



Diocese of
Hallam

Briefing for Headteachers and Chairs of Governors

30th June 2021 and 1st July 2021

“By working together, we can create something bigger and better than we could do separately”

Hallam Diocesan Headteachers – June 2021

OPENING PRAYER

Father, we seek the guidance of the Holy Spirit in the business that is before us.

In planning for the future, give us vision.

In dealing with people, give us love.

Help us in all things to honour your name, to advance your kingdom and to carry out your will.

We ask this through Christ our Lord. Amen.

Presentation Structure

- Opening prayer
- Introduction from Directors
- Meeting protocols
- Progress to date on the CMAT programme
 - ***
- Catholic Life and Ethos Theme Group
 - ***
- School Improvement Theme Group
 - ***
- Governance Arrangements
- Scheme of Delegation Principles
- Developing the governance arrangements together
 - ***
- Managing Finances in the CMAT
 - ***
- Looking ahead – key events and milestones
- Feedback
- Closing prayer

WHY?

“To ensure the protection and growth of Catholic education by providing high quality provision for all children that is inclusive and equitable and by becoming the employer of choice especially for those committed to Catholic education”.

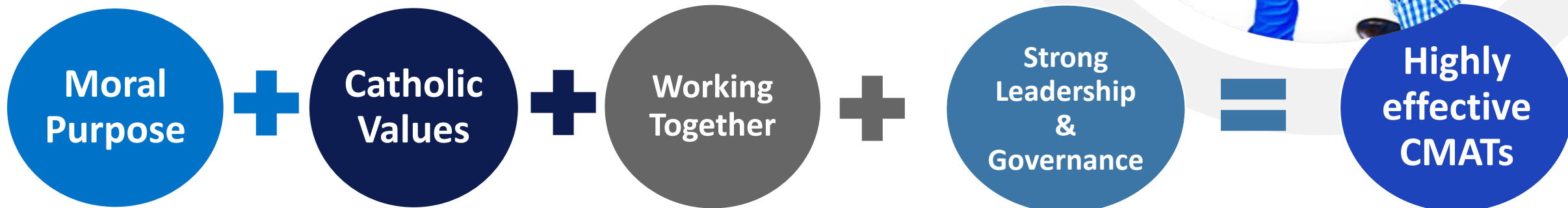
- **Stronger and wider collaboration through a shared vision and values:** CMATs build on existing strengths and expertise, such as specialist hubs, teaching schools, NLEs, NLGs which can be scaled up so that benefits are felt by all schools. Core values are shared, particularly relating to ethos and wellbeing.
- **Deepening of distinctive ethos:** A Catholic MAT has a strong shared ethos and set of values which are embedded in all aspects of the CMATs work.
- **Stronger Strategic Leadership:** School leaders and teachers can combine their knowledge and planning abilities to work on challenges and solutions together. Governors and Directors can draw on each other’s experience to formulate strategic approaches.
- **School Improvement Strategy:** A strategy designed around the needs of the schools in the CMAT can be flexed according to immediate need and expertise made available for school to school support.
- **Access to Specialist Resources:** With the resources available in a CMAT, specialist knowledge can be accessed in many different areas, spanning academic, extra-curricular and operational functions.
- **Access to Funding Streams:** CMATs are well-placed to propose wide ranging projects which attract government funding for the benefit of many schools. The Schools Condition Allocation is also allocated at CMAT level in a large CMAT providing opportunities for taking a strategic approach to funding capital works and improvements to the learning environments.

WHY?

