



The Pope Francis Catholic Multi-Academy Company Governance Guidebook – All Roles

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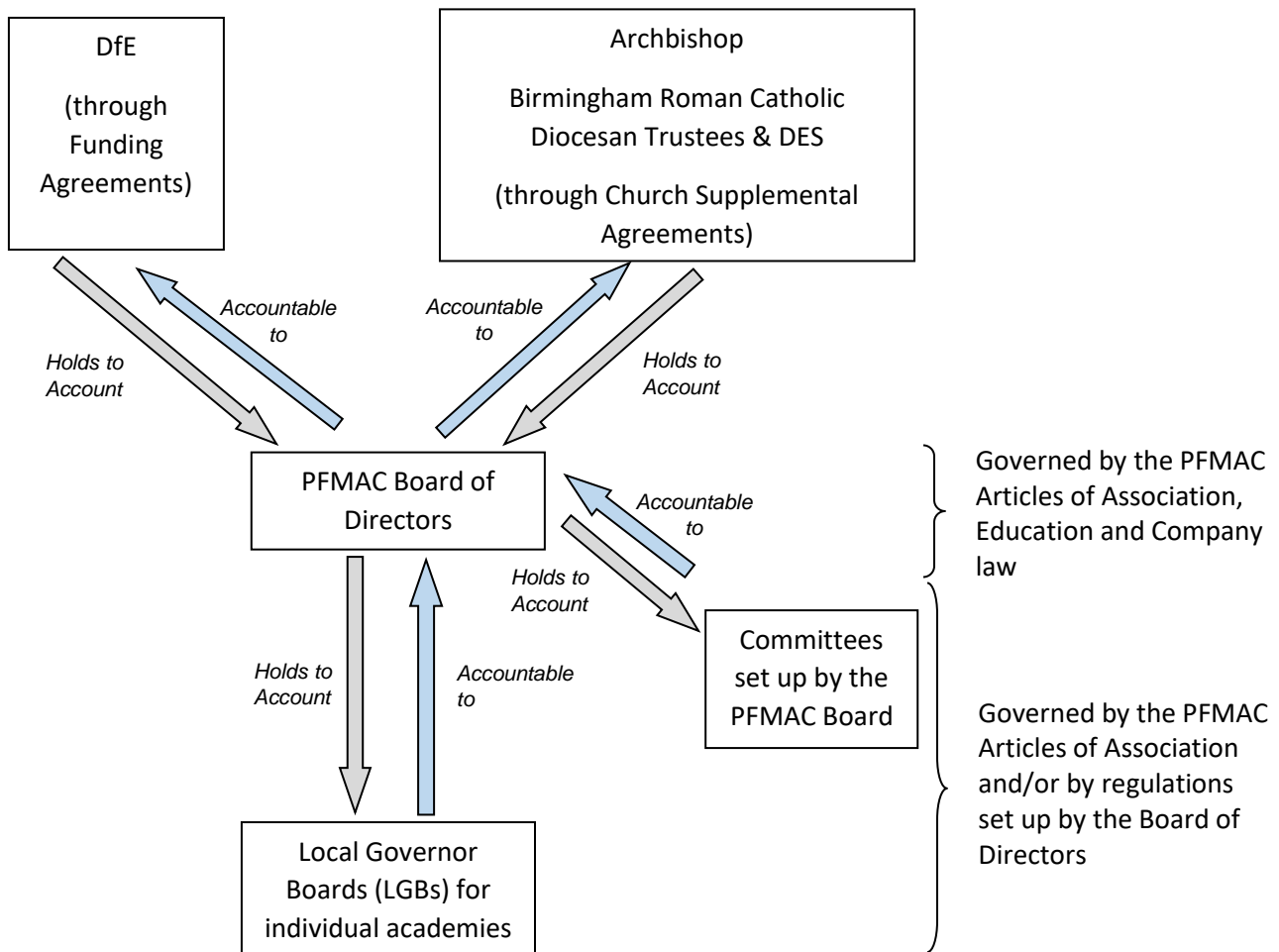
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HIGH-LEVEL ORGANISATIONAL OVERVIEW, KEY PRINCIPLES AND ROLES



KEY PRINCIPLES

- Solidarity - we are all responsible for each other.
- Subsidiarity - allowing people to be able to contribute to decision-making at all levels.

This is reflected in the following expectations:

1. The MAC Directors and all staff and Governors at all academies within the MAC take collective responsibility for all our children.
2. Academies and the MAC Directors will work in partnership with families and parishes to promote strong, positive links within the wider community.
3. All MACs in the Archdiocese of Birmingham will work together with the DES to ensure that best practice is available to all and where support is needed it is readily available, creating an environment where academies work together for mutual support and the benefit of all our children.
4. No individual academy will be left in a vulnerable position.



5. Unity will be maintained across the Archdiocese of Birmingham under the authority and direction of the Archbishop and those acting on his behalf, and all academies will strive to provide the best possible Catholic education for all children.

6. The MAC Directors adopt the Scheme of Delegation in accordance with the MAC Articles. The DES, the MAC Directors and the Governors agree that best practice in the organisation of academies will change over time. Therefore, the Scheme of Delegation will be reviewed at least annually at the end of each academic year by the DES and each review will consider feedback received from MACs, LGBs and Headteachers. That review will also update the Scheme of Delegation to ensure that it accords with the law and the requirements of the DfE from time to time. The current version of the Scheme of Delegation will be available on request from the DES and will be available on the DES website. At any time, the Scheme of Delegation adopted by the MAC Directors shall be the version available at that time from the DES.

ROLES

MEMBERS

The Members of the Multi Academy Company (MAC) are Trustees of the Archdiocese of Birmingham who created the MAC and defined its role to further the Catholic Education mission of the Diocese as objects in the Memorandum and Articles of Association document.

They are:

- Responsible for the governance of the MAC
- Accountable to the Archbishop
- Responsible for holding the MAC Directors to account
- Responsible for appointing the MAC's auditors and receive the MAC's audited accounts
- Responsible for appointing MAC Directors and, if necessary, removing a MAC Director

As of 30/04/2021, the Members are:

- Fr Jonathan Veasey – Chair of the Diocesan Academy Strategy Board and lead trustee for Catholic education
- Mr Adam Hardy – Director of Education, Birmingham Diocesan Education Service
- Mr Eric Kirwan – Chief Operating Officer for the Archdiocese of Birmingham

His Grace, the Archbishop of Birmingham, whilst not a Member is formally registered as a “Person of Significant Control” at a higher level than the Members.

DIRECTORS

- The MAC Directors must manage and develop Catholic academies within the MAC in accordance with the principles, teachings and expectations of the Catholic Church. MAC Directors must follow and adhere to any advice, guidance or directives given by the DES on behalf of the Archbishop. They are registered as company directors and charity trustees, but are not employees of the MAC.



- The Board of Directors comprises
 - At least 3 Foundation Directors. The number of Foundation Directors in post on the Board must always be greater than the number of all other Directors in post, by at least two. Foundation Directors can also be removed or suspended at any time by the Archbishop without reason being given. Foundation Directors are appointed for a term of office of four years.
 - Some MAC Directors may be co-opted by existing MAC Directors who have not themselves been co-opted. Before co-opting a Director, the existing MAC Directors must ensure that after such co-option, there will still be a majority of at least two Foundation Directors in post. The DES must be consulted prior to of the co-option of any Directors. The term of office for Co-Opted Directors will be one year.
 - In principle, some Directors may be appointed as Parent Directors but only where there is not provision for at least two Parent Governors on each LGB. The PFMAC supports Parent Governors in each LGB, so, in practice, there will be no Parent Directors on the PFMAC board. The procedure for appointing or electing Parent Directors is set out in detail in the MAC Articles.
 - No employee of the MAC can be a Director of the MAC

They are responsible for:

- Preserving and developing the MAC's Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do.
- General control and management of the administration of the MAC.
- Upholding the MAC's objects and to comply with any directives, advice and/or guidance issued by the Archbishop via the DES.
- Holding the MAC Executive Officers (CSEL and CFO) to account
- Establishing the following committees:
 - Catholic Ethos and Mission Committee
 - Finance and Audit Committee
 - Pay and HR Committee
 - Estates, Safeguarding and Health & Safety Committee
 - Education Standards Committee

They are accountable to:

- The Archbishop, the Government and to the MAC Members for the quality of education in the academies.

The membership of the Board of Directors is listed on the PFMAC website (www.popefrancisacademy.com) in the "Contact us"/"Meet the Team" section.



MAC EXECUTIVE OFFICERS

The MAC Executive Officers are the Catholic Senior Education Lead (CSEL) and the Chief Finance Officer (CFO). They are employees of the MAC, appointed by the Directors, working with the Diocesan Education Services on behalf of the Members.

