

St John Paul II Multi Academy



Scheme of Delegation and Terms of Reference for Governance

Date of last review	November 2025	Review period	Annual
Date of next review	October 2027	Owner	CEO/ Governance and Compliance Manager
Type of policy	DRAFT Statutory	Board approval	<i>October 2026</i>

Summary of Changes	Page	Date
• Contents table added	1	1/6/26
• Organisation structure chart updated to reflect new committee structure for BoD (Catholic Life Committee removed)	10	
• Model agenda for BoD updated to include items from LGBs	11	
• Section on “subcommittees of the Board” updated with the removal of Catholic Life Committee – all policies and duties transferred to Curriculum and Standards.	12-15	
• MAC SLT information updated to clarify MAC SLT attendance at BoD meetings.	16	
• Information on Governance Forum added.	17	

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1. Archdiocesan Ethos, Mission and Vision

The Archdiocese of Birmingham is dedicated to providing an outstanding, flourishing Catholic education for all children in our schools.

Our vision is to be a Catholic diocese which is faithful to the mission entrusted to us by Jesus Christ, full of missionary disciples who work together co-responsibly in vibrant communities of faith, joyful in their service of God and neighbour. The Archdiocesan vision is to reflect Evangelisation, Formation, Liturgy and Worship, Social Outreach, Care for Creation and Co-Responsibility in all that we do and there is an expectation by the archdiocese that this will be reflected across all Multi Academy Companies through the Diocesan Mission Statement for Schools:

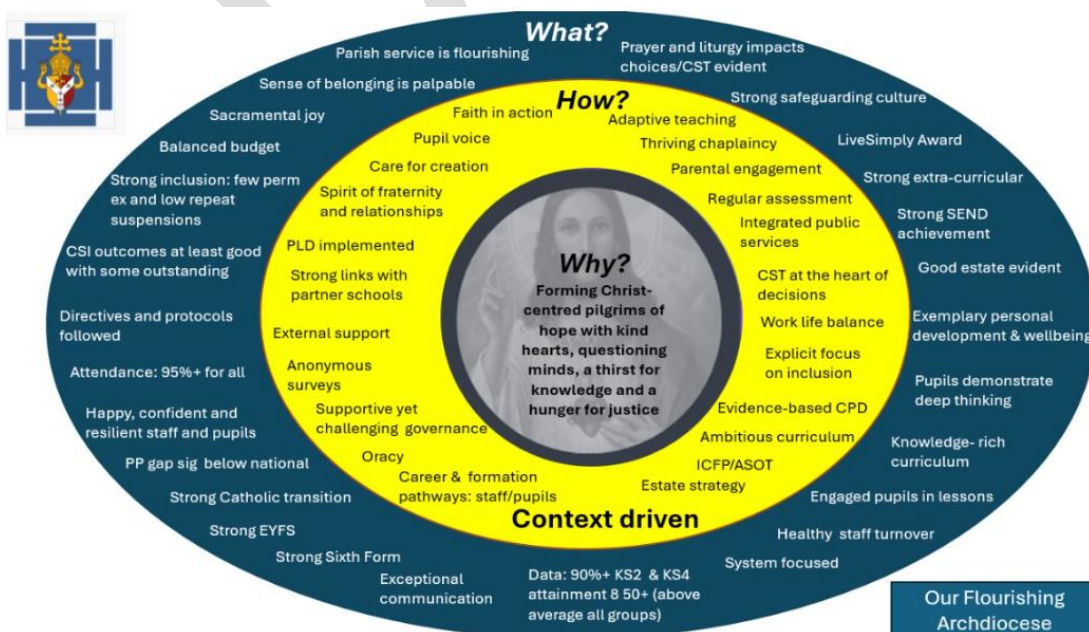
Diocesan Schools are forming Christ-centred pilgrims of hope with kind hearts, questioning minds, a thirst for knowledge and a hunger for justice.

It is our mission to announce the joy of the Gospel by making Christ known today through securing, protecting and improving the provision of Catholic education in the Archdiocese of Birmingham. Therefore, each of our schools will place Christ at the centre of all that it does and will integrate Gospel values and the teachings of the Catholic Church into every aspect of school life. Collectively the schools, as part of the MAC, must have a shared ethos based on their shared Catholic faith. Therefore, this Scheme of Delegation is grounded in the seven principles of Catholic Social Teaching and provides an opportunity for canon and civil law to come together.

Each MAC and individual school within our Archdiocese must have a separate mission statement which reflects the unique Catholic ethos of both the MAC and that school.

Every school must work in partnership with the other schools within the MAC with the common good of Catholic education as the basis of their collaborative work. This partnership working should be at both an operational level and a strategic level. It is expected that all schools continue to engage and work across the archdiocese and in the wider community including non-Catholic schools where possible.

Schools in the Archdiocese of Birmingham will provide an inclusive Catholic education committed to enable each child to reach their full potential in their God given talents, founded on the belief that every child is unique and created in the image and likeness of God.



2. Nolan Principles

All Directors, governors and leaders of publicly funded organisations in the UK are also required to adhere to the “Seven Principles of Public Life” as described below:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

3. St John Paul II Multi-Academy Ethos, Mission and Vision

Our Motto

In the St John Paul II Multi Academy, we are called to:
“Be not afraid”

Context and rationale for our choice of motto

These are words from St John Paul II’s first homily as Pope in St. Peter’s Square on Sunday, October 22, 1978. He repeated the theme throughout his homily: “Brothers and sisters, be not afraid to welcome Christ and accept his power.” “Do not be afraid. Open wide the doors for Christ. To his saving power.” “Do not be afraid. Christ knows what is in us. He alone knows it.”

Rooted in scripture

St John Paul’s assertion that we need not be afraid if we put our trust and faith in God is drawn from multiple texts across the Old and New Testament, for example:

Isaiah 43:5 “Do not be afraid, for I am with you.”

John 14:1 “Do not let your hearts be troubled. Trust in God, and trust also in me.”

This message is a source of strength and comfort and is of particular value to young people in their journey to discover their true vocation.

Communicating our vision

We live out our motto and vision for our schools through our four key principles:

Catholicity – all we do is to further the greater glory of God. We put Christ at the centre.

Solidarity - we are selfless in our actions, and we have a collective responsibility to all in our MAC.

Subsidiarity and Engagement - we encourage stakeholders to contribute to decision-making.

Accountability – we strive for all children in all schools to become the people God is calling them to be.

4. Roles and Responsibilities

Canon Law gives the Archbishop the duty to watch over the Catholic Schools in the Archdiocese and to issue directives concerning their general regulation. The DES, acting as agents for the Archbishop, carries out this duty through support and challenge to ensure all MACs are flourishing and operate according to Can. 806 §2 which states that Directors of Catholic schools are to take care under the watchfulness of the local ordinary that the instruction which is given in them is at least as academically distinguished as that in the other schools of the area. Canon Law relating to education can be found at:

https://www.vatican.va/archive/cod-iuris-canonici/eng/documents/cic_lib3-cann793-821_en.html

All tiers of leadership have a duty to act with integrity, objectivity and honesty in the best interests of the MAC and the school with reference to the Nolan Principles of Public Life and shall be open about decisions (except where a matter is confidential) and be prepared to justify those decisions.

