum

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

Curriculum

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

Special Educational Needs & Disabilities

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

Special Educational Needs & Disabilities

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

Safeguarding

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

Safeguarding

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

SCR COMPLIANCE

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

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
SAFER RECRUITMENT					
		Ensure that at least one Director on any recruitment panel has up to date safer recruitment training Ensure safer recruitment training is made available to those who require it	Ensure Directors have up to date safer recruitment training	Ensure that at least one Governor on any recruitment panel has up to date safer recruitment training	Attend safer recruitment training
SAFEGUARDING POLICY					
			Make arrangements for safeguarding audits to be conducted by independent personnel Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed	Adopt a safeguarding and child protection policy Prepare a safeguarding and child protection policy for adoption by the LGB Adopt a policy regarding school trips Oversee implementation of the safeguarding and child protection policy	Implement the safeguarding and child protection policy

Safeguarding

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

Behaviour

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

Behaviour

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
				Ensure compliance with the behaviour policy	

Admissions

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

Admissions

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

Admissions

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

Other pupil related matter

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

Other pupil related matter

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

Other pupil related matter

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

Staffing

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

Staffing

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

STAFFING AND MANAGEMENT STRUCTURES

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

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		structures as determined by the CEO Develop Catholic leadership within the Academy Trust and the wider Diocese Approve applications for early retirement, secondment and leave of absence, as appropriate	Trust and report any issues to the Directors Support the Headteachers to determine appropriate staffing structures Take action as required by the Directors to develop Catholic leadership within the Academy Trust and the wider Diocese	the agreed structure and within budget	
PAY AND TERMS AND CONDITIONS (see also finance)					
		Establish a pay committee Approve a pay policy Ensure pay levels are appropriate Review pay structures across the Academy Trust Ensure, where possible,	Review pay to guard against equal pay claims and to seek opportunities for harmonisation of pay, where appropriate Prepare a pay policy for adoption by the Directors Review the terms and conditions of		Make recommendations in relation to pay Maintain an awareness of the staff body and their concerns / issues and consider how these might be addressed

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		harmonisation of terms and conditions of employment across the Academy Trust to avoid the risk of employment claims taking into account legal requirements	employment and advise the Directors where there is a possibility of employment claims and/or unrest in the workforce		
APPRAISAL AND EMPLOYEE DEVELOPMENT					
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Directors' panel to conduct the appraisal of the CEO with external adviser and Diocese Conduct the appraisal of the company secretary and the Clerk unless delegated to the CEO	Conduct the appraisal of the other executives including members of the central team unless delegated to other leaders Oversee the appraisal of Headteachers in line with the relevant policy	Support the CEO and the Directors as appropriate, to conduct the appraisal of the Headteacher in line with the relevant policy	Conduct the performance management and pay progression of staff in the school in line with the relevant policies
SUSPENSION AND DISMISSAL					
Require compliance with the Bishops' Memorandum		Suspend and dismiss all employees as required	Assist the Directors as required	Provide advice/information in relation to issues	Provide advice/information in relation to issues

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Notify the Diocese of any suspension or action taken under the disciplinary policy which could result in dismissal of a staff member, particularly where any misconduct may bring the Catholic character of the Academy Trust and/or its schools into disrepute Approve any settlement agreements and ensure that the requirements of the Academy Trust Handbook are adhered to		relating to staff in the school as required	relating to staff in the school as required
POLICIES AND CONTRACTS					
Require compliance with the Bishops' Memorandum		Ensure the adoption of CES employment documents including the model contracts of employment and	Advise the directors on suitable policies and procedures and ensure their effective implementation, in	Ensure the Academy Trust's policies on all HR matters are implemented	Implement Academy Trust's HR policies and procedures

Staffing

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		workplace policies, in observance of the Bishops' Memorandum Ensure consultation with staff and trade union officials/representatives before adoption of workplace policies, as appropriate and where redundancies are proposed Adopt Academy Trust employment policies and procedures Adopt a whistleblowing procedure Ensure compliance with policies and procedures and employment law more generally and seek advice as required	particular the CES model employment documents pursuant to the Bishops' Memorandum		

Communications and Information Management

Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
COMMUNICATIONS, MEDIA AND DATA PROTECTION					
Provide canonical oversight via his officers Require compliance with the Diocesan Protocols		Refer any significant communications from the DfE to the Diocese Notify the Diocese of any warning notices or other notice of failing or shortcoming received Work with the Diocese to respond to any media interest and ensure that any public statements and/or responses to media enquiries are approved by the Diocese Pass on positive news stories to the Diocese Oversee compliance with all data protection legislation and good practice and	Refer any direct communications from the DfE to the Directors Notify the Directors of any warning notices or other notice of failing or shortcoming received for further reporting to the Diocese Ensure compliance with all data protection legislation and good practice Develop and implement an integrated ICT strategy to ensure compatibility of systems to facilitate maximum efficiency and cohesiveness and	Forward any media interest to the CEO and notify the Chair of the Board and ensure that any public statements and/or responses to media enquiries are approved by the Directors Oversee communication with pupils, parents or carers, staff, parish priests, the Diocese and the wider community	Forward any media interest to the CEO and notify the Chair of the LGB and the Chair of the Board Ensure that any public statements and/or responses to media enquiries are approved by the Directors Pass on to the CEO and the Board positive news stories that relate to the school Ensure the publication of statutory information, ensuring that all electronic communication,

Communications and Information Management

Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
		oversee ICT strategy including in relation to matters of cyber security	report any issues to the Directors Ensure appropriate cyber security measures are in place across the Academy Trust Support individual schools on the effective safe storage of data Ensure the maintenance of accurate and secure staff records Ensure that registration with the Information Commissioner's Office is up to date Maintain and develop the Academy Trust's website		including web pages, are up to date Ensure systems are in place that are in line with the Academy Trust's strategy for effective communication with parents or carers, staff, parish priests, the Diocese and the wider community Maintain accurate and secure staff records Ensure compliance with all data protection legislation and good practice

Communications and Information Management

Bishop	Members	Directors	CEO / Catholic Senior Executive Leader(CEO)	Local Committee of the Board (LGB)	Headteacher
			Receive positive news stories and pass on to the Board		
DATA PROTECTION POLICIES					
		Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information	Prepare a data protection policy for adoption by the directors	Oversee the effective implementation of the data protection policies and procedures in the school	Implement and comply with the data protection policy

Health & Safety

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

Health & Safety

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

Risk

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

Risk

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

School Estate

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

School Estate

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

School Estate

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
		and in accordance with all Diocesan protocols Apply to the Diocesan Trustees for permission for change of use of assets Ensure land and buildings are maintained and fit for purpose	sought from them, as appropriate With agreement from the Diocesan Trustees, advise the Directors and manage, in conjunction with them, any capital and building improvement grants Prepare a report for the Directors to share with the Diocesan Trustees on the overall state of the school estate		
LETTINGS					
Require compliance with the Occupation of Premises Document Oversight by officers on behalf of the Diocesan Trustees		Adopt a lettings policy in accordance with the Diocesan Trustees' requirements	Prepare a lettings policy in accordance with the Diocesan Trustees' requirements for adoption by the Directors	Ensure the lettings policy is implemented	Implement and comply with the lettings policy

School Estate

Bishop	Members	Directors	Chief Executive Officer (CEO)	Local Committee of the Board (LGB)	Headteacher
Require compliance with the Diocesan Protocols					

Appendix F – GovernorHub and getting started as a Governor or Director

This section outlines the tasks you need to complete and information you need to know when you start out as a governor.

Setting up your GovernorHub account

The MT CAT uses GovernorHub as its online portal for sharing documents and important messages with governors. It also helps you record key information about yourself.

You will be sent an email asking you to set up your GovernorHub account. Please keep your GovernorHub password safe, and do not share it with anyone else. You can access GovernorHub via its web address (www.governorhub.com) and/or by downloading the GovernorHub app from the App Store or Google Play Store to your tablet or smartphone.