The CSEL is responsible for:

- Providing Christ-centred, strategic leadership to the MAC, role modelling its Catholic vision and values while inspiring and empowering others to share in achieving them
- Holding to account on behalf of the MAC Director's, the MAC's Senior Executive Management Team, Headteachers/Heads of School and other senior professional and administrative service staff.
- Ensuring that the capacity of the organisation is consistent with the requirement to deliver high quality Catholic education provision and related services in an efficient and effective manner and retaining ultimate accountability for the related educational standards and outcomes for pupils.
- Developing programmes of local and regional engagement and communication within the MAC and its diverse communities, designed to deepen the MAC's own understanding of those it exists to serve and being sensitive to the individual ethos and needs of each of the MAC's academies.
- Holding overall management responsibility for the governance of the MAC, ensuring appropriate systems, frameworks and training and development is in place to support this.
- Acting as the MAC's Accounting Officer and as such be accountable for the overall education standards, financial health and probity of the MAC.
- Keeping at the heart of all decision-making and strategic and operational planning, the pupils in the MAC, their safeguarding, wellbeing, and development of the whole child.

They are accountable to:

- The Directors for the quality of Catholic education across the MAC and compliance with Government educational, financial and operational standards and requirements.

GOVERNORS

Governors oversee the management of an academy, including its strategy, policy, budgeting and staffing.

Local Governing Body Constitution:

- At least six Foundation Governors appointed by the Archbishop (or as many more are required to ensure that the number of Foundation Governors exceeds the number of all other Governors by at least 2.)
- One Foundation Governor position must be made available to the Parish Priest
- One member of staff
- Two Parent Governors
- The Headteacher

Governors are responsible for:

- Planning the overall vision and direction of the academy
- Ensuring the core purpose of the MAC is delivered to the highest standard
- Overseeing the financial probity and performance of the school
- Overseeing MAC policy implementation and organisational compliance, e.g. Safeguarding, Health & Safety, Catholic mission



- Holding the Headteacher and Senior Leadership Team to account
- Establishing the following Committees or Representatives:
 - Catholic Ethos and Mission Committee/Representative
 - Finance and Audit Committee/Representative
 - Pay and HR Committee/Representative
 - Estates, Safeguarding and Health & Safety Committee/Representative
 - Education Standards Committee/Representative

Governors are accountable to:

- The Directors for educational outcomes, compliance and the Catholic education and ethos of the academy

Both the MAC Directors and the Governors have a duty to act with integrity, objectivity and honesty in the best interests of the MAC and the academy and shall be open about decisions (except where a matter is confidential) and be prepared to justify those decisions.

HEADTEACHERS

The core purpose of a Headteacher is to provide vision, leadership and direction for the academy, promoting a secure foundation to achieve high standards in all areas of the academy's work. Headteachers must establish a culture that promotes excellence, equality and high expectations of all pupils. The Headteacher supports the board of directors in fulfilling its responsibilities under Canon Law to the Diocesan Trustees and in accordance with national legislation. *Note: The Scheme of Delegation for Academies within the Archdiocese of Birmingham uses the title 'Principal' rather than 'Headteacher'. The Directors of the Pope Francis MAC have decided to retain the title of 'Headteacher' for the leaders of its schools and in this guidance document. The titles are entirely interchangeable between the two documents.*

They are responsible for:

- The day-to-day management of the academy.
- The educational outcomes of the academy
- Safeguarding the pupils of the academy
- Supporting all staff to achieve high standards through performance management and effective continuing professional development
- Implementing effective systems and processes which are fit for purpose and which uphold the principles of transparency, integrity and probity

Headteachers are accountable to:

- The CSEL, the Board of Directors and the Local Governing Body



DIOCESAN EDUCATION SERVICE

The DES provides support, training and guidance for the MAC Directors, for the Governors and for staff with regard to the Catholic ethos of the academy. The DES is the first point of contact for advice, guidance and support in all matters that may impact on the quality and provision of Catholic education either across a MAC or in an individual academy.

- Exercises the oversight given to the Archbishop under Canon Law.
- Holds the MAC Directors to account for the performance of the academies within the MAC.
- Provides policies, guidance and support to academies and MACs.
- Supports the community of Catholic academies, supporting a collective voice on national issues affecting academies.
- Provides guidance on the provision of RE, collective worship and the development of Catholic life in academies.
- Provides advice and guidance on the use of buildings and land.

ACCOUNTABILITIES AND RESPONSIBILITIES

DIRECTORS

Directors have the following key Accountabilities and Responsibilities:

ADMISSIONS

- The DES will issue instructions and guidance about admissions and admission policies to academies in the Archdiocese of Birmingham.
- In accordance with The School Admissions Code the MAC Directors are the Admissions Authority for each academy within the MAC.
- Any decision to expand an academy shall be that of the MAC Directors, after first receiving written consent from the DES. Before such decision is taken MAC Directors shall have regard to the views of all the academies within the MAC and of the LGB and Headteacher of the relevant academy. In certain circumstances the consent of the Secretary of State for Education must also be sought.

Directors are responsible for:

- Delegating the day to day responsibility for admissions within each academy to the LGB for that academy and to provide the DES with a copy of the minutes of the meeting confirming that delegation has taken place.

BEHAVIOUR

Directors are responsible for:

- Adopting a MAC-wide behaviour policy that incorporates an exclusions policy and reflects the Catholic ethos, character and values of the MAC.
- Reviewing the use of exclusions across the MAC and investigate inconsistencies.



CONTRACTS

Directors are responsible for:

- Compliance with relevant legislation with regard to procurement and the award of contracts and ensure that OJEU procurement thresholds are observed and adopt a MAC-wide procurement policy.
- Conducting the business of the MAC ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academies Financial Handbook.
- Setting the delegated levels of authority for contracts
- Approving contracts with a value above £25,000.
- Approving contracts which constitute related party transactions (and request any necessary external approval).
- If requested to do so by any LGB, the Directors are Entering into a contract on behalf of the LGB where the LGB will be financially liable.

CURRICULUM AND STANDARDS

Directors are responsible for:

- Appointing an education standards committee.
- Determining a curriculum policy for the MAC to ensure provision of a balanced and broadly-based curriculum. This will include:
 - The curriculum, extra-curricular activities and ethos to prepare pupils for life in modern Britain; and
 - A written policy on relationships and sex education, in accordance with any DES policy and/or CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic church.
 - Determine policy across the MAC on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory.
 - Consider reports received from any CSEL if applicable or in relation to any academy regarding standards.
- Providing the LGB with all necessary advice and support about standards and expected pupil outcomes as and when required.

FINANCE

Directors are accountable to:

- The DfE for the financial outcomes of the MAC in accordance with the Academies Financial Handbook.

Directors are responsible for:

- Ensuring that any funding delegated to the individual academies is properly managed.
- Submitting to the DES a copy of the annual set of accounts and any other financial documents that the DES may require.



- The MAC Directors have the freedom to amalgamate a proportion of GAG funding for all its academies to form one central fund to improve the quality of Catholic Education or achieving significant financial efficiencies across all the academies.
- Ensuring that the accounts are audited in accordance with DfE and presented to the MAC Members for approval
- Preparing and submitting an annual report for the MAC accounts to the ESFA and Companies House
- Approving the annual budget for the MAC and each academy to include overall approval of management accounts for each academy
- Approving any significant changes (in excess of £50,000) to the approved budget and if necessary informing the ESFA.
- Reviewing monthly budget monitoring reports and taking action as necessary.
- Submitting the budget forecast to the ESFA on time.
- Monitoring the income, expenditure, cash flow and balance sheet of the MAC.
- Determining and communicating service charges to the LGBs relating to the provision of centralised functions.
- Preparing a disaster recovery plan and a business continuity plan for the MAC and ensuring that local plans exist in each academy.

GOVERNANCE

Directors are responsible for:

- Succession planning for Board of Directors and driving equivalent processes for school Leadership Teams and Governors
- Conduct annual skills audit and self-evaluation

HEALTH, SAFETY AND RISK

Directors are responsible for:

- Appointing a risk and audit committee as required by the ESFA.
- Reviewing risk management and maintaining the risk register.
- Reviewing and maintaining any buildings strategy and asset management planning arrangements in accordance with the requirements of the DES.
- Adopting a MAC-wide health and safety policy.
- Adopting a MAC-wide lettings policy in accordance with the requirements of the DES.
- Commencing or settling any litigation proceedings but only with the prior consent of the DES.

INFORMATION MANAGEMENT AND COMMUNICATION

Directors are responsible for:

- Adopting data protection and freedom of information policies and procedures to comply with legislation relating to data protection and freedom of information across the MAC.
- Developing and implementing an integrated ICT policy to ensure compatibility of systems across all the academies in the MAC to facilitate maximum efficiency and cohesiveness.



- Developing and implementing a policy to establish effective communication by each academy with all stakeholders including pupils, parents or carers, staff, parish priests and other clergy, the DES and the wider community including any local parent teacher association.
- Maintaining accurate and secure records for any CSEL.
- Ensuring that if registration with the Information Commissioner's Office is required for the MAC that registration is in place and up to date.
- Ensuring that registration with the Information Commissioner's Office is in place and up to date for each academy.
- Developing and maintaining a website for the MAC and ensuring information required by statute, Funding Agreements and Academies Financial Handbook is published.