This scheme of delegation establishes how the DES, the MAC Directors, the Governors and the Principals work together to ensure that each school provides an excellent Catholic education to all its pupils ensuring effective operation and culture across the MAC in line with the "Strong Catholic MAC Framework".

The Members, who are signatories to the Articles of Association, are guardians of the governance of the Multi Academy Company and accountable to the Archbishop.

The MAC Directors are accountable to the Members for all the schools in that MAC. That means that they are responsible to government agencies for the quality of the education provided by every school. They are also responsible to the Archbishop for every school being run as a flourishing Catholic school in line with Can. 806 §2 serving as a witness to the Catholic faith in Our Lord Jesus Christ. The Directors will follow all the guidance provided by the Catholic Education Service, relevant government agencies and the DES.

The CEO is responsible for the performance of ALL schools and staff within the MAC.

The role of the Local Governing Body (LGB), which is appointed for each school, is to provide assurance to the MAC Directors, through effective and proactive monitoring, that the school is delivering the strategy set by the Board to secure Catholic education, establishing and strengthening strong links with the parish and school communities. The LGB operates as the eyes and ears of the local parish and Deanery community so that it is best placed to inform the MAC of the needs of the area that the school serves. The people appointed to the LGB are known as Governors.

Executive Principals and Principals are responsible for the day to day running of a school and work with the LGB of that school to ensure that it is a flourishing organisation contributing to a flourishing MAC so that all constituent schools benefit from the sharing of best practice.

OVERALL ROLES AND RESPONSIBILITIES

The DES provides support, training, guidance and challenge for the MAC Directors, for the Governors and for staff regarding the Catholic ethos, mission and vision of the MAC and the schools. 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. This typically includes, but is not limited to, issues involving: RE, collective worship and Catholic life, admissions, governance, leadership, standards, staffing, buildings and premises, health and safety and finance.

The MAC Directors must manage and develop Catholic schools 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 Archbishop or by the DES on behalf of the Archbishop.

GENERAL - MAC Directors MUST;

Through a MAC Strategy Plan, ensure strategic oversight and provision of excellent Catholic education within the MAC. This must always be undertaken fairly and equitably so as not to give unreasonable advantage or disadvantage to any one or more schools within the MAC. The MAC Directors must make sure that where there are problems in any of these areas, that such problems are successfully addressed.

Preserve and develop the religious and educational character, mission and ethos of the MAC, as determined by the Archbishop who may work through the DES in accordance with the Articles of Association and ensure that it is embedded in each school.

Ensure that the MAC and all schools within it are fully compliant with the Bishop's Directives.

CHAIR'S ACTION IN BETWEEN MEETINGS

No individual Director is empowered to make decisions on behalf of the MAC outside any specific authority set out in this scheme of delegation. However, as an exception, the Chair of the Board can decide as a single Director when a delay in doing so would be:

- Seriously detrimental to the interests of the MAC or any of its schools, and
- It would not be possible to postpone the decision to a meeting of the Board (which the Chair can convene with less than 7 days' notice, if necessary, provided the Board will have sufficient time to receive and consider relevant documents relating to the decision).

The following types of decisions cannot be made by "Chair's Action":

- Decisions in relation to admissions.
- Decisions on executive pay.
- Decisions relating to finance.

SOLIDARITY

Those with responsibility for the MAC, and the schools within it, will think and act as a community. A flourishing community must commit to the mutual support of all schools for which the MAC is responsible, especially those identified as being in need or requiring specific support. There will be times when, in order to ensure the development and success of individual schools, some schools will be capacity givers and others will be capacity takers. MAC policies will prioritise funding support to schools in need of assistance and the Directors will ensure that common action and collaboration is conducted at the correct level and that the balance between subsidiarity and solidarity serves the common good in the most appropriate way.

SUBSIDIARITY

The collaborative nature of the MAC will be evident through its decision-making processes. Subsidiarity means that decision making will be delegated to the appropriate level identified under this scheme of delegation on the understanding that decisions taken at those levels are compatible with the principles of solidarity, collaboration and the common good, working to maximise the life chances of all young people, regardless of which school they attend. In doing so, the MAC will operate for the common good and, in particular, to care for its most vulnerable members.

5. Governance Structures

GENERAL PRINCIPLES FOR THE CONSTITUTION OF THE BOARD OF DIRECTORS

There must always be at least three MAC Directors in post. The membership of the MAC Board of Directors must always comply with the requirements of the Articles of Association. No employee of the MAC is permitted to be appointed as a Director.

The Directors shall elect a chair and a vice-chair from among the Foundation Directors on an annual basis. All MAC Directors must, before they commence any MAC Director duties, sign and return to the DES the Undertaking to the Archbishop which is available on the DES website. A MAC Director can resign at any time so long as at least three MAC Directors remain after that resignation.

A MAC Director can be removed by the person or persons who appoint him or her or by the MAC Members. Where academic standards or the Catholic life in a school are judged by the DES to have fallen unacceptably low, the Archbishop may stipulate that up to four additional Directors, who will all be either officers of the DES or DES Associates, will be appointed.

A MAC Director is disqualified automatically if he or she:

- Is not yet 16.
- Becomes incapable because of illness or injury of managing his or her own affairs.
- Has not given the necessary Undertaking to the Archbishop before they commence any MAC Director duties.
- Cannot provide a Disclosure and Barring Service certificate at an enhanced disclosure level which is clear or, in the opinion of the DES, Chair of the Board or CEO, contains no information which confirms the unsuitability of that person to be a MAC Director.
- Meets any of the circumstances for disqualification outlined in the Articles which should also be checked where one of the following comes to light in relation to a MAC Director who:
- Has been convicted of any offence involving dishonesty or deception.
- Has been convicted of another crime which is not a “spent” crime in accordance with the Rehabilitation of Offenders Act 1974 (as amended) or one for which the maximum sentence is a fine or a lesser sentence.
- Has been made bankrupt.
- Has made a composition or arrangement with, or granted a trust deed for, creditors and has not been discharged in respect of it.
- Has been removed from the office of charity trustee or trustee for a charity by an order made on the ground of any misconduct or mismanagement in the administration of the charity.
- Has been disqualified from acting as a company director.
- Is absent without the permission of the Chair of the Board from all of its meetings for six months and the Board passes a resolution that the person should no longer be a Director.

All Foundation Directors and Governors are appointed by the Archbishop and have responsibilities that they must undertake, namely:

- To be a practising Catholic in full communion with the See of Rome, and not the subject of any canonical censure or penalty.
- To understand that their appointment places a statutory duty upon them to ensure that the religious character of the school is preserved and developed and that the school is conducted in accordance with the provisions of the Archdiocesan Trust Deed.
- To understand that their appointment requires them to comply with the provisions of Canon Law, the teachings of the Catholic Church and such determinations made by the Archbishop and his Trustees and their agent, the Diocesan Education Service, in respect of the schools in the MAC or other schools situated in the Archdiocese.