Contact GovernorHub support or your Clerk if you have difficulties with the GovernorHub site or need support to access meeting papers on an ongoing basis.

Meeting papers will be uploaded to GovernorHub a week before each meeting. You will receive an email via the Clerk when they are ready for you to read.

We recommend that you access your meeting papers through GovernorHub, either online or by downloading them to your personal device to read during the meeting. We do not provide printed hard copies of papers. If you print the papers off for yourself, please store them safely where no one else can read them and dispose of them appropriately afterwards by shredding them. All meeting papers are confidential and should be looked after carefully.

You should use your GovernorHub profile to record:

- Your contact details
- Your DBS certificate details
- Your declarations of interests
- Your diversity data
- That you've read and understood 'Keeping Children Safe in Education'
- That you agree to our Code of Conduct
- Details of any training you complete, such as online training modules or in-person training sessions. There is also a noticeboard where you can share ideas and information with the rest of your LGB. Publication of your details as governor

Schools which are part of a MAT are required to share information about their governors with the DfE and publish the names of their governors on their websites. This ensures that governance is transparent, and everyone knows who is responsible for making decisions. Your information will remain on these sites for 12 months after you leave the LGB.

Your information will be published in the following places:

- Get Information About Schools will show:
 - your name
 - who appointed you a governor
- The school's website will show:
 - your name,
 - who appointed you a governor
 - your declarations of interest,
 - when you started your term of office, and
 - how many meetings you have attended

Disclosure and Barring Service (DBS) Checks

All governors need an enhanced DBS certificate, which is provided through the school. Your school will help you apply for a DBS certificate and check your identification documents for you, before you are appointed as a governor or immediately after your election or co-option, as appropriate.

The DBS check tells us about any unspent convictions and conditional cautions, plus any information held by local police that is relevant to your governor role. The school will also carry out a "section 128" check. This refers to section 128 of the Education and Skills Act, and checks that you haven't been banned from managing a school or other educational institution.

Declarations of interests

Governors must declare any 'interests' they have that might affect their ability to act in the best interests of their school and its pupils. Telling the MT CAT about any outside interests helps us manage any potential conflicts of interest.

Interests can include:

- Businesses you own or receive financial benefit from, especially when these businesses are providing services or goods to the school
- Relationships, such as family, friends, or partners - this could be a relationship with a staff member at a school or in a business that supplies services to the school
- Any other governance roles you have, such as being a trustee or governor at another school or trust

You need to record your declaration of interest on your GovernorHub profile and update this each year. If you don't have anything specific to tell us about, you can write "No interests to declare".

You should also tell the Chair at the start of the meeting if you have a potential conflict of interest with any item of the meeting agenda. You must not participate in any discussions where you have a personal interest and cannot vote on these issues. The Chair will ask you to leave the room during these conversations.

Keeping Children Safe in Education and Safeguarding

'Keeping Children Safe in Education' (KCSIE) is a key document for governors and all those who work in education. It is updated on an annual basis. It outlines statutory guidance on safeguarding children and carrying out safe recruitment.

We ask all governors to read Parts 1 and 2 of these documents on an annual basis and then record on their GovernorHub profile that they have read it. Reading KCSIE will help you carry out your duty to safeguard children and promote their welfare.

Each school has a Designated Safeguarding Lead who is a senior member of staff and takes responsibility for safeguarding and child protection issues.

Governors are required to complete annual safeguarding training via the The Key system. An email notification will be sent to you when it is time for the training to be undertaken.

Prevent duty

As a governor you will need to fulfil the Prevent duty under the Counterterrorism and Security Act. This means you have a role to play in protecting vulnerable children and young people from risk of radicalisation and extremism, as part of your safeguarding duties.

You should have a general understanding of the risks of radicalisation and extremism, how to identify children who might be vulnerable to this, and how to support them. The Prevent duty is included in your safeguarding training.

GDPR and confidentiality

GDPR means “General Data Protection Regulation”. GDPR guides how organisations collect, manage, and use personal information. Governors need to complete GDPR training provided by our Governance Manager to get an understanding of how the regulation applies to academies, and their role in ensuring it is followed. Your place may be booked via the GovernorHub training page.

As part of your role as governor, you will see information about the school, its pupils, staff, and its finances. You will learn a lot about the school’s operations, sometimes before this information is made public or shared with staff. All this information should be treated as confidential and should not be shared with anyone outside the LGB.

You should keep all the material you receive from the school or the MT CAT securely, ideally accessing it only via GovernorHub. You should use your school provided email address for your work as a governor.

If you spot something in your meeting papers that you think breaches GDPR, you should tell the Chair and/or Headteacher immediately so they can remove it; this might include personal information about a pupil or staff member.

Governor Development and Training

We do not expect our governors to be experts when they’re appointed or elected. We know that there is lots to learn, so we have a list of required and recommended training you’ll need to complete to make sure you understand your responsibilities and can do a good job of being a governor. Our training schedule lists all required and recommended courses for governors with the MT CAT.

There are many other training modules available via our external partners which may be relevant depending on your experience, interests, and governance responsibilities. If you are unable to find a relevant course, please contact our Clerk to the Board, who will assist you.

We offer a range of development opportunities:

- In house training provided by MT CAT staff – details of the current term’s programme may be found in the Resources section GovernorHub, where you can also book your place. Our events and training are offered free of charge to all governors within the MT CAT and are specifically designed for the schools within our MT CAT.
- The Catholic Academies and Schools Office, Catholic Diocese of Portsmouth offer briefings and induction for governors. Governors should receive these invitations direct so if you are not receiving them, please contact the team at schools@portsmouthdiocese.org.uk
- GovernorHub Knowledge Your essential on-demand training and knowledge bank that provides support when you need it - giving you confidence in your actions and the knowledge to be truly effective. All governors in the MT CAT have access to GovernorHub Knowledge at no additional charge. To access please click on the link in your GovernorHub account.

Induction

On appointment as a governor, you will be offered an induction session with your Chair of Governors and Headteacher.

Once your local induction is complete, please get in touch with our Clerk to the Board, who will introduce you to the role of governance within the MT CAT. These sessions are offered one-to-one, or in small groups, as new governors are appointed.

This session supplements the induction training offered by the Catholic Academies and Schools Office, Catholic Diocese of Portsmouth and local induction in school with your Chair and Headteacher.

Termly Briefings

We hold online termly briefings for all governors within the MT CAT. These briefings are an opportunity to stay up to date up to date with developments affecting our schools. You will hear from key members of MT CAT staff as well as have an opportunity to ask questions and share ideas. Slides and a recording is shared on GovernorHub.

Appendix G – Trust Board sub-committees Terms of Reference

(Committees of the Trust Board)

Education Standards & Catholic Life Committee

Purpose

To monitor the work of the MT CAT in terms of the quality and standards of its schools' education curriculum delivery and outcomes for its pupils and to ensure the Catholic Life thrives across all schools. To make appropriate reports and recommendations on such matters, to the Board of Directors on a regular basis and refer major issues to the Board of Directors for ratification.

Membership

Four directors as chosen by the Board.

The CEO will be in attendance.

Quorum

Two members.

Chair

The chair of the committee will elect from amongst the members of the Committee, annually at the first Board meeting of the year.

Meetings

At least three times a year.

Responsibilities

Standards

1. To ensure the Catholic ethos and values are upheld and permeates all aspects of school improvement.
2. To evaluate summative information on the performance of its schools comparing this to National figures.
3. To monitor and evaluate the schools' performance through a range of measures, including reports based on tracking data and schools' visits, SEFs, and Ofsted and Catholic School Inspection reports, ensuring appropriate action is planned and taken for the school to meet agreed targets.
4. To ensure that school improvement resources are properly prioritised.