INSURANCE

Directors are responsible for:

- Insuring the land and buildings used by the academies in the MAC for its reinstatement value or will enter into RPA with the DfE.
 - If RPA is entered into, it must be approved in advance by the DES.
- Taking out insurance against liability for property owners', employer's and third-party risks including occupiers' liability and contents insurance and insurance covering the activities carried out at the academies.
- Ensuring any building insurance policy must be in the joint names of the MAC and BRC DTR.
- If the land and buildings of any academy are damaged by a risk which is insured by the MAC Directors or covered by the RPA the MAC Directors must:
 - Inform the DES of any claim which is or may become in excess of £50,000 and keep the DES informed of progress of the claim.
 - Make the necessary claim under the insurance policy or RPA.
 - Use the funds which they receive in rebuilding and reinstating the land and buildings of the academy.
 - With the prior consent of the DES, obtain any necessary planning permissions or consents for such rebuilding, which may not necessarily be identical to the land and buildings before the damage.
- Providing the LGB with a copy of the insurance policy or RPA for the academy.
- Providing the DES annually confirmation of renewal of insurance or RPA.
- Not cancelling their insurance policy or RPA without informing the DES of the cancellation and of the new arrangements.
- Increasing the level of insurance or RPA as necessary for any additions or extensions to buildings at any academy.

INTERVENTION

If in the view of the MAC Directors one of the following situations arises, then the MAC Directors may resolve to remove from the LGB some or all of the powers which would otherwise be delegated by this Scheme of Delegation:

- Standards and performance are low and likely to remain so without intervention.
- There has been a serious breakdown in management or in the way the academy is run which means that standards of performance have dropped or that there is a breach of MAC or DES policies and procedures.



- The safety of pupils and/or staff is threatened.
- Safeguarding procedures are inadequate.
- The DES informs the MAC Directors that it considers that the Catholic ethos of the academy is at risk.

OTHER PUPIL RELATED MATTERS

Directors are responsible for:

- Adopting a MAC complaints policy using the recommended format provided by the DES and considering reports from all academies to assess the level of complaints across the MAC.
- Notifying the DES of any complaints or issues that could bring into disrepute the Catholic character of the MAC and/or the academies within it.
- Reviewing data provided by all academies relating to pupil premium and sports premium and take action to address any issues as appropriate.
- Setting the dates of terms and holidays for all academies within the MAC ensuring that each academy is open to pupils for 380 sessions in any academic year.

PREMISES

If the MAC Directors are asked by the LGB for consent to any matter listed in the Insurance section the MAC Directors will pass the request to the DES.

Directors are responsible for:

- Working with the LGB to develop a 5-year estate management strategy for the academy that will:
 - Address condition, suitability and capacity of buildings and facilities in light of long-term curriculum needs.
 - Identify the capital investment required to ensure the buildings and facilities are maintained to a good standard.
- Determining the building/funding priorities throughout the MAC, once the 5-year estate management strategy is in place for each academy.
- Complying with DES policy with regard to the hiring out of any part of the land and building used by the academy to any other person or body.
 - The MAC Directors have no power to grant any lease or licence or create any rights for anyone else over any part of the land and buildings used by the academy but may apply to the DES for consent for such arrangements which may then be put in place by the Trustees.
- Applying to the DES for consent when planning and before starting any building works.

SAFEGUARDING

Directors are responsible for:

- Adopting a MAC-wide Safeguarding and Child Protection Policy
- Adopting a MAC-wide policy regarding School Trips.
- Ensuring up to date training is provided and legal compliance issues are met.
- Ensuring the Single Central Record is maintained for all MAC based and cross-school appointments.
- Ensuring that all MAC Directors and Governors receive safeguarding training.



- Ensuring that at least one Director on any recruitment panel has completed safer recruitment training.
- Monitoring safeguarding practice across the MAC and taking appropriate action where safeguarding practice is falling below the standards expected.

SPECIAL EDUCATIONAL NEEDS

Directors are responsible for:

- Determining a MAC-wide SEND policy
- Ensuring training of appropriate staff takes place and legal compliance is met.
- Appointing a lead SEND Director.

STAFF APPOINTMENTS (LEADERSHIP POSITIONS)

Directors are responsible for:

- Informing the DES when the MAC Directors are considering the appointment of the Headteacher (i.e. Head Teacher or Executive Head Teacher) and any of the following key posts:
 - Head of School, Deputy Headteacher, Assistant Headteacher, Head of Religious Education and Lay Chaplain.
 - Similarly, advice must be sought first from the DES when the MAC Directors are considering an 'acting' or temporary post for any of these positions.
 - For all leadership positions, whether permanent or temporary, the MAC Directors must comply with the "Appointing Leaders Handbook" which is available on the DES website.
- Obtaining the consent of the DES before appointing any CSEL.
- The appointment, performance management and removal of Headteachers of all academies within the MAC.
- Ensuring that the Headteacher, the Deputy Headteacher, and Assistant Headteachers (where there is no Deputy Headteacher post), the Head of Religious Education and any Lay Chaplain are practising Catholics in full communion with the Catholic Church.
- Ensuring that diocesan protocol is followed in respect of the appointment of any other senior post which directly affects the Catholic mission of the MAC and its academies, including but not limited to the CSEL if applicable.
- Ensuring the use of the standard application forms, employment contracts and terms and conditions for the employment of staff as issued by the CES. The MAC will be the employer.
- Appointing, suspending and dismissing any CSEL or any person in any of the leadership positions listed above, but only with the prior consent of the DES and acting through a committee.
- Conducting the performance management review of any CSEL.
- Conducting the performance management review of the Headteacher with the assistance of the LGB



STAFF APPOINTMENTS (OTHER POSITIONS)

Directors are responsible for:

- Adopting and following all policies and procedures of the DES in connection with the appointment of staff and their subsequent employment. This should include the use of documentation provided by the CES available on their website. The MAC will be the employer.
- Setting the overall policy for the appointment and management of staff, taking into account DES policies and procedures.
- The MAC Directors may set pay and conditions for staff which differ from the DfE's national pay and conditions documents. Before doing so they must first seek approval from their HR advisor to ensure compliance with the law and inform the DES of their intentions prior to any change being implemented.
- The performance management of any centrally employed staff or any staff member employed to work in one or more academy in the MAC in accordance with any protocol provided by the DES.
- Appointing an HR committee which will work together with the LGBs within the MAC to oversee, manage and set appropriate policies for recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff within the MAC.
- Appointing a pay committee.
- Determining *appointments to be made across one or more academies in the MAC*.
- Ensuring *harmonisation of terms and conditions of employment across the MAC to avoid the risk of employment claims*.
- Conducting *the performance management review of the company secretary and the clerk*.

GOVERNORS

Governors have the following key Accountabilities and Responsibilities:

ADMISSIONS

The LGB is responsible for:

- Following delegation from the MAC Directors, the Governors shall undertake consultation, publish and determine admission arrangements as required in accordance with the School Admissions Code and must follow the protocols and guidance provided by the DES.
- Appointing an admissions sub-committee which will consider all applications for admission to the academy and decide whether or not a place can be offered.
- Ensuring that parents are notified of the outcome of that application in line with the School Admissions Code including advising parents of the right to appeal should their application be unsuccessful.
- Organising any appeal hearings as required in accordance with the School Admission Appeals Code and following the protocols and guidance provided by the DES.
- Contributing to the development of the academy prospectus (if there is one).

BEHAVIOUR

The LGB is responsible for:

- Assisting the Headteacher in preparing a behaviour policy for the academy in line with the MAC policy.



- Convening a committee to review any exclusion of a pupil.
- Reviewing the overall pattern of exclusions at the academy and report this to the MAC Directors.

BUSINESS ACTIVITIES

Any activities designed to generate business income are the responsibility of the LGB, to be undertaken in consultation with MAC Directors and in accordance with any advice or guidance received from the DES. The LGB should consider how viable those activities are, and their impact on the core work of the academy. If there are any potential financial implications, such as the threat of taxation in light of the MAC's charitable status or any threat to funding provided by the Secretary of State, then the LGB must take no further action and must immediately inform the MAC Directors and the DES.

CONTRACTS

The LGB is responsible for:

- Conducting the business of the academy ethically and in line with requirements set by the MAC Directors to ensure that all suppliers used take account of economic, social and environmental factors.
- Entering into contracts up to the limits of delegation (£25,000) and within an agreed budget, where the contractor will contract directly with the LGB (in the name of the MAC) and where the contractor will not do so, the LGB can request that the MAC Directors enters into that contract for them but the LGB will remain financially liable for the contract.
- Supporting MAC Directors to monitor and evaluate the delivery of any central services and functions provided or procured by the MAC for the academy.
- Required not to commence legal proceedings.