GENERAL PRINCIPLES FOR THE CONSTITUTION OF LOCAL GOVERNING BODIES

The LGB is a committee of the Board of Directors which is established with its own Terms of Reference. Those serving as Governors are accountable to the Directors and will be responsible for:

- Upholding the Catholic nature of the school.
- Ensuring clarity of vision and strategic direction of the school.
- Overseeing the financial and educational performance of the school and ensuring that money for which the LGB is responsible is well spent.
- Holding the school leadership to account for the educational performance of the school and its pupils, and for the performance management of staff.
- Ensuring that the school operates in accordance with the policies and procedures of the MAC.
- Engaging with pupils, staff, parents, local parishes and the school community to understand their views of the school. It is essential that links with the school's parish(es) are established, maintained and strengthened.
- There must always be at least three Governors in post.
- The LGB will appoint a Chair and Vice Chair from amongst its Foundation Governors on an annual basis.

The Local Governing Body (LGB) shall have the following Governors:

- At least six Foundation Governors. One of the Foundation Governor positions must be made available to a priest. Employees of the school are not eligible for appointment as Foundation Governors.
- One Staff Governor. Unless the MAC Directors agree otherwise, the LGB should invite nominations from all staff (teaching and non-teaching) employed under a contract of employment (except the Principal) or a contract for services. If more than one person is nominated the LGB should hold an election by secret ballot of all staff.
- Two Parent Governors. Unless the MAC Directors agree otherwise, the LGB should invite nominations from all parents of pupils registered at the school. However, any parent who is an elected member of the local authority or employed to work at the school for more than 500 hours in any twelve consecutive months is not eligible to be a Parent Governor. If more nominations are received than posts vacant the LGB should hold an election by secret ballot of all parents of pupils registered at the school.
- The Principal, who is always a Governor. This position should be held by the "first in charge" in the school. If the school has an executive leadership structure, then the Executive Principal would normally hold this position unless alternative formal arrangements have been made for the Head of School to hold the position instead.
- Any Director, with prior agreement from the BoD, may attend any meeting and will have voting rights.

So long as there is still a majority of two Foundation Governors in post, the LGB may co-opt up to two Governors. A Co-opted Governor is a person who is to serve as a Governor who has not been either elected or appointed. A member of staff may not be co-opted if that would make the number of Staff Governors exceed one third of the number of Governors.

All Governors who are not Foundation Governors must, before they commence any Governor duties, sign and return to the DES the Undertaking to the Archbishop which is available on the DES website.

A Governor may resign by written notice to the LGB but that notice of resignation will not be effective if it would leave less than three Governors on the LGB. On receipt of the notice of resignation, the LGB will inform the MAC Directors and the DES of the resignation.

A Governor can be suspended or removed by the person or person who appointed him or her. A person

(except for a Foundation Governor) may also be suspended or removed by the MAC Directors but only after the MAC Directors have given due regard to any representations made by the LGB.

A Staff Governor shall cease to be a Governor when he or she leaves the school.

A Parent Governor shall cease to be a Governor at the end of the school term during which he or she ceases to be a parent of a registered pupil at the school.

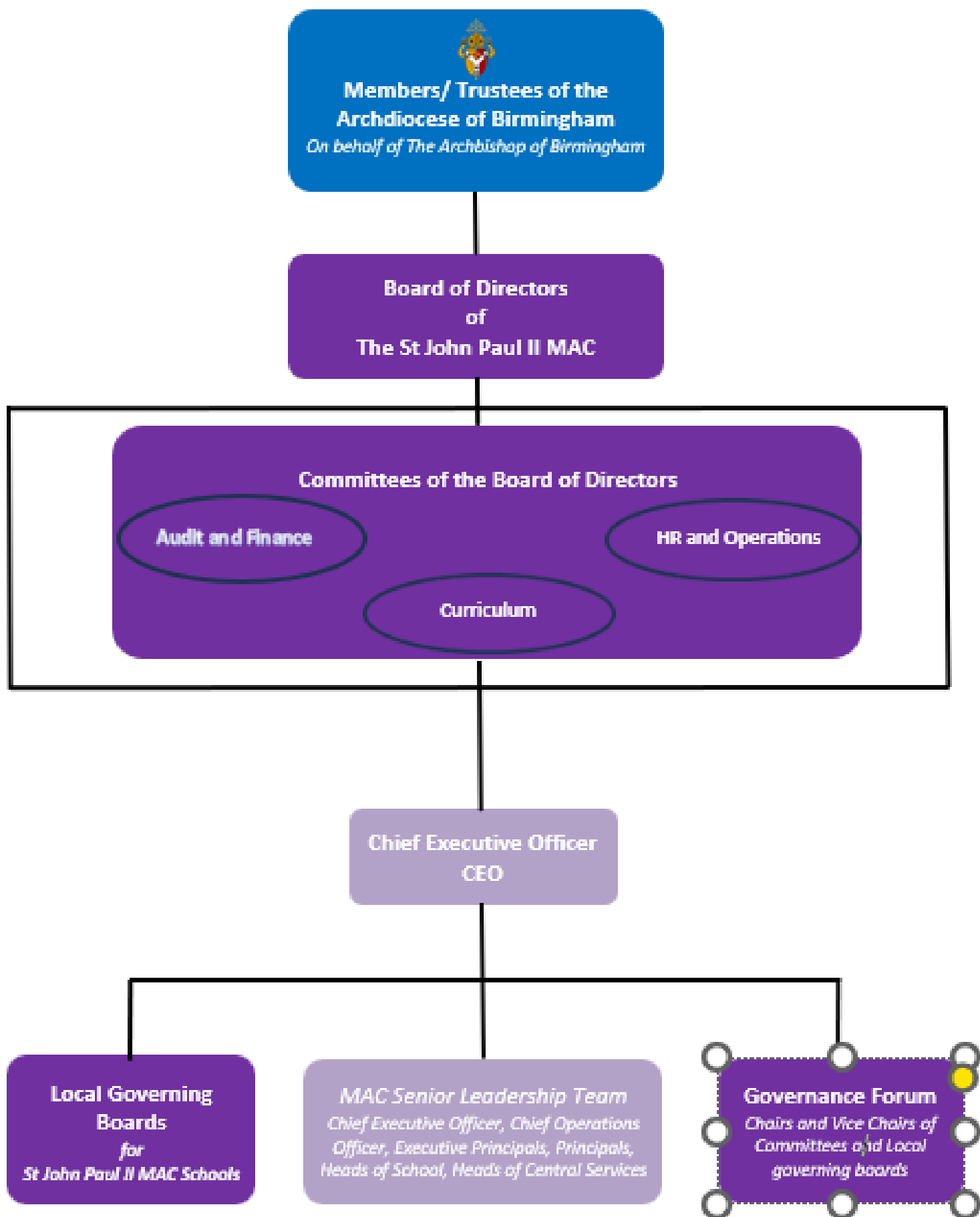
A Governor is disqualified automatically if he or she:

- Is not yet 18.
- Becomes incapable of managing his or her own affairs.
- Has not provided to the Chair of the LGB an enhanced Disclosure and Barring Service check and/or such other check as may be required from Governors from time to time by the DES. If the result of that check discloses any information which would in the opinion of either the Chair of the LGB or the Principal confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.
- Is absent without the permission of the Chair of the LGB from all of its meetings for six months and the LGB passes a resolution that the person should no longer be a Governor.
- If an application for a bankruptcy order or a petition for a bankruptcy order or a bankruptcy order is made against them.
- Would be disqualified from acting as a company director or as a charity trustee.
- Has been removed as a trustee for a charity by an order made by the Charity Commission or the High Court.
- Is included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999.
- Is disqualified from working with children in accordance with section 35 of the Criminal Justice and Court Services Act 2000.
- Is barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- Has had a direction made against them under section 142 of the Education Act 2002 or are subject to any prohibition or restriction which takes effect as if contained in such a direction.
- Has at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where the offence would disqualify them from acting as a charity trustee.

Where a person becomes disqualified from being a Governor and he or she was serving or was proposed to serve, they shall immediately inform the LGB who shall inform the MAC Directors and the DES. This provision also applies to any member of any committee of the LGB who is not a Governor.

NB: The quorum for a meeting of the LGB, and any vote on any matter shall be three Governors, or, where greater, one third (rounded up to a whole number) of the total number of Governors holding office at the date of the meeting. If, at a meeting of the LGB, Foundation governors are in the minority, no decisions may be taken at that meeting and the meeting adjourned, rearranged and held within 20 school days.

Multi Academy Governance Structure



6. Terms of Reference for Governance

Members

The Members (Birmingham Roman Catholic Diocesan Trustees Registered-BRCDTR) are responsible for:

- Amending the Articles of Association ([Copy of Articles of Association](#))
- Appointing and removing Members/Directors
- Holding the Directors to account for the effective discharge of their duties
- Winding up the St John Paul II Multi Academy Company

Directors

The Directors will be responsible and accountable for the strategic priorities of the St John Paul II Multi Academy Company, including the following:

- Responsible for Catholic identity, strategic oversight, setting vision and agreeing policies
- Pupil outcomes
- Admissions and appeals to St John Paul II Multi Academy Company Schools
- Recommend membership of the BoD and Schools LGB to the Archbishop of Birmingham
- Ensure compliance with all statutory and regulatory requirements.
- Agree the budgets for schools in the St John Paul II Multi Academy Company
- Monitor the Academy Development Plan and receive/review external reports on the performance of schools in the St John Paul II Multi Academy Company
- Ensure each school curriculum is in accordance with the St John Paul II MAC vision.
- Ensure that policies are formulated and monitored and a list will be produced which delineates which policies should be the purview of the BoD and which LGBs.
- The Appointment of CEO, Executive Principals, Principals, Heads of School, Vice Principals, RE leaders, SENCOs and Chief Operating Officer.
- Directors delegate the appointment of Assistant Principals, RE leaders and SENCOs to Local governing bodies of schools in the St John Paul II MAC. The Directors and/or the CEO or her representative, reserve the right to be part of recruitment panels for these positions. For those employed centrally/ work across more than one school the Directors delegate the appointment through the HR and Operations Committee, subject to ratification by the Board of Directors.
- Appraise Performance and approve Pay of CEO, with support of an agreed external review
- Appraise performance and approve pay of COO, Executive Principals and Principals in conjunction with CEO. Directors delegate the operation of this to a panel of governors supported by the CEO.
- Decisions will always be made in the best interests of all in the St John Paul II MAC, not individual schools.

A model agenda for a meeting of the Board of Directors: -

- MAC Vision, Values and Strategic Priorities and Catholic Life and Mission
- Curriculum, achievement and attainment
- Personal Development, behaviour and attitudes
- HR – workforce: Staffing structures, recruitment, well-being, absence
- Finance – management reports and budget setting
- Matters arising from Committees of the Board of Directors
- Matters arising from LGBs
- Safeguarding
- Health and Safety

Meetings and membership

The Full Board of Directors will meet at least 5 times per year

Membership is as follows:

- A Chair and a Vice Chair appointed annually from current Directors of the St John Paul II Multi Academy Company.
- All other appointed and co-opted Directors

Only Directors have voting rights at Full Board of Directors meetings. Other members of this Committee who will have speaking rights are:

- CEO
- COO
- Principals/ Executive Principals by invitation
- Other senior staff by invitation

The Directors will delegate the following to the Local Governing Bodies of each St John Paul II Multi Academy Company: -

- Accountability for Catholic Life in individual schools in accordance with the Catholic Mission of the St John Paul II MAC
- Monitoring and securing the best possible outcomes for all pupils
- Ensuring safeguarding in school is effective
- Monitoring and managing the budget/site scrutiny/H&S
- Monitoring and reviewing the curriculum for pupils in accordance with the Curriculum vision for the St John Paul II MAC
- Monitor and secure pupils' personal development, behaviour and attitudes
- Ensure provision for SEND is in accordance with the St John Paul II MAC SEND policy.
- Appointing staffing within agreed profiles and scheme of delegation
- Implementation of the Pay Policy in line with that agreed by the Directors
- To monitor and review the quality of teaching and learning
- Monitor extracurricular provision in each of the schools
- Monitor staff well-being
- Monitor and take account of stakeholder feedback
- The performance management process of the Principal/ Executive Principal, supported by the CEO. Any decisions/ recommendations must be approved by the Board of Directors.

A model agenda for a Local Governing Body Meeting: -

- Catholic Life of the School including the promotion of pupils' spiritual, moral, social and cultural development.
- The quality of education.
- Behaviour and attitudes
- Personal development
- Leadership and Management
- Evaluation of EYFS/Sixth Form Provision
- The above six points should be framed within the priorities of the school improvement plan (which should follow the same headings) using case studies and staff presentations
- Safeguarding
- Budget monitoring
- HR & Operations (Health and Safety)

Sub-committees of the Board of Directors

The committees are:

- **Audit and Finance.** Will meet **at least** 5 times per year.
- **HR, Operations and Staff Well Being.** Will meet **at least** 5 times per year.
- **Curriculum, Standards and Pupil well-being.** Will meet **at least** 3 times per year.

All sub-committees are to ensure that our Catholic Values underpin all conduct and decisions made. Any meetings must be calendared and reported to the Board of Directors. To be quorate at least 2 directors should be present on each committee.

All committees of the Board of Directors take account of the following:

- **Catholic Life** is at the heart of the distinctive nature of the St John Paul II Multi Academy Company, making sure it fulfils the mission of the Church. All BoD committees must ensure the compliance with the Canon Law of the Roman Catholic Church, Section 48 inspection requirements.
- **Safeguarding** is the first responsibility of all of those in governance of the multi academy as it is for all employed staff.
- **Health and Safety** – All meetings at the St John Paul II MAC include this as a standard item. The Board of Directors are responsible for the Health and Safety of pupils, staff and visitors.