5. To monitor the operational risk of school failure due to ineffective school leadership and management and/or school standards, as defined in the Risk Register, and take appropriate action through the Executive.
6. To ensure that schools have an appropriate, high-quality school development plan which is implemented and regularly monitored and reviewed at LGB level.

Curriculum

7. Through the Executive, to oversee the curricula in each school, ensuring that the intended impact is evaluated and documented at local level.
8. To support and promote rich curriculum development, engaging with national guidance as appropriate.

SEND

9. To monitor that all reasonable measures are taken to identify that vulnerable groups' requirements are being met, including through annual SEND reviews, and the effective deployment of Pupil Premium Grants.

Behaviour

10. Approve and regularly review the trust-wide behaviour principles and ensure that each school's behaviour policy aligns with these principles and with statutory guidance.
11. Hold executive leaders to account for the consistent and fair implementation of behaviour policies across all schools, ensuring that behaviour expectations are clear, inclusive, and support a calm, safe, and supportive environment.
12. Monitor behaviour and attendance data across the trust, including exclusions, suspensions, and any use of restrictive interventions, to identify trends and challenge any disproportionate impact on pupils with protected characteristics.
13. Ensure that behaviour policies and practices reflect the trust's ethos, values, and commitment to equality, diversity, and safeguarding.

Safeguarding

14. Ensuring a trust-wide safeguarding policy is implemented, while allowing for local contextualization.
15. Appointing a designated safeguarding lead (DSL) at both trust and school levels.
16. Conducting regular internal audits and reviews of safeguarding practices to ensure they meet statutory requirements.
17. Ensuring high-quality training is provided for all staff and volunteers, and embedding a culture of safety.

Other Pupils Matters (including Attendance)

18. Approve and regularly review the trust-wide attendance principles, ensuring each school's attendance policy aligns with statutory guidance and is tailored to the needs of its pupils.
19. Hold executive leaders to account for the implementation and impact of attendance policies, ensuring that attendance is prioritised as part of wider strategies for pupil welfare, attainment, safeguarding, and inclusion.
20. Monitor attendance data across all schools, including persistent and severe absence, benchmarking against local and national figures, and challenge leaders on trends, patterns, and the effectiveness of interventions.
21. Ensure that attendance processes are inclusive and that additional support is provided for pupils with barriers to attendance, such as those with SEND, long-term illnesses, or other vulnerabilities.
22. Ensure that attendance policies and practices are communicated clearly to parents/carers and are accessible to all stakeholders.

Reporting

23. To review and approve the board's Education Standards and Catholic Life related policies and the effectiveness of their implementation.
24. Report to the board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
25. Make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.

Finance & Risk Committee

Purpose

To monitor the work of the MT CAT in terms of its financial control, estates management and health and safety. To make appropriate reports and recommendations on such matters, to the Board of Directors on a regular basis and refer major issues to the Board of Directors for ratification.

Membership

Four directors as chosen by the Board.

The CEO and CFO will be in attendance.

Quorum

Two members.

Chair

The chair of the committee will elect from amongst the members of the Committee, annually at the first Board meeting of the year.

Meetings

At least six times a year.

Responsibilities

Finance:

1. To ensure that a Financial Procedures Manual consisting of finance policies, including the financial Scheme of Delegation is in place for the MT CAT. The manual will be recommended to the Board for approval and be reviewed annually.
2. The CFO will report to the committee on an assessment of the budget position and financial management of each school wishing to join the MT CAT, which the committee will consider as part of the conditions for acceptance.
3. To review with the CEO and the CFO the projected income of both the MT CAT and the schools compared to the estimated expenditure for at least three years (or for the period of the individual school's Improvement Plans), and where there are any potential budget issues take such actions as may be appropriate or refer to the Board.
4. To recommend to the Board Finance and Audit sections for the MT CAT's Development Plan and oversee the financial section of any school development and improvement plan.
5. To consider and recommend to the Board the annual formula budgets prepared by the LGBs and by the CFO in respect of central functions.
6. To consider and explore all means of external finance available to the MT CAT.
7. To consider regular budget monitoring reports and periodic strategic financial projections prepared by the CFO and submit reports to the Board of Directors on the budget position, together with any proposed corrective action to address significant variances between expenditure and budget.
8. To prepare financial analysis and projections for the MT CAT 3-year Development Plan.
9. In consultation with the People Committee, consider the effect on the budget of changes in pay structure and of any new appointments or changes in existing employees' salaries.
10. Ensure that the MT CAT's formal financial procedures are reviewed at least annually paying particular attention to any recommendations made by internal or external audit.
11. Where financial benchmarking is available, use it to compare expenditure with similar schools/academies and to review the value for money statement and efficiency and financial effectiveness throughout the academy company.
12. Review annually all insurance arrangements for the MT CAT.
13. Consider reports and funding proposals from the MT CAT's improvement plan.
14. To receive reports from the Internal/External auditor following each monitoring visit. To ensure the Executive acts on any recommendations.
15. Agree the Annual Report and Accounts (in accordance with DfE/ESFA, Companies Act and Charity Commission requirements) for approval by the Board, in consultation with Education Standards Committee and People and Governance Committee.
16. To review the actions and judgements in relation to MT CAT's financial statements, operating and financial review, paying particular attention to critical accounting policies and practices, and any changes in them:
 - a. Decisions requiring a significant element of judgement;
 - b. The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed;
 - c. The clarity of disclosures;

- d. The going concern assumption;
 - e. Compliance with accounting standards;
 - f. Compliance with DfE/ESFA and relevant statutory requirements;
 - g. Material post balance sheet events;
 - h. Relationships and transactions arising from MT CAT's association with other Diocesan organisations.
17. The outcome of the committee's work should inform the Governance Statement (including the way in which the MT CAT monitors regularity, propriety and value for money) that accompanies the MT CAT's annual accounts and so far, as is possible, provide assurance to external auditors.
 18. To plan, monitor and review the internal scrutiny program.
 19. To review the reports of the Auditor (Responsible Officer) on the effectiveness of the financial procedures and controls. These reports must be reported to the Board of Directors.
 20. To recommend to the Board of Directors the appointment or re-appointment of Auditors
 21. To consider the audit plan, in advance of the field work.
 22. To review with the external auditors the findings of their work, including any major issues that arose during the course of the audit and have subsequently been resolved and those issues that have been left unresolved; key accounting and audit judgements; levels of errors identified during the audit, obtaining explanations from management and, where necessary the external auditors as to why certain errors might remain unadjusted.
 23. To review and monitor the content of the external auditor's management letter and especially, establish whether recommendations have been acted upon and if not, the reasons why they have not been acted upon.

Contracts

24. To consider and ratify where appropriate, all expenditures, contracts, asset disposals or virements exceeding values, durations or terms specified in the Financial Handbook or Schemes of Delegation as beyond the authority of the Executive, Headteachers and Chairs of LGBs. To collectively report such decisions to the Board as part of the regular reporting by the committee or to refer such decisions to the Board (with a recommendation) where the Finance committee considers there may be a strategic impact on the company's financial viability.

School Estates

25. The committee will oversee building matters (especially those with a value exceeding a threshold in the Financial Manual) relating to the construction, improvement, site maintenance, together with insurance.
26. The committee will monitor and review external estates/property contracts (with a value in excess of that specified in the Financial Manual), considering proposals for renewal or otherwise as appropriate.
27. The committee will monitor the progress of new buildings, ensuring they are fit for purpose and represent best value.

Health and Safety

28. The committee will review the MT CAT's overarching Health and Safety policy and performance annually, and oversee the action plans of the individual schools and ensuring that the MT CAT takes all reasonable steps to comply with the Health and Safety at Work Act (1974) and related legislation.