CURRICULUM AND STANDARDS

- The LGB shall be responsible and accountable for the standards achieved by the academy and the pupils attending the academy. It shall follow any advice and recommendations about standards and performance given by the directors of the PFMAC.

The LGB is responsible for:

- Approving the curriculum proposed by the Headteacher (to the extent that it is consistent with the MAC policy).
- Ensuring that the curriculum of the academy, including all the subjects of the National Curriculum, is taught in light of the Gospel values and actively promotes the spiritual and moral development of its pupils.
- Ensuring that RE is in accordance with the Bishops Conference Curriculum Directory and the Archbishop's Policy and that it constitutes 10% of the weekly timetable in the academy.
- Ensuring that Relationships and Sex Education is taught in accordance with the social and moral teachings of the Catholic Church having regard to the MAC policy and in consultation with the parents of the pupils.
- Ensuring effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academy.
- Monitoring the KPI figures reported from the Headteacher relating to standards and report this to the MAC Directors and the DES as and when requested.



- Responsible for intervening in a timely manner where standards fall below that which is expected of the academies within the MAC.
- Responsible for developing, monitoring and approving the academy development plan.
- Ensuring 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.
- Setting and reviewing the curriculum in accordance with legal requirements and current good practice and after first seeking the views of the Directors and the guidance of the DES where appropriate.

EMERGENCIES

An emergency is a situation that arises where a delay in a decision would be likely to be seriously detrimental to the interests of the school, any pupil or parent or any employee. In those circumstances, the Headteacher should make the Chair of Governors aware of the emergency as soon as possible. The Chair of Governors will, in consultation with the Headteacher, take such action as is reasonably necessary in the circumstances. The Chair of Governors will then notify the Chair of the MAC Directors, as soon as possible, of both the emergency and the action taken.

FINANCE

- The LGB has authority to spend the money which it receives from the MAC as it considers best to maintain and develop the academy as a Catholic academy conducted in accordance with the teachings, doctrine and discipline of the Catholic Church in accordance with the Academies Financial Handbook.
- The LGB has no power to lend money.

The LGB is responsible for:

- Obtaining the consent of the MAC Directors before entering into a contract to:
 - spend 1% or more of its GAG on one item or on one contract or cumulatively with a single provider/supplier, or terminate or vary such arrangements, or
 - borrow or enter into hire purchase agreements or equipment leasing where the value is 1% or more of its GAG, or terminate or vary such arrangements,
- Providing any information about the finances of the Academy that the Directors request and in any case to ensure the school's monthly financial accounts are completed on time enabling the generation of monthly management accounts' reports for the MAC Directors.
- Informing the MAC Directors of any need for significant unplanned expenditure (£5000 or more) and discuss with the MAC Directors options for identifying available funding.
- Implementing appropriate risk management strategies provided by the MAC Directors and shall at all times adopt financial prudence in dealing with the funding for which it is responsible.
- Ensuring compliance with the requirements of the MAC Directors in relation to the management of funding delegated to the academy and the adoption of appropriate financial risk management policies.

The LGB will:

- Appoint a Governor responsible for finance.



- Receive the annual budget for the academy from the MAC Directors and operate within it.
- Monitor the income, expenditure and cash flow of the academy and report any issues to the MAC Directors.
- Ensure any variances from the budget are reported to the MAC Directors or their relevant committee.
- Ensure proper financial controls are in place at the academy.
- Maintain a register of business interests of the Governors.
- Monitor provision of free school meals to those pupils meeting the criteria.
- Ensure the MAC's disaster recovery plan and business continuity plan for the academy is adhered to and remains fit for purpose.

HEALTH, SAFETY AND RISK

The LGB is responsible for:

- Appointing a Governor responsible for health and safety.
- Reviewing the risk register of the academy and preparing the risk report for the MAC Directors.
- Adopting a health and safety policy (in line with the MAC policy).
- Reviewing the implementation of the health and safety policy and ensuring that appropriate risk assessments are being carried out in the academy.
- Conducting site inspections to review any health and safety issues and the security of premises and equipment.

GOVERNANCE

The LGB is responsible for:

- Succession planning for LGB
- Conduct annual skills audit and self-evaluation
- Providing evaluative feedback and supporting evidence to the Directors on the impact and effectiveness of both the MAC and the individual academy's collective aims and objectives, policies, targets and plans

INFORMATION MANAGEMENT AND COMMUNICATION

Working with the Headteacher, the LGB is responsible for:

- Ensuring the effective implementation in the academy of the data protection and freedom of information policies set by the MAC Directors.
- Ensuring systems in place at the academy are in line with the MAC's policy for effective communication.
- Ensuring that the academy is registered with the Information Commissioner's Office and the registration is up to date.
- Developing and maintaining a website for the academy.

INSURANCE

- The LGB shall make sure that the conditions subject to which any insurance policy or RPA is given are complied with. This includes complying with all statutory testing and maintenance, including, but not limited to:



- Keeping buildings in good repair.
- Health and safety.
- Fire safety.
- Control of asbestos.
- Control of lead.
- Checks to prevent legionella in water systems.
- Gas safety checks.
- Electrical equipment safety checks.
- First aid.
- Reporting of accidents and injuries.
- Control of hazardous substances.
- Safety in manual handling.
- Any other risks that may arise from time to time.

The LGB must:

- Check the terms of the insurance policy or the RPA and ensure that the particular requirements are complied with and meet the needs of the individual academy as certain assets/activities are not covered by RPA, for example, minibuses and overseas travel.
- Take out additional appropriate cover if the academy undertakes any activity that is not covered by the insurance policy or RPA.
- Provide the DES with any evidence as may be required from time to time to demonstrate compliance with legal requirements and the requirements of the insurance policy or RPA.
- Inform the MAC Directors immediately when circumstances arise that may result in a claim being made or in a breach in the requirements of the insurance policy or RPA.

INTERVENTION

The LGB shall work closely with and shall promptly implement any advice or recommendations made by the MAC Directors in the event that intervention is either threatened or is carried out by the Secretary of State for Education and the MAC Directors have the absolute right to review or remove any power or responsibility conferred on the LGB under the Scheme of Delegation in those circumstances.

OTHER PUPIL RELATED MATTERS

The LGB is responsible for:

- Supporting and advising the Headteacher to determine KPIs.
- Reviewing pupil attendance and absence and reporting the findings to the MAC Directors.
- Appointing a Governor responsible for statutory grants including pupil premium and sports premium.
- Monitoring the impact of the pupil premium and sports premium in the academy and advising the MAC Directors or the CSEL if applicable.
- Adopting and following an academy complaints policy using the recommended format provided by DES and available on the DES website.
- Immediately notifying the MAC Directors of any complaints or issues that could bring into disrepute the Catholic character of the academy.
- Immediately notifying the MAC Directors of any complaints or issues that result in a formal complaints panel being convened to hear the complaint.



- Notifying the MAC Directors at least termly of any formal complaints received by the LGB under the complaints policy.
- Ensuring effective arrangements are in place for pupil support and representation at the academy.
- Supporting the MAC Directors and the Headteacher in the extended school provision in the academy.
- Setting the times of the academy sessions.
- Implementing a means whereby the academy can receive and react to pupil, parent and staff feedback
- Establishing and maintaining relationships with parents of pupils attending the academy to support them in their role as primary educators.
- Establishing and maintaining a relationship with members of the local community, including assisting the Principal to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils.

PREMISES

The LGB is responsible for:

- The maintenance of the academy's buildings, premises and facilities
- Working with the MAC Directors to develop the 5-year estate management strategy for the academy.
- Adhering to the provisions of the Academies Financial Handbook and all relevant policies and protocols provided by the DES in matters relating to buildings, premises and facilities. The LGB is also to have regard to the legal responsibilities of BRCDTR as owners of such buildings, premises and facilities.
- Ensuring that the academy is compliant with all current regulations and legislation.
- Retaining evidence that all necessary tests and maintenance have been undertaken in accordance with specified regulations or statutory guidance, and by suitably qualified specialists.
- Providing details of the inspections carried out and the results obtained of the necessary tests and maintenance annually to the DES.
- Compliance with the DES policy (available on the DES website) with regard to the hiring out of any part of the land and buildings used by the academy to any other person or body.
 - The LGB has no power to grant any lease or licence or create any rights for anyone else over any part of the land and buildings used by the academy but may apply to the Directors who would then apply to the DES for consent for such arrangements which may then be put in place by the Trustees.
- Monitoring the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the MAC Directors.

SAFEGUARDING

The LGB is responsible for:

- Appointing a designated governor for safeguarding.
- Ensuring that at least one governor on any recruitment panel has up to date safer recruitment training.
- Reviewing and maintaining a safeguarding and child protection policy for the academy (consistent with the MAC policy).
- Ensuring the completion of the single central record and its regular updating.



SPECIAL EDUCATIONAL NEEDS

The LGB is responsible for:

- Appointing a local governor responsible for SEND and inclusion.
- Reviewing and maintaining the academy's SEND policy.
- Providing oversight of the implementation of the policy within the academy and compliance with the legal requirements relating to disability.