Audit and Finance Subcommittee

This subcommittee will base its agendas around the requirements of the **Academies Handbook** and will ensure that each school and the St John Paul II Multi Academy Company are meeting the requirements of the DE.

The **membership** is as follows:

- Chair (a Director) nominated by St John Paul II Multi Academy Company Board – voting rights
- At least two other Directors – voting rights
- CEO – speaking rights
- COO – speaking rights
- By invitation:
 - Executive Principals/Principals/HoS or other staff members by invitation – speaking rights
 - Co-opted members as required – speaking rights
 - Members of LGB as required – Speaking rights

The **terms of reference** for this committee; -

- Acting on findings of external audit report
- Monitoring St John Paul II Multi Academy Company finances
- Receiving the reports of the Responsible Officer and Auditors
- Reviewing all St John Paul II Multi Academy Company finance related policies
- Catholic Life and how decisions made by this committee strengthen this fundamental aspect of our schools.
- Safeguarding
- Planning strategies for the future sustainability of the St John Paul II Multi Academy Company including VFM with procurement
- Authorised to give approval as stated in the Financial Scheme of Delegation
- Authorised to approve the use of SCA funding as stated in the Financial Scheme of Delegation.
- Authorised to approve policies this committee is responsible for, where there are no changes

HR, Operations and Staff Well Being Subcommittee

This committee will form its agendas to ensure the St John Paul II Multi Academy Company is meeting the requirements of employment law and will review all its activity to ensure it is behaving as a good and fair employer.

The **membership** is as follows:

- Chair (a Director) nominated by the St John Paul II Multi Academy Company Board – voting rights
- At least two other Directors- voting rights
- CEO– speaking rights
- COO – speaking rights
- By invitation:
 - Executive Principals/ Principals/ HoS or other staff members by invitation – speaking rights
 - Chair of Staff Consultative Committee – speaking rights
 - Co-opted members as required by the Chair – speaking rights
 - Members of LGB as required – Speaking rights.

The **terms of reference** for this committee; -

- Approve and monitor staffing structures for all schools and the central team to ensure financial sustainability and operational effectiveness.
- Receive reports from the Principals/HoS/SCC
- Review all St John Paul II Multi Academy Company HR related policies
- Monitor risks to the organisation i.e. Absence, Capability, Disciplinary
- Review performance management procedures and oversee performance management arrangements for the Principals, Executive Principals, HoS and COO
- Monitor any themes/trends of issues of staff wellbeing
- Safeguarding/Health and safety
- Oversee (in accordance with Diocesan guidance) the recruitment of staff to protected positions (substantive and acting) as follows:
 - RE Leader
 - Vice Principal
 - SENCO

A Director and/or CEO may sit on the interview panel for each of these appointments.

- Oversee the recruitment of other staff as follows:
 - Centrally employed managers (a Director must be on the panel)
 - Centrally employed staff/ staff employed across more than one school – delegated to CEO/ COO. The panel decision must be ratified by the Board of Directors.
- The Chair of the Committee or the Director attending the interview panel will notify the Board and communicate any commencement and outcomes of recruitment for the above positions.
- Authorised to approve policies this committee is responsible for, where there are no changes

Curriculum and Standards Subcommittee

This committee's role is to monitor, evaluate and develop the impact of the curriculum and provision on outcomes for all students.

The **membership** is as follows:

- Chair (a Director) nominated by the St John Paul II Multi Academy Company Board - voting rights
- At least two other Directors- voting rights
- CEO – speaking rights
- MAC Inclusion Lead – speaking rights
- MAC Teaching and Learning Lead – speaking rights
- MAC Catholic Life and Mission Lead – speaking rights
- By invitation:
 - Executive Principals/Principals /HoS/other staff members - speaking rights
 - Members of LGBs as required
 - Pupil voice - speaking rights
- Co-opted members as required by the Chair– speaking rights

The **terms of reference** for this committee; -

- Receive reports from the CEO and school leaders as required.
- Review the Strategic School Performance Summary, identify strengths and risks.
- Monitor and evaluate the impact of actions to improve outcomes for all pupils.
- To review the progress of the Academy Strategy Plan.
- To develop and evaluate MAC-wide school improvement.
- Monitor and evaluate progress towards achieving key aims of the MAC vision for Inclusion.
- To review, and act on, outcomes from external inspection and review.
- Authorised to approve policies this committee is responsible for, where there are no changes

MAC Senior Leadership Team (SLT)

This group will meet at least once a half term for Academy Strategy Days. It is not a subcommittee of the Board of Directors but can submit agenda items to the Board of Directors according to and anticipating the needs of all the schools in the St. John Paul II Multi- Academy. This group is a consultative, advisory and coordination group. It generates ideas about future development plans, supports the provision of systems leadership across the St John Paul II Multi Academy Company, managing key operational risks.

The **membership** is as follows:

It is expected that each school's Principal or Executive Principal and Heads of School attends these meetings. If the Principal is unable to attend, the Vice Principal is expected to attend. It is possible that a member of a School's Leadership Team can attend if a request is made of the chair – this would either be to present an initiative or for professional development. As well as the above, this group includes the CEO and COO and, when the agenda dictates, other senior leaders of the St John Paul II Multi Academy Company. The meeting will be chaired by the CEO or COO. The Chair of the Board of Directors is invited to attend all or part of this meeting and, as with any meeting in the multi-academy any Director can attend the MAC SLT.

The **terms of reference** for this committee; -

- Executive Principals/ Heads of School and Principals to regularly report on areas of strength and development in their schools.
- The drafting of cross St John Paul II Multi Academy Company improvement initiatives and policies.
- Agree the benchmarking of reports to BOD and its committees
- The development of best possible provision for all schools within the St John Paul II Multi Academy Company to ensure value for money with better control over services provided.
- Joint CPD and INSET for the best possible teaching and learning.
- Any member of the committee can suggest agenda items for each meeting that are either coming from individual schools or areas of development across the St John Paul II Multi Academy Company.
- Any other joint working or initiatives.
- Propose agenda items for the Board of Directors.

Note on attendance at Directors' meetings for senior leaders

Executive Principals, Principals and Heads of School are part of the senior group providing professional advice and guidance to Directors and are instrumental in developing and driving the Academy's vision. They are not Directors and attendance at BOD meetings is therefore not required. However, it is important that the MAC SLT views are properly represented at BOD meetings. We will achieve this by:

- Ensuring that all issues needing to be discussed at BOD meetings relating to schools will be fully discussed at the MAC SLT and recommendations/ proposals will be agreed prior to being submitted to Directors for approval.
- Agendas and papers are being published at least 7 days in advance of meetings to ensure that there are no surprises in what is being discussed.
- Principals are invited to attend full BOD meetings and Committees on a rotational basis and by invitation to ensure the MAC SLT is represented at these meetings.