Risk

- 29. The committee will have oversight of relevant risk(s) as identified in the MT CAT Risk Register.
- 30. Review the Risk Register regularly, having a specific responsibility for oversight of financial risk(s) as identified in the MT CAT's Risk Register.
- 31. Oversee the Business Continuity Plan.
- 32. To review MT CAT's procedures for detecting fraud and whistle blowing and ensure that arrangements are in place by which staff may, in confidence, raise concerns about possible improprieties in matters of financial reporting, financial control or any other matters.
- 33. To review management's reports on the effectiveness of the systems for internal financial control, financial reporting and risk management.
- 34. To monitor the integrity of the MT CAT's internal financial controls.
- 35. To review the statement in the annual report and accounts on the MT CAT's internal controls and risk management framework.

To assess the scope and effectiveness of the systems to identify, assess, manage and monitor financial and non-financial risks.

Reporting

- 36. Review and approve the board's Finance, Estates and Health and Safety related policies and the effectiveness of their implementation.
- 37. Report to the board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
- 38. Make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.

People Committee

Purpose

Lead the process for appointments to the board. Satisfy itself that plans are in place for an orderly succession to the board and leadership team and oversee the development of a diverse pipeline of succession.

Review HR policies and practices and monitor their consistency with the MT CAT's purpose, strategy and values. Approve performance related pay.

Review developments in law, regulation and evolving practice relating to corporate governance. Monitor the effectiveness of the Board and local governance.

Membership

Four directors as chosen by the Board.

The CEO and CFO will be in attendance.

Quorum

Two members.

Chair

The chair of the committee will elect from amongst the members of the Committee, annually at the first Board meeting of the year.

Meetings

At least three times a year.

Responsibilities

Admissions

1. Ensure that admissions arrangements are fair, clear, objective, and compliant with all relevant legislation and statutory guidance.
2. Oversee and, where required, conduct consultation on proposed changes to admissions arrangements, following statutory timelines and processes.
3. Ensure that each school maintains an accurate admissions register and attendance register, as required by law.
4. Establish and oversee independent appeals panels to consider admission appeals in accordance with statutory requirements.
5. Monitor the impact of admissions arrangements, including the profile of pupils admitted, and challenge leaders to ensure that arrangements support inclusion and equality of opportunity.
6. Ensure that all required admissions information is published on each school's website and on the trust's website, and that statutory deadlines are met.

Staffing

39. Oversee the development of a diverse pipeline for succession (across immediate, medium and long-term time horizons), taking into account the challenges and opportunities facing the MT CAT, the strategic priorities and the skills and expertise needed on the board in the future. Plan for the orderly succession to the board and to the leadership team particularly for the key roles of chair, CEO and CFO.
40. Keep the executive and non-executive leadership needs of the organisation under review, with a view to ensuring the continued ability of the organisation to deliver its purpose and strategy.
41. Lead the process for appointments and make recommendations for appointment and reappointment of directors to the Board, for appointment by the Bishop of the Catholic Diocese of Portsmouth.
42. Before any appointment is made by the board, evaluate the balance of skills, knowledge, experience and diversity on the board and use this to prepare for recruitment.
43. Undertake adequate due diligence in the appointment of directors to the board and, where appropriate, recommend any prior appointment or business interests that could result in a conflict of interest, for approval of the board.
44. Conduct an annual review of the directors' conflicts of interest policy and recommend any changes the committee deems appropriate for approval of the board.
45. Conduct an annual review of the directors' conflicts register and recommend any corrective action that may be applied for approval of the board.
46. Using appropriate measures, review HR policies and practices, in particular those that have an impact on (i) talent and capability, (ii) diversity and inclusion and (iii) engagement and culture (including employee wellbeing). Report to the board on their alignment with MT CAT's strategy, purpose, values and culture.

Communications and Information Management

47. Approve recommendations for performance related pay of the CEO, Trust Staff and Headteachers.
48. Conduct workforce engagement measures through a range of formal and informal channels. Review and report back to the board the workforce view and priorities to strengthen the 'employee voice' in the boardroom.

Governance

49. Review and develop the board's Scheme of Delegation and monitor its compliance while ensuring that it remains appropriate to the size, complexity and strategy of the MT CAT. Recommend to the board any revisions deemed necessary, considering any significant developments in the law and practice of corporate governance.
50. Determine, upon the recommendation of the governance manager and chair of the board, the process through which the annual evaluation of the board and committees takes place, including whether this should be externally facilitated.
51. Review the results of the board performance evaluation. Make recommendations to the board about any changes.
52. Review the time required from directors annually and assess whether the directors are spending enough time to fulfil their duties.
53. Review and approve the board's HR and governance related policies and the effectiveness of their implementation.
54. Review such risks as it may determine fall within its scope from time to time consistent with its purpose.

Reporting

55. Report to the board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
56. Make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.
57. Where an external search consultancy or board evaluator has been engaged, the committee will check that this has been identified in the annual report alongside a statement about any other connection it has with the MT CAT or individual directors.

Performance and Remuneration Committee

Purpose

The Board Pay Committee is established to ensure that pay decisions for the CEO and other senior executives earning £100,000 and above are made in accordance with the Trust's Executive Pay Policy, the Academies Financial Handbook, and the principles of fairness, transparency and value for money.

The Performance and Remuneration Committee has delegated responsibility from the MTCAT Directors to monitor and evaluate the performance of the CEO and Senior Executives if appropriate.

Membership

The terms of reference for the Performance and Remuneration Committee have delegated responsibility from the MTCAT Directors to monitor and evaluate the performance of the CEO and Senior Executives if appropriate.

Composition:

- The Chair of the Board of Directors
- One other Director appointed by the Board
- An externally appointed consultant (who is independent and appropriately qualified) to support the process

In Attendance (non-voting):

- Chief Operating Officer (or equivalent) may attend for specific items to provide information but must withdraw when matters relating to their own remuneration are discussed

Exclusions:

- The CEO and other Executives will not be involved in deciding his or her remuneration
- No member of staff shall be present when their own pay or performance is being discussed

Quorum

The quorum shall be two members of the Committee, one of whom must be the Chair of the Board of Directors.

Chair

The Chair of the Board of Directors shall chair the Committee.

In the absence of the Chair of the Board, the other Director member shall chair the meeting.

Clerk

The Clerk to the Board shall clerk meetings of the Committee and ensure accurate minutes are kept.

Meetings

- The Committee shall meet at least once per academic year, typically in the autumn term following the completion of the annual performance review cycle.
- Additional meetings may be convened as required.
- Meetings may be held in person, by telephone or video conference.

Responsibilities

Performance Evaluation and Review

The annual performance review process will be undertaken by the Performance and Remuneration Committee which will include the Chair and one other Director. An externally appointed consultant (who is independent and appropriately qualified) will support this process.

The Committee shall:

- Conduct CEO evaluation with ongoing discussions with the Chair of MTCAT Directors about performance with regular feedback presented to the MTCAT Directors
- Conduct Other Senior Executives evaluation with ongoing discussions with the CEO about their performance but also with regular feedback being presented to the MTCAT Directors
- Receive self-review and evidence paperwork at least 1 week prior to the review
- Meet prior to the review to ensure impartial assessment of the self-review and evidence, including mid-term review notes where applicable, and to ensure considered decisions about performance
- Ensure that performance evaluation is built around the following principles:
 - Align executive performance with the strategic aims of MTCAT
 - Be based on clear expectations developed and agreed in advance with the CEO
 - Have a clear, transparent and agreed link between performance outcomes and remuneration
 - The CEO to set developmental plans and provide specific direction as necessary from the outcomes of the evaluation process
 - Be conducted in a manner conducive to ongoing good governance
 - Comply with relevant standards for accountability and communication of the results for the Trust

Pay Determination

The Committee shall:

- Make pay award decisions for the CEO and any employee earning a salary of £100,000 and above
- Review leads to assessment of salary and presentation to the MTCAT Directors for ratification
- Ensure that pay decisions are made in accordance with the Trust's Executive Pay Policy
- Ensure compliance with the Academies Financial Handbook requirements, specifically that:
 - A robust evidence-based process is followed and is reflective of the individual's role and responsibilities
 - The procedure for determining executive pay is agreed by the board in advance and documented
 - Any decision about executive pay is independent and objectively scrutinised by the MTCAT Directors and any conflicts of interests are avoided
 - Factors in determining pay are clear, including whether performance considerations and the degree of challenge in the role, have been taken into account
 - The pay level agreed is proportionate and defensible relative to the public sector market
 - The rationale behind the decision-making process is well documented and retained, including whether the level of pay reflects value for money
 - A basic presumption that non-teaching pay should not increase at a faster rate than that of teachers, in individual years and over the longer term

Reporting and Accountability

The Committee shall:

- Report to the MTCAT Directors on the outcomes of the performance review process, in order for the Committee to make any pay award decision
- Ensure that all pay decisions are properly documented with clear rationale
- Maintain confidentiality regarding individual pay decisions at all times
- Provide assurance to the Board that pay decisions comply with all relevant requirements

Policy Oversight

The Committee shall:

- Review the Executive Pay Policy at least every three years and recommend any amendments to the Board
- Ensure the policy reflects best practice and complies with all statutory and regulatory requirements

- Monitor the implementation of the policy

Appeals

If the CEO, or Senior Executives are unhappy with the outcome of their performance review (PR), they should confirm this in writing to the Chair of the MTCAT within 5 working days of receiving the PR outcome letter.

The appeal will be heard by the Chair of the MTCAT along with two other Board of Directors members who have not previously been involved with the matter.

The outcome of the appeal will be confirmed in writing within 10 working days, stating if it has been upheld or not upheld. There will be no further right of appeal.

Conflicts of Interest

All members of the Committee must:

Declare any conflicts of interest at the start of each meeting

Withdraw from discussions and decisions where a conflict exists

Not be involved in deciding their own remuneration

Delegation

The Committee does not have authority to delegate its functions to individuals.

All pay decisions for the CEO and senior executives earning £100,000 and above must be made by the Committee and ratified by the full Board of Directors.

Appendix H – Local Governing Body sub-committees Terms of Reference

(Committees of the LGB, operating within the Scheme of Delegation)

Admissions Committee

Purpose

Ensure admissions arrangements are compliant, fair and aligned to the school and trust's Catholic mission.

The Committee shall ensure that all admissions arrangements and decisions are made in accordance with Catholic Social Teaching principles and the Church's mission to provide Catholic education.

Membership & Voting

1. The membership of the Committee shall be determined by the Local Governing Body on an annual basis, to consist of a minimum of 3 Foundation Governors (to ensure the Foundation Governor majority required by the Scheme of Delegation), plus the Headteacher.
2. Other members of the school's Senior Leadership Team shall attend meetings of the Committee for reporting purposes only but shall not vote in its proceedings.
3. Additional Governors may be appointed to serve on the Committee as deemed necessary by the Local Governing Body, provided that Foundation Governors always outnumber all other Governors by two, in accordance with the Trust's Governance Handbook.
4. All Governors, along with the Headteacher, shall have a deliberative vote on all matters determined by the Committee.
5. It is considered good practice to appoint the Headteacher onto any Admissions Committee. For the avoidance of doubt, and in accordance with the School Admissions Code, decisions relating to admissions may not be delegated to a single individual (unless they relate to admissions through the FAP process and appropriate delegation has been provided in accordance with the School Admissions Code)

Meetings & Quorum

1. The Committee shall hold at least one meeting per academic year.
2. Additional meetings may be called as deemed necessary by the Committee.
3. At the start of every meeting, no less than three (3) Foundation Governors shall form a quorum, in accordance with the Trust's Governance Handbook. The Headteacher and Admissions & Attendance Officer may be in attendance but do not count towards the quorum.

Terms of Reference:

Strategic Responsibilities:

- Ensure compliance with the Diocesan Guidance on Admissions, and the School Admissions and Appeals Codes
- Form an admissions committee and make arrangements for determining admission arrangements

- Receive annual information from the Headteacher in relation to school places and advise the CEO and the LGB in respect of the need for future places and/or reduction in places at the school

Operational Responsibilities:

- To review the School Admissions Policy at least annually to ensure that it meets the requirements of the current Admissions Code and the Diocesan Guidance on Admissions
- To recommend to the Local Governing Body any amendments to the Admissions Policy
- Make arrangements for determining admission applications
- To determine offers that shall be made within the criteria for admissions
- To determine offers that shall be made outside the criteria for admissions (where permitted)
- Ensure effective arrangements are in place for pupil recruitment
- Contribute to the development of the school prospectus (if there is one)
- Delegate admission decisions relating to the fair access panel to the Headteacher

Monitoring & Reporting:

- Monitor admissions data and trends
- Consider appeals data and community impact
- Report to the full Local Governing Body on admissions matters as required

Appeals:

- Make arrangements for hearing admission appeals and appoint admission appeals panels

Delegation:

The Committee may delegate decisions relating to admissions through the Fair Access Protocol to the Headteacher, in accordance with the School Admissions Code. All other admission decisions must be made by the Committee and cannot be delegated to a single individual.

Relationship with the Trust:

- Provide advice and guidance to the Committee as to requirements under the School Admissions and Appeals Codes
- Ensure that the impact of any proposed changes to admission arrangements are considered in light of other Catholic schools
- Report to the Directors regarding admission arrangements across the Academy Trust "

Policy Responsibility

The Committee shall be responsible for reviewing, agreeing and submitting all policies for ratification and adoption by the Full Governing Body, as determined by the Full Governing Body and must be done so in line with the school's Policy Review Cycle.

Pay Committee

Purpose

To implement Trust pay policies locally, ensuring that pay progression decisions for staff are consistent, fair, evidence-based and compliant with statutory requirements and the Trust's pay policy. The Committee ensures that pay decisions support the recruitment, retention and motivation of high-quality staff while maintaining financial sustainability and reflecting Catholic Social Teaching principles of dignity and fair treatment.

The Committee shall ensure that all pay decisions are made in accordance with Catholic Social Teaching principles.

Membership & Voting

1. The membership of the Committee shall be determined by the Local Governing Body on an annual basis and to consist of a minimum of 3 Governors (of which at least 2 must be Foundation Governors). The Headteacher and School Business Manager shall not be members of the Committee but may be invited to attend for specific items to provide information.
2. The Chair of the Committee shall be elected from amongst the Foundation Governors at the Committee's first meeting of the year and on an annual basis, in accordance with the Trust's Governance Handbook.
3. Additional Governors may be appointed to serve on the Committee as deemed necessary by the Local Governing Body, provided that the Foundation Governor majority is maintained.
4. All Governors who are members of the Committee shall have a deliberative vote on all matters determined by the Committee. The Headteacher and School Business Manager or Finance Officer shall not have voting rights
5. The Headteacher shall not be a member of the Pay Committee and shall not participate in decisions relating to their own pay. The Headteacher may be invited to attend meetings to provide information and recommendations regarding staff pay but must withdraw when their own pay is discussed or when there is any conflict of interest.
6. No member of staff shall be present when their own pay or performance is being discussed, except to provide information if requested
7. All members of the Committee must declare any conflicts of interest at the start of each meeting and withdraw from discussions where a conflict exists.

Meetings & Quorum

4. The Committee shall hold at least one meeting per academic year, typically in the autumn term following the completion of the annual appraisal cycle. Additional meetings may be called as deemed necessary by the Committee or as required by the Trust.
5. At the start of every meeting, no fewer than 2 Foundation Governors shall form a quorum, in accordance with the Trust's Governance Handbook. The Headteacher and School Business Manager may be in attendance to provide information but do not count towards the quorum and do not have voting rights.