STAFF APPOINTMENTS (LEADERSHIP POSITIONS)

- The MAC Directors are responsible for the appointment and removal of Headteachers of all academies within the MAC. The Directors will work with the LGB on the appointment and removal of a Headteacher, Head of School, Deputy Headteacher, Assistant Headteacher, Head of Religious Education and Lay Chaplain.
- The MAC Directors conduct the performance management review of the Headteacher with the assistance of the LGB.

STAFF APPOINTMENTS (OTHER POSITIONS)

The LGB is responsible for:

- Appointing and managing (in the name of the MAC) all other staff at the academy.
- Adopting and following all policies and procedures of the DES in connection with the appointment of staff and their subsequent employment.
- Adopting and using the standard application forms, contracts and terms and conditions for the employment of staff as issued by the CES.
- Complying with all policies or directives issued by the DES or the MAC Directors from time to time.
- Implementing any pay policy set by the MAC Directors.
- Managing any claims and disputes with staff members in accordance with DES advice, policies and protocols and the advice of the MAC Directors and any HR and/or legal advice obtained by the MAC.
- Ensuring that performance management of all staff based at the academy is conducted (except the Headteacher, where the Directors hold this responsibility) and, working with the Headteacher, put in place procedures for the proper professional and personal development of all staff.
- Assisting the MAC Directors in the appointment process for the Headteacher as necessary.
- Assisting the MAC Directors in the performance management of the Headteacher.
- Monitoring and scrutinising the implementation of the MAC's policies at the academy for HR matters.
- Ensuring that there is effective communication between the Headteacher and the HR and Pay Committees of the MAC Directors.
- Advising and supporting the MAC Directors to determine the Headteacher's pay.

HEADTEACHERS

Headteachers have the following key Accountabilities and Responsibilities:



GENERAL

The Headteacher is responsible for:

- Implementing the religious and educational character, mission or ethos of the academy.
- Preparing a school development plan for the academy with the support of the LGB as necessary.
- Attending meetings of the LGB and provide a Headteacher's report.
- Attending meetings of the Directors if requested to do so.
- Supporting the appointment process for the clerk to the LGB.
- Tailoring MAC wide policies for the academy.
- Advising the LGB on succession planning.
- Advising the LGB on its annual schedule of business.
- Building relationships with other local schools, agencies and businesses in the wider community to enhance the quality of education provided for pupils at the academy.
- Updating Edubase as required by the DfE.
- Assisting the LGB to develop pupil, parent and staff voice.

ADMISSIONS

The Headteacher is responsible for:

- Providing advice and guidance to the LGB as to the requirements under the School Admissions Code and the School Admission Appeals Code.
- On receipt of any application for admission to the academy, notifying the Governors so that the sub-committee can consider that application.
- Participating in local admissions forum if one exists and if requested to attend.
- Ensuring compliance with the local authority's fair access protocol.
- Ensuring effective arrangements are in place for pupil recruitment.

BEHAVIOUR

The Headteacher is responsible for:

- Preparing a behaviour policy with the LGB for the academy.
- Excluding a pupil for a fixed term or permanently as appropriate.

CONTRACTS

The Headteacher is responsible for:

- Making payments within agreed financial limits.
- Entering into contracts (in the name of the MAC) up to the limits of delegation and within an agreed budget where the LGB will be financially liable.

CURRICULUM AND STANDARDS

The Headteacher is responsible for:

- Ensuring that the Curriculum of the academy, including all the subjects of the National Curriculum, is taught in the light of the Gospel values and actively promotes the spiritual and moral development of its pupils.
- Ensuring that RE is in accordance with the Bishops Conference Curriculum Directory and the Archbishop's Policy and that it constitutes 10% of the weekly timetable in the academy.
- Ensuring the curriculum is delivered at the academy including compliance with any funding agreement requirements.



- Ensuring that RE is in accordance with the teachings, doctrine, discipline and norms of the Catholic church both as a core subject and integrated into other subject areas.
- Making provision for a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic church.
- Setting targets for pupils' achievement and progress and monitoring against targets and reporting the findings to the LGB.
- Reporting bi-termly KPI figures to the LGB and if applicable to the CSEL relating to standards.
- Preparing a draft academy development plan in conjunction with the LGB.

EMERGENCIES

An emergency is a situation that arises where a delay in a decision would be likely to be seriously detrimental to the interests of the school, any pupil or parent or any employee. In those circumstances, the Headteacher should make the Chair of Governors aware of the emergency as soon as possible. The Chair of Governors will, in consultation with the Headteacher, take such action as is reasonably necessary in the circumstances. The Chair of Governors will then notify the Chair of the MAC Directors, as soon as possible, of both the emergency and the action taken.

FINANCE

The Headteacher is responsible for:

- Ensuring the preparation of the annual budget for the academy with the assistance of relevant staff in line with MAC policies or guidance.
- Monitoring the income, expenditure and cash flow of the academy and report any issues to the LGB.
- Preparing monitoring reports for the LGB.
- Ensuring proper financial controls are in place at the academy in accordance with MAC policies.
- Ensuring provision of free school meals to those meeting the criteria.
- Setting up a system for staff expenses and approve and submit staff expenses at the academy in accordance with MAC policies.
- Working in conjunction with the MAC Directors and the LGB in developing and implementing the disaster recovery plan and a business continuity plan for the academy.

INFORMATION MANAGEMENT AND COMMUNICATION

The Headteacher is responsible for:

- Maintaining and keeping up to date the academy's website to ensure that it always contains the information required by the DfE.
- Maintaining accurate and secure staff records for the academy.
- Ensuring the effective implementation in the academy of the data protection and freedom of information policies set by the MAC Directors.
- Ensuring systems in place at the academy are in line with the MAC's policy for effective communication.

OTHER PUPIL RELATED MATTERS

The Headteacher is responsible for:

- Maintaining a register of pupil attendance in line with DfE requirements and report to the LGB on pupil attendance and absence.



- Determining key priorities and KPIs against which progress towards achieving this vision can be measured.
- Reviewing and maintaining home-academy agreements, if appropriate, which should reflect support for the academy's Catholic character.
- Providing guidance to the LGB in setting the times of the academy sessions.
- Complying with the dates of terms and holidays set by the MAC Directors.
- Ensuring effective deployment of the pupil premium and sports premium and monitoring the impact of each, reporting any issues to the LGB.
- Complying with the academy complaints policy set by the LGB and dealing with complaints at the relevant stage.

PREMISES, HEALTH, SAFETY AND RISK

The Headteacher is responsible for:

- Preparing the risk register for the LGB having regard to the risks identified by the MAC Directors.
- Preparing a health and safety policy for the academy (in line with the MAC policy) for adoption by the LGB.
- Monitoring the accident book and agree appropriate actions with the LGB.
- Ensuring suitable risk assessments are prepared and appropriate actions taken.
- Reviewing security of premises and equipment.
- Complying with DES policy with regard to the hiring out of any part of the land and buildings used by the academy to any other person or body.
- Liaising with the LGB and the MAC Directors on the accessibility plan for the academy.

SAFEGUARDING

The Headteacher is responsible for:

- Appointing a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance.
- Appointing a designated safeguarding lead and clearly identifying them and all other qualified safeguarding staff.
- Maintaining the single central record.
- Ensuring that the MAC-wide policy for off-site is complied with.
- Ensuring compliance with all relevant regulations, for example, risk assessments, health and safety, etc.

SPECIAL EDUCATIONAL NEEDS

The Headteacher is responsible for:

- Designating a teacher to be responsible for coordinating SEND provision.
- Liaising with the local authority in respect of pupils who have, or might have, Special Educational Needs.
- Making provision for pupils with Special Educational Needs with or without a Statement of Special Educational Needs or an Education, Health and Care Plan.
- Ensuring compliance with the legal requirements relating to disability within the academy.



STAFF APPOINTMENTS (Non-Leadership Appointments)

The Headteacher is responsible for:

- Determining staffing requirements within the academy and within budget.
- Implementing the MAC-wide policies and procedures in the academy.
- Working with the LGB in the appointment of teaching and non-teaching staff in the academy
- Suspending or dismissing teaching and non-teaching staff in consultation with the LGB
- Conducting the performance management and pay progression of staff in the academy in line with the academy's pay policy and appraisal policy.
- Approving applications for early retirement, secondment and leave of absence.