Governance Forum

Although not an official Committee of the Board, this group has a key role in supporting good communication between the Board and LGBs. The specific purposes of this group are:

- To articulate and promote the Catholic vision of the St John Paul II MAC.
- Maintaining and developing high-quality communication between the St John Paul II MAC, its schools, their local parishes and deaneries, and the wider community.
- To ensure that the voice of the LGBs is included in MAC governance and strategic decision making.

The **membership** is as follows

- Chair (A foundation Governor) nominated and elected by the LGBs
- At least one Director
- CEO
- COO
- MAC senior leaders invited as required

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Summary of operational arrangements for the Board of Directors

Membership	• A minimum of 3 Foundation Directors appointed by the Diocese with a term of office of four years with a maximum of three terms. Co-opted Directors can be appointed by the Diocese for one year, with a maximum of three terms. • Membership of any Committee of the Board must be a minimum of 3 Directors • As required by the BDES, Directors cannot also adopt a position of a Governor of a school within the St John Paul II MAC
Quorum	• There must be at least three MAC Directors for a Board Meeting to be valid. If there are more than nine MAC Directors, then that minimum number rises to be one third of the total number of MAC Directors (rounded up to a whole number). • There must be at least 2 Directors in attendance at a Committee meeting to be quorate.
Meetings	• The Full Board shall meet at least 5 times each academic year. Committees to meet otherwise as stated in the Terms of Reference. • Any additional meetings will be called as necessary; at least 7 days' notice must be given when calling a board meeting, unless for extraordinary rationale.
Minutes	• The minutes will be taken by the Governance Professional
Chairing	• The board should elect a Chair and Vice-Chair on an annual basis. • The Chair/Governance Professional will be responsible for drawing up the agenda and getting it sent out to board members at least 7 days in advance. • Should the Chair or Vice-Chair not be present at the meeting, a temporary Chair should be elected for the meeting

Summary of operational arrangements for the Local Governing Bodies

Membership	• At least six Foundation Governors appointed by the Archbishop or as many more Foundation Governors as are necessary to make sure that the number of Foundation Governors in post always exceeds the number of all other Governors in post (including any Directors) by at least two. • One of the Foundation Governor positions must be made available to a Priest. In a Primary School, this will normally be the priest of the parish that the school serves. In a Secondary School, this will normally be the parish priest of one of the feeder schools. • 2 elected parents, 1 elected staff and the Executive Principal/Principal. Local Governing Bodies can also co-opt governors. • As required by the BDES, LGB members cannot adopt a position of Governor and Director of the St John Paul II MAC simultaneously • Governors cannot be appointed to a LGB if they are related to a member of staff or another governor at that school
Quorum	• The quorum shall be one third of the membership, rounded up to a whole number with Foundation Governors being the majority.
Meetings	• The committee shall meet at least 5 times each academic year and otherwise as required. • Any additional meetings will be called as necessary; at least 7 days' notice must be given when calling a board meeting
Minutes	• The minutes will be taken by a Governance Professional
Chairing	• The LGB should elect a Chair and Vice-Chair on an annual basis • The Chair/Governance Professional will be responsible for drawing up the agenda and getting it sent out to board members at least 7 days in advance. • Should the Chair or Vice-Chair not be present at the meeting, a temporary Chair should be elected for the meeting.

7. Summary of Delegated Governance Responsibility

Members	Directors/MAC Board	Local Governing Body
• Determine constitution and religious character • Oversee the Directors • Recognize any strategic partnerships • Delegate governance and management responsibility to the Directors (formally appointing and removing the Directors where necessary)	• Hold overall governance accountability for all MAC schools • Provide support and challenge to Local Governing Bodies and school leaders. • Monitor and evaluate the effectiveness of governance, providing training and support, as necessary. • Set the strategic vision and overarching strategic plan • Maintain and develop the Catholic Ethos of all schools. • Provide challenge and support to senior leaders • Undertake the recruitment and performance management of CEO and COO, Executive Principals/Principals. • Develop and decide MAC-wide policies. • Facilitate collaboration. • Co-ordinate and oversee shared services and resources. • Develop and oversee the implementation of MAC Strategy Plan. • Approve overall MAC budget and approve School budget parameters. • Monitor MAC budgets. • Oversee financial governance and risk management. • Determine the MAC's reserves/contingency policy. • Support the development and building of leadership and governance capacity at School level. • Approve site and asset management strategy. • Oversee any significant capital expenditure and building projects ensuring compliance with MAC finance policy. • Approve all funding applications. • Decision maker for all appeals.	• Decide the School's strategic vision and uphold the School's distinctiveness and unique character, in harmony with the MAC's strategic vision and ethos. • Adhere to the MAC Vision, strategy, and all MAC-wide policies. • Provide support and challenge to senior leadership team regarding impact of actions to improve outcomes for pupils. • Approve School development/action plan • Approval of expenditure within Financial Scheme of Delegation. • Monitor financial performance for funds for which LGB is accountable. • Implement the MAC's risk and financial management policies ensuring probity, prudence, and efficiency. • Play an active part in the recruitment of the Executive Principal/Principal. • Support the senior leadership team in the development and review of an appropriate staffing structure. • Support the Executive Principal/Principal in the recruitment and performance management of staff. • Promote collaboration with other schools in the MAC. • Develop and review delegated school policies. • Provide advice and feedback to the Directors, ensuring the School is meeting the needs of its community. • Undertake all and any appropriate community consultation. • Provide a point of contact for parents, carers, and other members of the local community, maintaining an effective link to the wider community. • Evaluate its performance ensuring appropriate training and development so that knowledge, skills, and behaviour are appropriate for a dynamic education environment.