Terms of Reference:

Pay Policy and Compliance:

- Review the school's Pay Policy at least annually, ensuring that it aligns with the Trust's pay policy and meets the requirements of current statutory guidance
- Ensure that the Pay Policy reflects the Trust's commitment to fair pay, equal opportunities and Catholic Social Teaching principles
- Decide the school's approach towards the exercising of pay discretions within the framework of the Trust's pay policy
- Comply with all statutory and contractual obligations relating to pay, including the School Teachers' Pay and Conditions Document (STPCD) where applicable
- Ensure that pay decisions comply with equality legislation and do not discriminate on any protected characteristic
- Monitor the school's pay structure to guard against equal pay claims and ensure fairness across all staff groups

Pay Decisions and Progression:

- Undertake the annual salary review for all staff (excluding the Headteacher) by considering and ratifying the Headteacher's recommendations for pay progression
- Ensure that the appraisal policy and pay policy have been consistently and robustly applied across all staff
- Ensure that pay progression decisions are evidence-based, linked to performance and aligned with the school's appraisal processes
- Approve pay progression for support staff in accordance with their contractual terms and the Trust's pay policy
- Ensure that any decisions to withhold pay progression are fair, evidence-based and comply with the school's capability and appraisal procedures
- Consider and approve any applications for pay progression outside the normal annual cycle, where appropriate and in line with policy
- Ensure that decisions regarding pay are made objectively and without discrimination

Headteacher Pay:

- Provide information to the CEO to inform decisions relating to Headteacher pay as requested by the CEO or Trust Board
- Ensure that the Headteacher's appraisal has been conducted appropriately and in line with Trust procedures
- The Headteacher's pay is determined by the Trust Board (or delegated committee) in consultation with the CEO and with input from the Local Governing Body as appropriate

Leadership and Senior Staff Pay:

- Approve the appraisals and pay recommendations for the Leadership Team (excluding the Headteacher), ensuring that appraisal has been conducted robustly
- Ensure that pay decisions for senior leaders are aligned with school performance and the achievement of School Development Plan priorities
- Consider the affordability and sustainability of leadership pay decisions within the school's budget

Communication and Documentation:

- Ensure that pay decisions for each member of staff in the school are communicated to them in writing, clearly and promptly following the Committee's decisions
- Ensure that all pay decisions are properly documented and records are maintained securely and confidentially
- Ensure that staff are informed of their right to appeal against pay decisions and that the appeals process is clearly communicated
- Maintain confidentiality regarding individual pay decisions at all times

Budget and Affordability:

- Consider the financial implications of pay decisions and ensure that all pay awards are affordable within the school's budget
- Monitor staff expenses as they relate to pay and allowances
- Report to the Finance, Infrastructure & Personnel Committee on the budgetary impact of pay decisions

Appeals:

- Convene an appeals panel (comprising different Governors from those who made the original decision) to hear pay appeals, ensuring fairness and impartiality
- Ensure that all appeals are heard promptly and in accordance with the school's pay policy and statutory requirements

Delegation:

The Local Governing Body delegates to the Pay Committee the authority to:

- Make final decisions on pay progression for all staff (excluding the Headteacher)
- Approve pay recommendations from the Headteacher, subject to verification that appraisal processes have been properly followed
- Hear and determine pay appeals at first instance

The Committee delegates to the Headteacher the responsibility to:

- Conduct appraisal for all staff (excluding the Headteacher)
- Prepare pay recommendations based on appraisal outcomes
- Implement pay decisions once approved by the Committee
- Communicate pay decisions to individual staff members in writing

The Committee does not have delegated authority to:

- Determine the Headteacher's pay (this is reserved to the Trust Board)
- Amend the Trust's overarching pay policy
- Make pay decisions that exceed the school's budget without prior approval from the Finance, Infrastructure & Personnel Committee and the CEO

Relationship with the Trust:

The Committee operates within the framework established by the Trust's Scheme of Delegation.

The Committee shall:

- Implement the Trust's pay policy at school level, ensuring consistency with Trust-wide principles while allowing for local context
- Seek guidance from the CEO or Trust HR function on complex pay matters or where there is uncertainty about the application of policy
- Report compliance (not individual pay outcomes) to the Local Governing Body
- Provide aggregated pay data to the CEO as requested to support Trust-wide pay monitoring and planning
- Ensure that pay decisions support the Trust's commitment to being an employer of choice
- Align pay decisions with the Trust's strategic priorities and Catholic mission
- Escalate any significant pay-related issues or risks to the CEO in a timely manner

Policy Responsibility

The Committee shall be responsible for reviewing, agreeing and submitting the following policies for ratification and adoption by the Local Governing Body, ensuring they align with Trust policies

- School Pay Policy (ensuring alignment with Trust pay policy)

All policies must be reviewed in accordance with the Trust's policy review schedule and statutory requirements and must be done so in line with the school's Policy Review Cycle.

Education Standards Committee

Purpose

To hold school leaders to account for outcomes, quality of education and pupil wellbeing, ensuring that the school's educational provision reflects and promotes its Catholic character and mission.

The Committee shall ensure that all decisions relating to educational standards, curriculum and pupil wellbeing are rooted in Catholic Social Teaching principles and the Church's vision for education.

Membership & Voting

1. The membership of the Education & Standards Committee shall be determined by the Local Governing Body on an annual basis to consist of a minimum of 3 Governors (of which at least 2 must be Foundation Governors to ensure appropriate oversight of Catholic education), plus the Headteacher
2. Other members of the school's Senior Leadership Team shall attend meetings of the Committee for reporting purposes only but shall not vote in its proceedings.
3. Additional Governors may be appointed to serve on the Committee as deemed necessary by the Full Governing Body.
4. All Governors along with the Headteacher shall have a deliberative vote on all matters determined by the Committee.
5. The Chair of the Committee shall be elected from amongst the Foundation Governors at the Committee's first meeting of the year and on an annual basis, in accordance with the Trust's Governance Handbook
6. Individuals cannot exercise their vote on any matter in which they have a personal or business interest.
7. The Committee shall appoint Governors with specific responsibility for:
 - a. Looked After Children
 - b. Pupil Premium and Disadvantaged Children
 - c. SEND

These Governors will provide focused oversight and regular reporting to the Committee

Meetings & Quorum

6. The Committee shall hold at least 3 meetings per academic year (at least one per school term).
7. Additional meetings may be called as deemed necessary by the Committee.
8. At the start of every meeting, no less than 3 Governors shall form a quorum, in accordance with the Trust's Governance Handbook. The Headteacher may be in attendance but does not count towards the quorum.

Terms of Reference:

Catholic Character and Curriculum:

- Review, monitor and evaluate the curriculum offered at all Key Stages, ensuring it reflects the school's Catholic mission
- Through the Headteacher, oversee the curriculum in the school, ensuring that the intended impact is evaluated and documented
- Support and promote rich curriculum development, engaging with national guidance as appropriate
- Monitor the quality of teaching and learning across the curriculum
- Ensure that the curriculum is appropriately costed as part of budget planning and delivered within budget

Standards, Progress and Achievement:

- Evaluate summative information on the performance of the school, comparing this to national figures and other Catholic schools
- Monitor and evaluate the school's performance through a range of measures, including reports based on tracking data, school visits, the Self-Evaluation Form (SEF), and Ofsted and Catholic School Inspection reports, ensuring appropriate action is planned and taken for the school to meet agreed targets
- Monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups to ensure that no group is disadvantaged
- Identify and celebrate pupil achievements

Leadership and Management

- Monitor and evaluate the effectiveness of leadership and management
- Monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement
- Ensure that appropriate formation, training and CPD is available to all staff and ensure that mechanisms are in place for sharing best practice

SEND, Pupil Premium and Vulnerable Groups:

- Monitor and evaluate provision for all groups of children (including vulnerable, Pupil Premium, SEND and Looked After) and ensure all their needs have been identified and addressed, and evaluate their progress and achievement
- Ensure that the school is providing effective support to pupils with SEND and monitor the effectiveness of any support provided
- Ensure that the requirements of children with special educational needs are met, as laid out in the SEND Code of Practice, and receive termly reports from the Headteacher/SENDCo and a termly report from the SEND Link Governor
- Oversee compliance with legal requirements relating to SEND
- Ensure that appropriate interventions and support are in place for pupils with SEND and monitor impact
- Ensure that the designated teacher for looked after children fulfils their role in compliance with statutory guidance

- Monitor the impact of the pupil premium and the sports premium in the school and advise the CEO
- Ensure effective deployment of the pupil premium and monitor its impact, reporting any issues to the Local Governing Body and CEO

Wider school life:

- Develop Pupil, Parent and Staff Voice and monitor the same
- Monitor the school's publicity, public presentation and relationships with the wider community
- Oversee arrangements for educational visits, including the appointment of a named co-ordinator
- Ensure effective arrangements are in place for pupil support and representation at the school

Inspection Readiness:

- Prepare for Ofsted and Catholic Schools Inspections
- Support the Headteacher and ensure staff wellbeing before, during and after inspections
- Report any concerns relating to inspection to the CEO
- Be available to speak to inspectors as required
- Monitor the implementation of actions arising from inspection outcomes in the school

Delegation:

Relationship with the Trust:

The Committee operates within the framework established by the Trust's Scheme of Delegation.

Policy Responsibility

The Committee shall be responsible for reviewing, agreeing and submitting the following policies for ratification and adoption by the Full Governing Body, ensuring they align with Trust policies and reflect the school's Catholic character

- SEND Policy
- Pupil Premium Strategy
- Educational Visits Policy
- Curriculum Policies
- Any other policies as determined by the Full Governing Body in line with the school's Policy Review Cycle

Finance, Infrastructure & Personnel Committee

Purpose

To monitor the impact of resource deployment within the school, ensuring that financial, premises and staffing resources support the school's Catholic mission and educational improvement priorities, and are managed in accordance with the Trust's Scheme of Delegation and Catholic Social Teaching principles.

The Committee shall ensure that all decisions relating to finance, infrastructure and personnel are made in accordance with Catholic Social Teaching principles.

Membership & Voting

8. Membership of the Committee to be determined by the Local Governing Body annually, to consist of a minimum of 3 Governors, plus the Headteacher and School Business Manager or Finance Officer.
9. Other members of the school's Senior Leadership Team shall attend meetings of the Committee for reporting purposes only but shall not vote in its proceedings.
10. Additional Governors may be appointed to serve on the Committee as deemed necessary by the Full Governing Body.
11. All Governors along with the Headteacher shall have a deliberative vote on all matters determined by the Committee.
12. The Chair of the Committee shall be appointed by the Committee at its first meeting of the year and on an annual basis.
13. Individuals cannot exercise their vote on any matter in which they have a personal or business interest.
14. The Committee shall appoint Governors with specific responsibility for:
 - a. Health and Safety
 These Governors will provide focused oversight and regular reporting to the Committee

Meetings & Quorum

9. The Committee shall hold at least 3 meetings per academic year (at least one per school term).
10. Additional meetings may be called as deemed necessary by the Committee.
11. At the start of every meeting, no less than 3 Governors shall form a quorum, in accordance with the Trust's Governance Handbook. The Headteacher may be in attendance but does not count towards the quorum.

Terms of Reference:

FINANCE

Budget Planning and Monitoring:

- Ensure that the school is operated within its annual budget and the financial scheme of delegation
- Review and agree the school's annual budget plan, ensuring it aligns with the School Development Plan and the Trust's strategic priorities, before submission to the Local Governing Body for approval

- Monitor and consider the school's in-year expenditure and income against budgets at each meeting, ensuring compliance with the Trust's financial scheme of delegation and report any issues to the CEO
- Prepare monitoring reports for the Local Governing Body and summary reports for the Trust Board as required

Financial Authorities and Contracts:

- The Local Governing Body delegates responsibility for the day-to-day financial management of the school to the Headteacher in accordance with the Trust's Finance Manual and the financial scheme of delegation
- Approve contracts up to the limits of delegation and within an agreed budget, ensuring that consents are obtained where required
- Approve the making of payments within agreed financial limits, ensuring that consent is obtained where required
- Ensure that appropriate authorisation processes are followed for all expenditure in accordance with the Trust's financial scheme of delegation
- Chair to discuss the school budget with the Headteacher regularly
- Review Headteacher expenditure requests in line with relevant policies

Financial Reporting

- Prepare an annual report on the school's financial performance for the CEO
- Provide information on the effectiveness of central services, as may be necessary
- Report to the Local Governing Body on the school's financial position at least termly

INFRASTRUCTURE (Premises, Health & Safety and Estate)

Premises and Estate Management:

- Consider the premises related impact of the annual School Development Plan, and advise other Committees or the Local Governing Body of these implications
- Consider the maintenance needs for the school buildings and site, and monitor the planned maintenance and development projects related to school premises
- Seek approval from the Trust Board for any changes to fixed assets used by the school
- Review estates, health & safety and premises issues regularly
- Ensure the lettings policy is implemented and compliant with the Trust Diocesan Trustees' requirements

Health & Safety:

- Oversee the implementation of the Trust's health and safety policy and ensure that appropriate risk assessments are being carried out
- Ensure that site inspections to review any health and safety issues and the security of premises and equipment are carried out (using external advisers as required)
- Ensure suitable risk assessments are prepared and appropriate actions taken
- Ensure the School complies with the Trust's disaster recovery/business continuity plan
- Review the risk register and ensure that a risk report is prepared, having regard to the risks identified by the CEO and audit processes

- The Local Governing Body delegates responsibility to the Headteacher and SLT for carrying out and reviewing annual risk assessments and reporting outcomes to the Committee

Insurance and Compliance:

- Oversee compliance with all insurance obligations and requirements
- Ensure compliance with all statutory testing and maintenance requirements (e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety)
- The Local Governing Body delegates responsibility to the Headteacher for carrying out an annual inventory check, in accordance with the Trust's policy and procedures

PERSONNEL (Staffing and HR)

Staff Wellbeing, Formation and Development:

- Ensure that the Trust is an employer of choice and promotes staff wellbeing
- Ensure that staff receive appropriate formation, support and development
- Monitor the effectiveness of CPD and its impact on staff performance and pupil outcomes
- Support the development of Catholic leadership within the school

HR Policies and Procedures:

- Ensure the implementation of the Trust's HR policies and procedures at school level
- Convene a select panel of Governors to confidentially hear, or consider appeals, regarding staff grievances or disciplinary issues, in accordance with the Trust's policies
- Provide advice/information in relation to issues relating to staff in the school as required

Delegation:

The Local Governing Body delegates responsibility to the Headteacher for the following:

- Recruiting and appointing all staff (excluding Deputy and Headteacher posts) in accordance with the Trust's recruitment processes and the Bishops' Memorandum, ensuring that any plans to recruit have been approved in accordance with the recruitment process
- Determining staffing requirements within the school and budget
- Liaising with the CEO or CFO in accordance with the budgeting criteria set for the school
- Determining all initial staff dismissal decisions in accordance with statutory guidelines and the Trust's policies (excluding Deputy and Headteacher which must be referred to the Committee and the CEO)
- Implementing the Trust's pay policy and making recommendations for pay progression
- Conducting the performance management and pay progression of staff in the school in line with the relevant policies
- Reporting appointments and staffing changes to the Committee

Relationship with the Trust:

The Committee operates within the framework established by the Trust's Scheme of Delegation.