RESPONSIBILITIES' CHARTS

Key:

✓ Full/shared responsibility

✓ In collaboration/with consultation

ADMISSIONS

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for issuing instructions and guidance about admissions and admission policies to academies in the Archdiocese of Birmingham.	✓				
The MAC Directors are the Admissions Authority for each academy within the MAC.		✓			
Responsible for making any decision to expand an academy, after first receiving written consent from the DES. Before such decision is taken MAC Directors shall have regard to the views of all the academies within the MAC and of the LGB and Headteacher of the relevant academy. In certain circumstances the consent of the Secretary of State for Education must also be sought.	✓	✓		✓	✓
Following delegation from the MAC Directors, the Governors are responsible for undertaking consultation, publishing and determining admission arrangements				✓	
Responsible for appointing an admissions sub-committee which will consider all applications for admission to the academy and decide whether or not a place can be offered.				✓	
Responsible for ensuring that parents are notified of the outcome of that application in line with the School Admissions Code including advising parents of the right to appeal should their application be unsuccessful.				✓	
Responsible for organising any appeal hearings as required in accordance with the School Admission Appeals Code and following the protocols and guidance provided by the DES.	✓			✓	
Responsible for contributing to the development of the academy prospectus (if there is one).				✓	✓
Responsible for providing advice and guidance to the LGB as to the requirements under the School Admissions Code and the School Admission Appeals Code.					✓
On receipt of any application for admission to the academy, Responsible for notifying the Governors					✓



so that the sub-committee can consider that application.					
Responsible for participating in local admissions forum if one exists and if requested to attend.					✓
Responsible for ensuring compliance with the local authority's fair access protocol.					✓
Responsible for ensuring effective arrangements are in place for pupil recruitment.					✓

BEHAVIOUR

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for adopting a MAC-wide behaviour policy that incorporates an exclusions policy and reflects the Catholic ethos, character and values of the MAC.		✓			
Responsible for reviewing the use of exclusions across the MAC and investigate inconsistencies.		✓	✓	✓	✓
Responsible for assisting the Headteacher in preparing a behaviour policy for the academy in line with the MAC policy.				✓	
Responsible for convening a committee to review any exclusion of a pupil.				✓	
Responsible for reviewing the overall pattern of exclusions at the academy and report this to the MAC Directors.				✓	
Responsible for preparing a behaviour policy with the LGB for the academy.				✓	✓
Responsible for excluding a pupil for a fixed term or permanently as appropriate.					✓

CONTRACTS

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for compliance with relevant legislation with regard to procurement and the award of contracts and ensure that OJEU procurement thresholds are observed and adopt a MAC-wide procurement policy.		✓	✓		
Responsible for conducting the business of the MAC ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and		✓	✓		



	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
environmental factors insofar as permitted by the Academies Financial Handbook.					
Responsible for setting the delegated levels of authority for contracts		✓			
Responsible for approving contracts with a value above £25,000.		✓			
Responsible for approving contracts which constitute related party transactions (and request any necessary external approval).		✓			
If requested to do so by any LGB, the Directors are responsible for entering into a contract on behalf of the LGB where the LGB will be financially liable.		✓		✓	
Responsible for conducting the business of the academy ethically and in line with requirements set by the MAC Directors to ensure that all suppliers used take account of economic, social and environmental factors.				✓	✓
Responsible for entering into contracts up to the limits of delegation (£25,000) and within an agreed budget, where the contractor will contract directly with the LGB (in the name of the MAC) and where the contractor will not do so, the LGB can request that the MAC Directors enters into that contract for them but the LGB will remain financially liable for the contract.		✓		✓	
Responsible for supporting MAC Directors to monitor and evaluate the delivery of any central services and functions provided or procured by the MAC for the academy.				✓	
Required <i>not</i> to commence legal proceedings.				✓	
Responsible for making payments within agreed financial limits.					✓
Responsible for entering into contracts (in the name of the MAC) up to the limits of delegation and within an agreed budget where the LGB will be financially liable.					✓

CURRICULUM AND STANDARDS

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for appointing an education standards committee		✓			
Responsible for determining a curriculum policy for the MAC to ensure provision of a balanced and broadly-based curriculum. This will include:		✓	✓		



<ul style="list-style-type: none"> • The curriculum, extra-curricular activities and ethos to prepare pupils for life in modern Britain; and • A written policy on relationships and sex education, in accordance with any DES policy and/or CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic church. • Determining policy across the MAC on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory. • Consider reports received from any CSEL if applicable or in relation to any academy regarding standards. 					
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for providing the LGB with all necessary advice and support about standards and expected pupil outcomes as and when required.		✓	✓		
Responsible for approving the curriculum proposed by the Headteacher (to the extent that it is consistent with the MAC policy).				✓	
Responsible for <i>setting</i> the curriculum of the academy, including all the subjects of the National Curriculum, is taught in light of the Gospel values and actively promotes the spiritual and moral development of its pupils.				✓	✓
Responsible for <i>delivering</i> RE in accordance with the Bishops' Conference Curriculum Directory and the Archbishop's Policy and that it constitutes 10% of the weekly timetable in the academy.				✓	✓
Responsible for <i>ensuring</i> that the curriculum of the academy, including all the subjects of the National Curriculum, is taught in light of the Gospel values and actively promotes the spiritual and moral development of its pupils.				✓	✓
Responsible for <i>ensuring</i> that the delivery of RE is in accordance with the Bishops' Conference Curriculum Directory and the Archbishop's Policy and that it constitutes 10% of the weekly timetable in the academy.				✓	✓
Responsible for ensuring effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academy.				✓	
Responsible for monitoring the KPI figures reported from the Headteacher relating to standards and				✓	



reporting this to the Directors and the DES as requested					
Responsible for intervening in a timely manner when standards fall below that which is expected of the academies within the MAC.			✓	✓	
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for monitoring and approving the academy development plan				✓	✓
Responsible for developing, the academy development plan				✓	✓
Responsible for ensuring 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				✓	
Responsible for setting and reviewing the curriculum in accordance with legal requirements and current good practice, after first seeking the views of the Directors and the guidance of the DES where appropriate	✓	✓		✓	
Responsible for ensuring the curriculum is delivered at the academy including compliance with any funding agreement requirements.			✓		✓
Responsible for ensuring that RE is in accordance with the teachings, doctrine, discipline and norms of the Catholic church both as a core subject and integrated into other subject areas.					✓
Responsible for making provision for a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic church					✓
Responsible for setting targets for pupils' achievement and progress and monitoring against targets and reporting the findings to the LGB					✓
Responsible for reporting bi-termly KPI figures to the LGB and if applicable to the CSEL relating to standards.					✓
Responsible for preparing a draft academy development plan				✓	✓

FINANCE

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Accountable for the Financial outcomes/compliance of the MAC		✓			



Responsible for working with the Directors to develop and implement compliant financial and risk management policies and procedures and to ensure these are adopted in all academies			✓		
Accountable for operating within the annual budget for an academy and ensuring compliance with the requirements of the Directors by the adoption of appropriate financial management policies				✓	
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for ensuring proper financial controls are in place at the academy and that the MAC accounts are audited in accordance with DfE and presented to the MAC Members for approval		✓		✓	
Responsible for preparing an academy's annual budget (with assistance from Academy and MAC staff)			✓		✓
Responsible for submitting the budget forecast to the ESFA on time		✓	✓		
Responsible for preparing and submitting an annual report for the MAC accounts to the ESFA, Companies House and the DES		✓	✓		
Responsible for entering into contracts (in the name of the MAC) up to the limits of delegation and within the agreed budget where the LGB will be financially liable.				✓	
Responsible for obtaining consent from the Directors to enter into a contract: <ol style="list-style-type: none"> 1. to spend 1% or more of its GAG on a single item/contract 2. with a value of £25,000 or more 3. with a value of over £5,000 for unplanned expenditure 				✓	
Responsible for monitoring the income, expenditure and cash flow of the academy and reporting any issues to the LGB.					✓
Responsible for monitoring the income, expenditure and cash flow of the academy and reporting any issues to the Directors.				✓	
Responsible for working with the MAC Directors and the LGB in developing and implementing the disaster recovery plan and a business continuity plan for the academy			✓	✓	✓
Responsible for ensuring the MAC's disaster recovery and business continuity plans for the academy are adhered to and remain fit for purpose.			✓	✓	
Responsible for compliance with regard to procurement and the award of contracts, ensuring that OJEU thresholds are observed and adopting a MAC-wide procurement policy.		✓	✓		



Responsible for approving contracts which constitute related party transactions or have a value above £25,000		✓			
Responsible for setting the delegated levels of authority for contracts		✓			

INFORMATION MANAGEMENT AND COMMUNICATION

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for adopting data protection and freedom of information policies and procedures to comply with legislation relating to data protection and freedom of information across the MAC.		✓			
Responsible for developing and implementing an integrated ICT policy to ensure compatibility of systems across all the academies in the MAC to facilitate maximum efficiency and cohesiveness.		✓	✓		
Responsible for developing and implementing a policy to establish effective communication by each academy with all stakeholders, the DES and the wider community		✓	✓		
Responsible for maintaining accurate and secure records for any CSEL.		✓			
Responsible for ensuring that if registration with the Information Commissioner's Office is required for the MAC that registration is in place and up to date.		✓	✓		
Responsible for ensuring that registration with the Information Commissioner's Office is in place and up to date for each academy.		✓	✓		
Responsible for developing and maintaining a website for the MAC and ensuring information required by statute, Funding Agreements and Academies Financial Handbook is published.		✓	✓		