Chief Executive Officer (CEO)	Chief Operating Officer (COO)	Executive Principals/Principals
• MAC Accounting Officer • Provides leadership and vision to the MAC • Chairs [Leadership Group] and provides focal point for reporting to the MAC Board • Represents views of [Leadership Group] and supports implementation of strategic decisions by MAC Board • Advises on operational priorities and leads on development of MAC strategic plan and MAC policies, which remain the responsibility of the MAC Board • [In conjunction with the relevant Chair of the Local Governing Body,] carries out the performance management of Executive Principal / Principal and supports their professional development • Manages MAC executive team ensuring high quality effective support is provided to MAC schools • Responsible for ensuring that the MAC keeps proper financial records, has appropriate financial systems in place, and manages opportunities and risk • Submits annual “statement on regularity, propriety and compliance” to ESFA • Manages MAC’s external relations • Builds effective partnerships with external agencies including the DfE and BDES • Leads and manages any process for the expansion of the MAC and schools	• Responsible for all HRM activities • Responsible for all operational matters • Fulfils responsibilities of “chief financial officer” under the Academies Handbook • Supports the MAC CEO in managing operations and responsible for delivery of the MAC’s financial and accounting processes • Ensures there is sound and appropriate financial governance and that risk management arrangements are in place • Develops and ensures the implementation of the MAC’s financial management regulations and/or finance policy • Prepares and monitors MAC budgets within parameters of GAG pooling, ensuring financial scheme of delegation is followed. • Ensures delivery of annual accounts • Advises on financial policies including a procurement policy and strategy • Leads on any significant procurement and advises on and monitors less significant procurements in line with the MAC procurement policy • Undertakes contract management of any MAC wide contract and supports school-based teams to manage school contracts • Develops and advises on operational support for the Principals • Ensures there is risk protection cover in place for all risk areas • Leads on any significant capital project including managing any application for capital funding and/or distribution of any capital grant	• Undertake statutory responsibilities as Principal • Provide leadership and vision to the School • Responsible for standards and pupil outcomes • Determines the curriculum priorities and takes responsibility for all teaching and learning • Implements Board decisions affecting the School • Advises on and implements School’s development/action plan and agreed strategic priorities • Advises on and implements the staffing structure approved by the Local Governing Body for the School and is responsible for the organisation of resources • Responsible for recruitment of School staff and their professional development • Undertakes performance management of School staff and deals with any grievances • Responsible for disciplining School staff • Working with the COO/CFO, advises on the School budget making recommendations to the Local Governing Committee and ensuring the school manages within the delegated areas of the budget. • Advises on School policies, which are delegated to the Local Governing Committee for determination • Responsible for safeguarding and well-being of pupils and staff • Decides any pupil exclusions • Manages School’s relationship with its community • Support and promote the context of the MAC

LEADERSHIP AND GOVERNANCE DECISION PLANNER

This decision planner is designed to work in conjunction with the financial Scheme of Delegation adopted by the MAC. It provides a quick reference guide to how some of the important decisions within the MAC are to be made.

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

- Approve (App)
- Propose (Pro)
- Develop (Dev)
- Monitor (Mon)
- Consulted (Con)
- Implement (Imp)

The governance and management layers within the Trust are identified as follows:

1. Trust Members (the “**Trustees**”)
2. Trust Board of Directors (the “**Board**”)
3. Local Governing Board (the “**LGB**”)
4. Chief Executive Officer (**CEO**), Chief Operations Officer (**COO**), Executive Principal / Principal (“**PRI**”)

	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

1	Governance and Vision							
1.2.	Approve any changes to MAC Scheme of Delegation	App	App/Pro	Imp	Imp	Dev/Pro	Imp	
1.3.	Establish or merge Local Governing Body	Con	App/Pro			Pro	Con	
1.4.	Establish MAC Committees and determine terms of reference		App			Pro		
1.5.	Establish LG Group for admissions and appeals		App	Con	Con	Pro	Imp	
1.6.	Establish LGB for pupil exclusions		App	Con	Con	Pro	Imp	
1.7.	Establish LGB Working Groups		App	Con	Con	Pro	Imp	
1.8.	Establish LGB for pay review		App	Pro	Pro	Pro		
1.9.	Appoint Chair of MAC Board	App	App/Pro					
1.10.	Remove Chair of MAC Board	App/Imp	Pro					
1.11.	Appoint Foundation Directors	App/Imp	Pro/Con					
1.12.	Remove Foundation Directors	App/Imp	Pro					
1.13.	Appoint Co-opted and Non-Foundation Directors	App/Imp	App/Imp					
1.14.	Remove Co-opted and Non-Foundation Directors	App/Imp	Pro					
1.15.	Appoint Chair of LGB	Mon	Con/App	Pro	Con	Con		
1.16.	Remove Chair of LGB	Mon	App/Pro	Con	Con	Con		

	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

1.17.	Appoint Foundation Governors	App/Imp	Con	Pro	Pro	Con	Pro	
1.18.	Appoint Non-Foundation Governors (other than elected Governors)	App	App	Pro/Imp	Pro/Imp			
1.19.	Remove Foundation Governors	App/Imp	Pro/Con			Con	Con	
1.20.	Remove Non-Foundation Governors and Elected Governors	Mon	Pro/App	Pro	Con	Con	Con	
1.21.	Appoint (and remove) Clerk to MAC Board		App			Pro		
1.22.	Appoint (and remove) Clerk to LGB		Pro/Mon	Con	Con	Pro		
1.23.	Director skills audit and governance reviews	Mon	App			Pro/Imp		
1.24.	Governor skills audit	Mon	App	Con	Con	Pro/Imp	Imp	
1.25.	Approve Directors/Governor Expenses Policy		App			Pro/Imp		
1.26.	Manage Conflicts of Interest		App	Imp	Imp	Pro/Imp	Pro	

	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

2.	Finance							
2.1	MAC Financial Regulations and Procedures		App	Imp	Imp	Dev/Pro/Imp	Con/Imp	
2.2	Appoint MAC auditors	App	App/pro			Pro/Imp		
2.3	Approve MAC Budget		App			Dev/Pro	Con	
2.4	MAC Annual Accounts	Mon	App			Pro/Imp		
2.5	Directors Annual Report	Mon	App			Pro/Imp	Con	
2.6	Undertake financial efficiency review (across the MAC)		App			Dev/Imp	Con	
2.7	Undertake financial efficiency review (within the Academy)		App	Mon	Mon	Con/Pro	Imp	
2.8	Compile and review MAC Risk Register	Mon	Mon/ App			Imp	Con	
2.9	Compile and review Academy Audit and Risk Register and report on risks to MAC Audit & Finance Committee		Mon/App	App	Con	Mon	Pro/Imp	
2.10	MAC Accounts Returns to ESFA		App			Imp	Imp	
2.11	Response to Auditor's Management Letter	Mon	App/Imp			Imp/Mon		
2.12	MAC Budget Plan		App/Mon	Pro/Mon	Pro/Mon	Pro/Imp	Con/Mon/ Imp	
2.13	Monitor budget		App/Mon	Pro/Mon	Pro/Mon	Pro/Imp	Con/Mon/ Imp	
2.14	MAC Accounts Return to ESFA		Mon/App	Con	Con	Imp	Con	



Task	Members	Board	LGB		CEO	Pri	
			Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

3.	Strategy, Performance and Expansion							
3.1.	MAC Strategy Plan	Mon	App	Con	Con	Dev/Pro	Con/Imp/Dev	
3.2.	New, converter or sponsored academies joining MAC	App	App/Pro			Pro/Imp	Con	
3.3.	Academy expansion and/or change in age	App	App	Con	Con	Pro/Imp	Con/Imp	
3.4.	Determine overall effectiveness of Academy		App	Mon	Mon	Pro	Con/Pro	
3.5.	MAC Performance Targets		Mon/App	Con/Pro/Mon	Con/Pro/Mon	Pro/Imp	Con/Pro	
3.6.	School Development Plan		Mon/App	App	Con	Pro/Con	Pro/Imp	
3.8.	Intervention/Establish Executive/Management Board	Mon	App			Pro/Imp	Con	
3.9.	Admissions Policy		Mon	App	App	Con	Pro/Imp	
3.10.	EYFS Policy		Mon	App	App	Con	Pro/Imp	
3.11.	EYFS Plan & Quality of Provision		Mon	App	App	Con	Pro/Imp	
3.12.	SEN Policy		Mon	App	App	Con	Pro/Imp	
3.13.	SEN Plan & Quality of Provision		Mon	App	App	Con	Pro/Imp	
3.14.	Teaching & Learning Policy		Mon	App	App	Con	Pro/Imp	
3.15.	Curriculum Policy		Mon	App	App	Con	Pro/Imp	
3.16.	Sex Education policy	App	Mon	App	App	Con	Pro/Imp	
	Religious Education policy	App	Mon	App	App	Con	Pro/Imp	