The Committee shall:

- Ensure compliance with the Trust's financial scheme of delegation at all times

- Seek approval from the CEO and/or Trust Board for decisions that exceed the Committee's delegated authority
- Report significant financial, premises or staffing issues to the CEO in a timely manner
- Provide reports to the CEO on the school's financial performance, estates matters and staffing as requested
- Support the implementation of Trust-wide financial, premises and HR policies
- Contribute to the school's annual report on resource deployment and value for money
- Liaise with the Trust's Chief Financial Officer on financial matters as required
- Ensure that the school operates in accordance with Catholic Social Teaching principles in all financial, procurement and employment matters"

Policy Responsibility

The Committee shall be responsible for reviewing, agreeing and submitting the following policies for ratification and adoption by the Local Governing Body, ensuring they align with Trust policies:

- Charging and Remissions Policy
- School-specific financial procedures (within the Trust's Financial Manual)
- Health and Safety Policy (school-specific implementation)
- Lettings Policy (school-specific implementation)
- Premises Management Policy
- Staff Wellbeing Policy

All policies must be reviewed in accordance with the Trust's policy review schedule and statutory requirements and must be done so in line with the school's Policy Review Cycle.

Catholic Community and Pastoral Care Committee

Purpose

Strengthen Catholic Life, Mission and community relationships in accordance with the Trust's overarching responsibility to preserve and develop the Catholic character of the school.

The Committee shall ensure that all decisions and activities relating to Catholic Life and community engagement are rooted in Catholic Social Teaching principles and the Church's mission in education.

Membership & Voting

1. The membership of the Committee shall be determined by the Local Governing Body on an annual basis to consist of a minimum of 3 Foundation Governors (to ensure the Foundation Governor majority required by the Scheme of Delegation), plus the Headteacher.
2. Other members of the school's Senior Leadership Team shall attend meetings of the Committee for reporting purposes only but shall not vote in its proceedings.
3. Additional Governors may be appointed to serve on the Committee as deemed necessary by the Local Governing Body, provided that Foundation Governors always outnumber all other Governors by two, in accordance with the Trust's Governance Handbook.
4. The Chair of the Committee shall be elected from amongst the Foundation Governors at the Committee's first meeting of the year, in accordance with the Trust's Governance Handbook.
5. All Governors, along with the Headteacher, shall have a deliberative vote on all matters determined by the Committee.
6. Individuals cannot exercise their vote on any matter in which they have a personal or business interest.
7. The Committee shall appoint Governors with specific responsibility for:
 - a. Safeguarding
These Governors will provide focused oversight and regular reporting to the Committee

Meetings & Quorum

12. The Committee shall hold at least 3 meetings per academic year (at least one per school term).
13. Additional meetings may be called as deemed necessary by the Committee.
14. At the start of every meeting, no less than three (3) Foundation Governors shall form a quorum, in accordance with the Trust's Governance Handbook. The Headteacher may be in attendance but does not count towards the quorum."

Terms of Reference:

Preservation and Development of Catholic Character:

- Preserve and develop the Catholic character of the school, ensuring this responsibility permeates all aspects of school life and the local community
- Ensure that the school is conducted in accordance with its trust deed, which includes the provisions of Canon law, the Religious Education Directory and Bishops' statements on religious education, and any directives issued by the Diocesan Bishop

- Ensure that all school leaders contribute to sustaining, developing and nurturing the school's Catholic ethos
- Ensure that Catholic principles and Gospel values are embedded in the policies and day-to-day life of the school
- Ensure that the curriculum is taught in the light of Gospel values and actively promotes the spiritual and moral development of pupils

Religious Education:

- Ensure that RE is delivered in accordance with the Curriculum Directory and Diocesan Protocols
- Ensure that the importance of Religious Education is demonstrated in the school through curriculum time, resourcing and staffing
- Ensure learning and teaching in Religious Education is effective and that pupils' progress is assessed and monitored

Collective Worship:

- Ensure that the Headteacher is complying with the requirement to provide a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church and take action to address any issues, as appropriate
- Ensure the Collective Worship policy contributes to an institution in which the Catholic faith is manifested through every aspect of school life
- Monitor the quality and impact of liturgical celebrations and prayer life within the school

Community Relationships and Partnerships:

- Ensure effective partnership between the school, the Church and the wider community, including parents and assisting the Headteacher to build relationships with other schools, agencies and business, to work with them as they contribute to the Catholic formation of the pupils at the school
- Support parish, parent and community engagement initiatives

Staff Formation and Development:

- Ensure that staff receive appropriate formation, support and development in Catholic education and the school's mission
- Support the development of Catholic leadership within the school

Behaviour and Attendance:

- Monitor behaviour data across the school, including exclusions and suspensions, to identify trends and ensure that behaviour expectations are clear, inclusive, and support a calm, safe, and supportive environment
- Ensure that attendance processes are inclusive and that additional support is provided for pupils with barriers to attendance, such as those with SEND, long-term illnesses, or other vulnerabilities
- Ensure that the school's behaviour policy aligns with the Trust's behaviour principles and with statutory guidance, and reflects the school's Catholic ethos

- Monitor the implementation and impact of the behaviour policy, ensuring that behaviour processes are inclusive and that additional support is provided for pupils with barriers to good behaviour
- Convene a committee to review any exclusion of a pupil, ensuring that at least one member of any exclusion committee has undergone appropriate training
- Ensure compliance with the Trust's suspensions and exclusions policy
- Review and maintain home-school agreements (or equivalent), if appropriate, which should reflect support for the school's Catholic character

Safeguarding:

- Ensure that safeguarding practices are followed and report any issues to the CEO
- Ensure that safeguarding is a standing item for every Committee meeting
- Receive the outcomes of the safeguarding audit and monitor that appropriate actions are taken
- Ensure that the Headteacher is implementing the Trust's safeguarding and child protection policy effectively
- Monitor that the school has appointed a designated safeguarding lead (DSL) and that they are clearly identified along with all other qualified safeguarding staff
- Ensure that all staff receive appropriate safeguarding training
- Identify safeguarding training needs and report to the CEO or Clerk
- Ensure Governors attend required safeguarding training
- Ensure that the single central record is regularly updated and reviewed

Monitoring, Evaluation and Inspection Readiness:

- Regularly monitor and review the school's self-evaluation as a Catholic school, ensuring that self-evaluation is ongoing and contributes to school improvement
- Monitor RE provision and Catholic Schools Inspection (CSI) readiness
- Ensure the spiritual wellbeing of pupils at the school
- Ensure the school develops a corporate life which attempts to glorify God in developing the full human potential of each person - whether pupil, member of staff, parent or governor
- Monitor the impact of Catholic Life initiatives and report findings to the full Local Governing Body

Delegation:

Relationship with the Trust and the Catholic Diocese of Portsmouth:

The Committee shall ensure compliance with:

- Canon law
- The Religious Education Directory and Bishops' statements on religious education
- Any directives issued by the Diocesan Bishop
- The Trust's Articles of Association and Scheme of Delegation
- Diocesan Protocols on Governance

In addition, the committee will:

- Respond to the needs of the Catholic community as a whole as represented by the Diocesan Bishop, complying in all respects with Diocesan requirements
- Consider not only the interests of the school, but the interests of other Catholic schools and of Catholic education throughout the Diocese
- Provide information to the CEO and Directors as requested to support Trust-wide Catholic Life initiatives
- Support and work with other Local Governing Bodies across the Trust
- Report to the full Local Governing Body on matters relating to Catholic Life and Mission

Policy Responsibility

The Committee shall be responsible for reviewing, agreeing and submitting the following policies for ratification and adoption by the Full Governing Body, ensuring they reflect the Catholic character, ethos and values of the Academy Trust:

- Attendance Policy
- Behaviour Policy (ensuring alignment with Trust behaviour principles)
- Religious Education Policy
- Collective Worship Policy
- Relationships and Sex Education Policy (ensuring it is taught in accordance with the social and moral teachings of the Catholic Church and that parents' position as the primary educators of their children is acknowledged)
- Any other policies as determined by the Full Governing Body in line with the school's Policy Review Cycle