INSURANCE, PREMISES, HEALTH & SAFETY AND RISK

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for insuring the land and buildings used by the academies in the MAC for its reinstatement value or via RPA with the DfE		✓	✓		
Responsible for taking out insurance against liability for property owners', employer's and third-party risks including occupiers' liability and contents insurance and insurance covering the activities carried out at the academies.		✓	✓		



Responsible for ensuring any building insurance policy must be in the joint names of the MAC and BRC DTR		✓			
Responsible for providing the LGB with a copy of the insurance policy or RPA for the academy.		✓			
Responsible for providing the DES annually confirmation of renewal of insurance or RPA		✓			
Responsible for working with the LGB to develop a 5-year estate management strategy for the academy		✓		✓	
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for determining the building/funding priorities throughout the MAC		✓	✓		
Responsible for applying to the DES for consent when planning and before starting any building works		✓			
Responsible for appointing a risk and audit committee		✓			
Responsible for reviewing risk management and maintaining the risk register		✓			
Responsible for reviewing and maintaining any buildings strategy and asset management planning		✓			
Responsible for adopting a MAC-wide health and safety policy		✓			
Responsible for adopting a MAC-wide lettings policy		✓			
Responsible for commencing or settling any litigation proceedings but only with the prior consent of the DES	✓	✓			
Responsible for ensuring compliance with the conditions subject to which any insurance policy or RPA is given, including all statutory testing and maintenance. Furthermore, providing the DES with any evidence to demonstrate compliance with legal requirements and the requirements of the insurance policy or RPA.				✓	
Responsible for checking the terms of the insurance policy or the RPA and ensuring that the particular requirements are complied with and meet the needs of the individual academy and taking out additional appropriate cover that is not covered by the insurance policy or RPA, e.g. minibuses and overseas travel				✓	
Responsible for informing the Directors immediately when circumstances arise that may result in a claim being made or in a breach in the requirements of the insurance policy or RPA.				✓	
Responsible for the maintenance of the academy's buildings, premises and facilities				✓	



Responsible for ensuring that the academy is compliant with all current regulations and legislation				✓	
Responsible for retaining evidence that all necessary tests and maintenance have been undertaken				✓	
Responsible for providing details of the inspections carried out and the results obtained of the necessary tests and maintenance annually to the DES				✓	
Responsible for compliance with the DES policy with regard to the hiring out of any part of the land and buildings				✓	
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for appointing a Governor responsible for health and safety				✓	
Responsible for reviewing the risk register of the academy and preparing the risk report for the Directors				✓	
Responsible for adopting an academy health and safety policy (in line with the MAC policy), reviewing the implementation of the policy and ensuring that appropriate risk assessments are being carried out in the academy				✓	
Responsible for conducting site inspections to review any health and safety issues and the security of premises and equipment				✓	
Responsible for preparing the risk register for the LGB having regard to the risks identified by the MAC Directors					✓
Responsible for preparing a health and safety policy for the academy (in line with the MAC policy) for adoption by the LGB.					✓
Responsible for monitoring the accident book and agree appropriate actions with the LGB					✓
Responsible for ensuring suitable risk assessments are prepared and appropriate actions taken					✓
Responsible for reviewing security of premises and equipment					✓
Responsible for complying with DES policy with regard to the hiring out of part of the land and buildings					✓
Responsible for liaising with the LGB and the MAC Directors on the accessibility plan for the academy					✓

INTERVENTION

If in the view of the MAC Directors one of the following situations arises, then the MAC Directors may resolve to remove from the LGB some or all of the powers which would otherwise be delegated by the Scheme of Delegation.



	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Standards and performance are low and likely to remain so without intervention.		✓			
There has been a serious breakdown in management or in the way the academy is run which means that standards of performance have dropped or that there is a breach of MAC or DES policies and procedures.		✓			
The safety of pupils and/or staff is threatened.		✓			
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Safeguarding procedures are inadequate.		✓			
The DES informs the MAC Directors that it considers that the Catholic ethos of the academy is at risk.		✓			

OTHER RELATED MATTERS

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for maintaining a register of pupil attendance in line with DfE requirements and reporting to the LGB on pupil attendance and absence.					✓
Responsible for determining key priorities and KPIs against which progress towards achieving this vision can be measured.			✓	✓	✓
Responsible for reviewing and maintaining home-academy agreements, if appropriate, which should reflect support for the academy's Catholic character.					✓
Responsible for providing guidance to the LGB in setting the times of the academy sessions.					✓
Responsible for complying with the dates of terms and holidays set by the MAC Directors.		✓			✓
Responsible for ensuring effective deployment of the pupil premium and sports premium and monitoring the impact of each, reporting any issues to the LGB.				✓	✓
Responsible for complying with the academy complaints policy set by the LGB and dealing with complaints at the relevant stage.				✓	✓
Responsible for implementing a means whereby the academy can receive and react to pupil, parent and staff feedback				✓	✓
Responsible for establishing and maintaining relationships with parents of pupils attending the				✓	✓



academy to support them in their role as primary educators.					
Responsible for establishing and maintaining a relationship with members of the local community, including assisting the Principal to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils.			✓	✓	✓

SAFEGUARDING

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for adopting a MAC-wide Safeguarding and Child Protection Policy		✓			
Responsible for adopting a MAC-wide policy regarding School Trips.		✓			
Responsible for ensuring up to date training is provided and legal compliance issues are met.		✓			
Responsible for ensuring the Single Central Record is maintained for all MAC based and cross-school appointments.		✓			
Responsible for ensuring that all MAC Directors and Governors receive safeguarding training.		✓			
Responsible for ensuring that at least one Director on any recruitment panel has completed Safer Recruitment training.		✓			
Responsible for monitoring safeguarding practice across the MAC and taking appropriate action where safeguarding practice is falling below the standards expected.		✓			
Responsible for appointing a designated governor for safeguarding.				✓	
Responsible for ensuring that at least one governor on any recruitment panel has up to date safer recruitment training.				✓	
Responsible for reviewing and maintaining a safeguarding and child protection policy for the academy (consistent with the MAC policy).				✓	
Responsible for appointing a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance.					✓
Responsible for appointing a designated safeguarding lead and clearly identifying them and all other qualified safeguarding staff.					✓
Responsible for maintaining the single central record.					✓
Responsible for ensuring that the MAC-wide policy for off-site is complied with.					✓



Responsible for ensuring compliance with all relevant regulations, for example, risk assessments, health and safety, etc.					✓
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SPECIAL EDUCATIONAL NEEDS

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for determining a MAC-wide SEND policy		✓	✓		
Responsible for ensuring training of appropriate staff takes place and legal compliance is met.		✓			
Responsible for appointing a lead SEND Director.		✓			
Responsible for appointing a local governor responsible for SEND and inclusion.				✓	
Responsible for reviewing and maintaining the academy's SEND policy.			✓	✓	✓
Responsible for providing oversight of the implementation of the policy within the academy and compliance with the legal requirements relating to disability.				✓	
Responsible for designating a teacher to be responsible for coordinating SEND provision.					✓
Responsible for liaising with the local authority in respect of pupils who have, or might have, Special Educational Needs.					✓
Responsible for making provision for pupils with Special Educational Needs with or without a Statement of Special Educational Needs or an Education, Health and Care Plan.					✓

STAFF APPOINTMENTS (Leadership)

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for the appointment, performance management and removal of Headteachers of all academies within the MAC. Performance Management should be conducted with the assistance of the LGB.	✓	✓	✓	✓	
Responsible for informing the DES when the MAC Directors are considering the appointment (permanent or temporary) of the Headteacher (i.e. Head Teacher or Executive Head Teacher) and any of the following key academy posts: Head of School, Deputy Headteacher, Assistant Headteacher, Head of Religious Education and Lay Chaplain.	✓	✓	✓	✓	



	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for appointing, suspending and dismissing any CSEL or any person in any of the leadership positions listed above, but only with the prior consent of the DES and acting through a committee	✓	✓			
Responsible for ensuring that the Headteacher, the Deputy Headteacher, and Assistant Headteachers (where there is no Deputy Headteacher post), the Head of Religious Education and any Lay Chaplain are practising Catholics in full communion with the Catholic Church		✓	✓	✓	

STAFF APPOINTMENTS (Non-Leadership)

	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for adopting and following all policies and procedures of the DES in connection with the appointment of staff and their subsequent employment.		✓	✓	✓	✓
The MAC Directors <i>may</i> set pay and conditions for staff which differ from the DfE's national pay and conditions documents.		✓			
Responsible for the performance management of any centrally employed staff, any staff member employed to work in one or more academy in the MAC, the company secretary and the clerk		✓	✓		
Responsible for appointing HR and Pay committees		✓			
Responsible for determining appointments to be made across one or more academies in the MAC		✓	✓		
Responsible for ensuring harmonisation of terms and conditions of employment across the MAC		✓	✓		
Responsible for appointing and managing non-leadership staff (in the name of the MAC) at the academy			✓	✓	✓
Responsible for complying with all policies or directives issued by the DES or the MAC Directors				✓	
Responsible for implementing any pay policy set by the MAC Directors				✓	
Responsible for managing any claims and disputes with staff members in accordance with DES advice, policies and protocols and the advice of the MAC Directors and any HR and/or legal advice obtained by the MAC.			✓	✓	✓