	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

4.	Staffing							
4.1.	Determine Trust executive staff structure and grades	Mon	App			Pro/Imp		
4.2.	Determine Academy staff structure and grades		Mon/App	Con/Pro	Con	Pro/imp	Pro/Imp	
4.3.	CEO appointment	Con	App/Pro/Imp					
4.4.	Executive Team appointments	Mon/Con	App			Pro/Imp		
4.5.	Academy Executive Principal/Principal/Head of School appointments	Con	App/Imp	Con	Con	Pro		
4.6.	Academy Vice Principal appointments	Mon	App/Imp	Pro	Con	Pro	Con	
4.7.	Academy teaching and support staff appointments		Mon	Imp	Imp		Pro/Imp	
4.8.	All reserved posts	Con	Mon	Imp	Imp	Con	Pro/Imp	
4.9.	Performance management of CEO	Con/Mon	Imp					
4.10.	Performance Management of Executive Principal/Principal/COO	Mon	Mon	Mon	Mon	Imp/App	Imp	
4.11.	Suspension of CEO	Con	App					
4.12.	Suspension - Executive Team/Executive Principal/Principal	Con	App	Con	Con	Pro		



	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

4.13.	Dismissal of CEO	Con	App					
4.14.	Performance Management of Head of School		Mon	Mon	Mon	Mon	Imp	
4.15.	Performance Management of SLT		Mon	Mon	Mon	Mon	App/Imp	
4.16.	Suspension of Head of School	Con	App	Con	Con	Mon	Pro	
4.17.	Dismissal of Head of School	Con	Con	Con	Con	app	Pro	
4.18.	Suspension and dismissal of other teaching and support staff		Con	Pro/Imp	Con	app	Pro/Imp	
4.19.	Redundancy of staff		Mon/App	Con	Con	pro/imp	Con	
4.20.	Restructuring of staff		Mon/App	Pro/Imp	Con	pro/imp	Con	



	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

5.	Land and Contracts							
5.1.	Asset Management Strategy and insurance		App	Con	Con	Pro/Imp	Con	
5.2.	Health & Safety and related safeguarding		App	Con	Con	Pro/Imp	Con	
5.3.	Condition Surveys		App	Con	Con	Pro/Imp	Pro	
5.4.	Expansion and Redevelopment Works	Mon	App	Con	Con	Pro/Imp	Pro	
5.5.	Leases	Con/App	App/Pro	Con	Con	Pro/Imp	Pro	
5.6.	Lettings and shared use		Mon	Mon	Mon	App/Con	Pro/Imp	
5.7.	Strategic support and shared services		Mon	Con	Con	App/Imp	Pro/Imp	



	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

6.	HR and Policies							
6.1.	Pay Policy		App	Con	Con	Pro/Imp	Imp	
6.2.	Safeguarding Policy and Review		App	Con	Con	Pro/Imp	Con	
6.4.	Changes to Employee Terms & Conditions or Collective Agreements		App	Con	Con	Pro/Imp	Imp	
6.5.	Performance Management & Appraisal Review Policy		App	Con	Con	Pro/Imp	Imp	
6.6.	Disciplinary Policy		App	Con	Con	Pro/Imp	Imp	
6.7.	Grievance Policy		App	Con	Con	Pro/Imp	Imp	
6.8.	Capability Policy		App	Con	Con	Pro/Imp	Imp	
6.9.	Whistle-blowing Policy		App	Con	Con	Imp/Pro	Imp	
6.10.	Re-structuring & Redundancy Policy		App	Con	Con	Imp/Pro	Imp	



	Task	Members	Board	LGB		CEO	Pri	
				Effective Academy	Academy requiring intervention		Effective Academy	Academy Requiring intervention

6.11.	Employee Health & Safety Policy		App	Con	Con	Imp/Pro	Imp	
6.12.	Terms and holidays (including INSET Days)	Pro/Mon	App/Imp			Pro	Con	
6.13.	Academy times	Mon	App/Imp	Pro	Pro	Con	Pro	
6.14.	Adoption and review of Non-HR Statutory Policies		App	Con	Con	Pro/Imp	Pro/Imp	
6.15.	Exclusions		Mon	Mon/App	Mon/App	Mon	Pro/Imp	
6.16.	Appeals against Permanent Exclusion		Mon	Imp	Imp			
6.17.	Complaints	App	Mon/App	Imp/Mon	Imp/Mon	Imp/Mon	Imp	

Appendix A

Responsibility, Accountability, Consultation, Information (RACI) Chart

R = The primary body responsible for the completion of the task

A = The primary body must get formal approval for this task from this individual/organisation before it can be complete

C = The primary body must consult with this body before completing the task

I = The primary body must inform this body once the task has been completed

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Ref	Task	St John Paul II MAC	Diocesan Director of Education	Diocesan Department for Education	Bishop of Birmingham (or Diocesan Director)
	Governance and Management				
1	Appointing Foundation Directors under Article 50 (who must be in the majority by at least 2)	C	C	C	R
2	Recruiting and Appointing Directors under Article 50A (i.e. by the MAT Trust Board)	R	A	C	I
3	Recruiting and appointing reserve posts	R		C	
4	Religious Designation	A		C	R
5	Vision and Values	R	C	I	A
6	Strategy, Expansion and Leadership	R		C	
7	Strategic Organisation/ Delegated Responsibilities	R		C	
8	Statutory Policies	R		I	
9	Risk Management Reviews	R	I	I	
10	Recruitment of non-reserve posts	R			
11	Staff Performance Management process	R			



12	Staff Professional Development	R			
13	Compliance with MOU	R	R	C	I
14	ESFA Returns	R			
15	DfE intervention	R	C	C	
16	DfE/ESFA approvals for significant changes (as per Diocesan Guidance)	R	C	I	A
17	Due Diligence of schools joining the MAT	R	C	C	
	Education Achievements				
18	Admissions Policy	R		C	
19	Educational Standards	R	I	I	
	Business Management				
20	Statutory Compliances (including Health and Safety)	R	I		
21	Compliance with Academies Financial Handbook	R	I		
22	Business Administration & Organisation	R			
23	Business Plan and Annual Budget Setting	R	I		



24	Estate Strategy/Capital Works	R	C	C	A
25	Pay and conditions of senior staff	R			
26	Insurance/Risk Protection Cover	R		I	A

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