	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for assisting Directors with the appointment and performance management of the Headteacher			✓	✓	✓
Responsible for advising and supporting the MAC Directors to determine the Headteacher's pay				✓	
Responsible for determining staffing requirements within the academy and within budget				✓	✓
Responsible for implementing the MAC-wide policies and procedures in the academy					✓
	Diocese	Directors	CSEL/ CFO	LGB	Head teachers
Responsible for conducting the performance management and pay progression of staff in the academy					✓
Working with the LGB, responsible for appointment, suspension and dismissal of teaching and non-teaching staff at the academy.				✓	✓
Responsible for approving applications for early retirement, secondment and leave of absence					✓

MAIN SUMMARY POINTS

ADMISSIONS

- **Directors** are the Admissions Authority for each academy and receive guidance about admissions from the **DES**.
- Any decision to expand an academy shall be that of the **Directors**, after first receiving written consent from the **DES** and undergoing consultation.
- Following delegation from the **Directors**, the **LGB** is responsible for determining admission arrangements
- The **LGB** is responsible for organising any appeal hearings
- **Headteachers** are responsible for providing guidance to the LGB regarding the School Admissions and Admission Appeals Code

BEHAVIOUR

- **Directors** are responsible for adopting a MAC-wide behaviour policy
- The **LGB** is responsible for convening a committee to review any exclusion of a pupil.
- **Headteachers** are responsible for excluding a pupil for a fixed term or permanently as appropriate.

CONTRACTS

- **Directors** are responsible for approving contracts with a value above £25,000 or involve related party transactions.
- Only **Directors** may commence legal proceedings. The **LGB** no longer have this responsibility.
- The **LGB** is responsible for entering into contracts up to £25,000 (the limit of delegation) and within an agreed budget.



CURRICULUM AND STANDARDS

- The **LGB and Headteachers** are responsible for ensuring that the entire curriculum of the academy is taught in light of the Gospel values and that RE constitutes 10% of the weekly timetable.
- The **LGB** is responsible for ensuring effective processes are in place for monitoring the quality assurance of teaching and learning.
- The **LGB**, in consultation with the **CSEL**, are responsible for intervening in a timely manner when standards fall below that which is expected of an Academy in PFMAC.
- **Headteachers** are responsible for setting targets for pupils' achievement and progress, monitoring against targets and reporting the findings to the LGB

FINANCE

- **Directors** are responsible for:
 - Submitting the budget forecast to the ESFA on time
 - Preparing and submitting an annual report for the MAC accounts
 - Entering into contracts (in the name of the MAC) in excess of £25,000
 - Compliance with regard to procurement and the award of contracts, and adopting a MAC-wide procurement policy
- The **LGB** is responsible for entering into contracts (in the name of the MAC) up to £25,000
- **Headteachers** are responsible for:
 - Working with the MAC Directors and the LGB in developing and implementing the disaster recovery and business continuity plans for the academy
 - Preparing an academy's annual budget (with assistance from the MAC)

INFORMATION MANAGEMENT AND COMMUNICATION

- **Directors** are responsible for:
 - Adopting data protection and freedom of information policies and procedures across the MAC.
 - Developing and implementing a policy to establish effective communication by each academy
 - Developing and maintaining a website for the MAC and ensuring information required by statute, Funding Agreements and Academies Financial Handbook is published.

INSURANCE, PREMISES, HEALTH & SAFETY AND RISK

- **Directors** are responsible for:
 - Insuring the land, buildings, contents and liabilities for the academies in the MAC
 - Determining the building/funding priorities throughout the MAC
 - Adopting a MAC-wide health and safety policy
 - Commencing or settling any litigation proceedings but only with the prior consent of the DES
- The **LGB** is responsible for:
 - Ensuring compliance with the conditions stated within any insurance policy or RPA, including all statutory testing and maintenance.
 - Informing the Directors immediately when circumstances arise that may result in a claim being made or in a breach in the requirements of the insurance policy or RPA.
 - The maintenance of the academy's buildings, premises and facilities and also for ensuring that the academy is compliant with all current regulations and legislation
 - Adopting an academy health and safety policy (in line with the MAC policy), reviewing the implementation of the policy and ensuring that appropriate risk assessments are being conducted in the academy



- Appointing a Governor responsible for health and safety and conducting site inspections to review any health and safety issues and the security of premises and equipment
- Reviewing the risk register of the academy and preparing the risk report for the Directors
- **Headteachers** are responsible for:
 - Preparing the risk register and the health and safety policy for the academy having regard to the risks identified by the MAC Directors
 - Ensuring suitable risk assessments are prepared and appropriate actions taken, as well as monitoring the accident book and agreeing appropriate actions with the LGB

INTERVENTION

- If, in the view of the MAC Directors, one of the following situations arises, then the MAC Directors may resolve to remove from the LGB some or all of their powers
 - Standards and performance are low and likely to remain so without intervention.
 - There has been a serious breakdown in management of an academy resulting in a drop in standards of performance or that there is a breach of MAC or DES policies and procedures.
 - The safety of pupils and/or staff is threatened.
 - Safeguarding procedures are inadequate.
 - The DES informs the MAC Directors that it considers that the Catholic ethos of the academy is at risk.

SAFEGUARDING

- **Directors** are responsible for:
 - adopting MAC-wide Safeguarding and Child Protection Policy and a MAC-wide policy regarding School Trips
 - Ensuring the Single Central Record is maintained for all MAC based and cross-school appointments
 - Monitoring safeguarding practice across the MAC and taking appropriate action where safeguarding practice is falling below the standards expected
- The **LGB** is responsible for appointing a designated governor for safeguarding
- **Headteachers** are responsible for:
 - Appointing a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance
 - Appointing a designated safeguarding lead and clearly identifying them and all other qualified safeguarding staff
 - Maintaining the single central record
 - Ensuring compliance with all relevant regulations, eg., risk assessments, health and safety, etc

SPECIAL EDUCATIONAL NEEDS

- **Directors** are responsible for:
 - Determining a MAC-wide SEND policy
 - Ensuring training of appropriate staff takes place and legal compliance is met
 - Appointing a lead SEND Director
- The **LGB** is responsible for:
 - Appointing a local governor responsible for SEND and inclusion
 - Reviewing and maintaining the academy's SEND policy
 - Providing oversight of the implementation of the policy within the academy and compliance with the legal requirements relating to disability



- **Headteachers** are responsible for:
 - Designating a teacher to be responsible for coordinating SEND provision
 - Liaising with the local authority in respect of pupils who have, or might have, Special Educational Needs
 - Making provision for pupils with Special Educational Needs with or without a Statement of Special Educational Needs or an Education, Health and Care Plan.

STAFF APPOINTMENTS (Leadership)

- **Directors** are responsible for:
 - The appointment, performance management and removal of Headteachers of all academies within the MAC.
 - Informing the DES when the appointment (permanent or temporary) of the Headteacher and any of the following key academy posts are being considered:
 - Head of School
 - Deputy Headteacher
 - Assistant Headteacher (in academies where there is no Deputy Headteacher post)
 - Head of Religious Education
 - Lay Chaplain
 - Appointing, suspending and dismissing any CSEL or any person in any of the leadership positions listed above, but only with the prior consent of the DES and acting through a committee
 - Ensuring that the Headteacher, the Deputy Headteacher, and Assistant Headteachers (where there is no Deputy Headteacher post), the Head of Religious Education and any Lay Chaplain are practising Catholics in full communion with the Catholic Church
- The **LGB** should assist the **Directors** with the appointment and performance management of the Headteacher of an academy.

STAFF APPOINTMENTS (Non-Leadership)

- **Directors** are responsible for:
 - Working with the CSEL and/or CFO to conduct the performance management of any centrally employed staff, any staff member employed to work in one or more academy in the MAC, the company secretary and the clerk
 - Appointing HR and Pay committees
 - Determining appointments to be made across one or more academies in the MAC
- The **LGB** is responsible for:
 - Appointing and managing non-leadership staff at the academy
 - Managing any claims and disputes with staff members in accordance with policies and protocols and with the advice of the DES, the **Directors** and any HR and/or legal advice obtained by the MAC.
 - Assisting Directors with the appointment and performance management of the Headteacher
 - Advising and supporting the Directors to determine the Headteacher's pay
 - Determining staffing requirements of the academy within budget
- **Headteachers** are responsible for:
 - Determining staffing requirements of the academy within budget
 - Conducting the performance management and pay progression of staff in the academy



- Working with the LGB, responsible for appointment, suspension and dismissal of teaching and non-teaching staff at the academy.
- Approving applications for early retirement, secondment and leave of absence