- **High Quality Professional Development:** This can be organised across multiple schools, thus spreading the cost per school and upskilling as many individuals as possible per session.
- **Career Development:** Every member of staff has access to career planning support. Succession planning becomes strategic with opportunities brokered across the CMAT.
- **Shared Accountability:** As a Trust represents multiple schools, it is in its interest (and duty) to raise the profile of each, in line with raising expectations.
- **Delivering Economies of Scale:** A Trust is able to purchase as a whole (not just procurement of goods and services but back room services), thereby achieving economies of scale not achievable by schools as individuals. With ever tightening budgets, this can help schools free up resources and time to allocate to teaching and learning.
- **Reducing Duplication of Effort:** Through centralization of services, CMATs reduce significantly duplication of effort in areas such as financial returns, processes and audit.
- **Access to Data to inform decisions:** The CMAT has access to trust wide data where trends can be identified and interventions targeted, for example on standards, staff and pupil wellbeing.
- **Reducing Policy Burdens:** CMATs provide a large number of central policies and procedures for core business services, freeing up governor and leadership time to focus on their school's priorities.
- **Supporting Compliance duties:** MATs provide support for complaints, data protection, freedom of information, HR procedures, ensuring that no school is exposed to unnecessary risk from procedural errors.

TWO HIGHLY EFFECTIVE MULTI-ACADEMY TRUSTS WORKING IN PARTNERSHIP TO ACHIEVE ONE VISION

Our Principles:



- ✓ Bespoke for The Diocese of Hallam
- ✓ Move at pace but MUST be right – no cliff edges
- ✓ Fully compliant from Day One
- ✓ School Improvement Advancement
- ✓ Financial Going Concern
- ✓ Build on best practice within Family Cluster of Schools already taking place
- ✓ CMAT to CMAT support
- ✓ Clear growth plans and timelines
- ✓ Lessons learnt!

We are
here!

Project Strands....

Spring Term
2021

1. Engage

All stakeholders,
Trustees, RSC,
Schools, HSPAT,
legal teams

Common
Understanding &
Vision

Spring &
Summer
Terms
2021

2. Build

Compliance,
capacity, blueprint,
support, legal
structures, road
maps, Directors, CEO

Foundations
beginning to be laid

Autumn Term
2021

3. Align

Contracts, central team
structures, systems,
director and governor
training, CFO

Ready to work as
2 x large CMATs

Spring Term
2022

4. Join

SATs into MAT,
Schools to
academies according
to road maps

CMATs are formed
in Phase 1

Summer &
Autumn
Terms
2022

5. Grow

Growth according to
road maps

CMATs are finalised
in Phase 2

CMAT Sandwich

Strategy and Direction

BISHOP TRUSTEES MAT STEERING GROUP CMAT DIRECTORS CEOs CFOS

Sharing the vision, leading the project, taking feedback, enabling, recruiting to key posts, keeping on track, the Common Good, setting up the Companies, Articles of Association

Building the CMATs

CMAT DIRECTORS THEME GROUPS SCHOOLS' DEPARTMENT HEADTEACHERS
CHAIRS OF GOVERNORS GOVERNORS STAFF CEOs CFOs

What will it look like? What will it feel like? Making it bespoke for us, using and retaining talent, supporting the most vulnerable, school improvement, catholic life, making governance arrangements work, central structures, shared services

Process, Advice, Compliance

MAT DEVELOPMENT GROUP DFE Regional Schools Commissioner LEGAL ADVISER
RECRUITMENT ADVISER

Mandatory requirements, basic structure and framework, learning lessons, national best practice, latest DfE requirements, accessing grant funding, gaining approvals, co-ordinating legal work, advising Diocese of Hallam, communication of key messages, road maps, phasing and timing, providing capacity, support to schools, due diligence, arranging training, handing over



Road Maps informed by Due Diligence and assessing the risks so far...

- ✓ Keeping Families of Schools Together in CMATs
- ✓ Leadership Capacity
- ✓ Addressing immediate needs
- ✓ Working with SRMA
- ✓ Pupil Numbers
- ✓ National Funding Formula
- ✓ Birth rates
- ✓ Capacity for onboarding of schools into the CMATs



- ✓ Harnessing expertise
- ✓ Building on what is working well
- ✓ Sustainable growth
- ✓ School context
- ✓ Current Budgets
- ✓ 3 Year Budget Forecasting
- ✓ Reserves position
- ✓ Benchmarking

Two highly effective CMATs working in partnership to achieve one vision in the Diocese of Hallam...

| St Clare Catholic Multi Academy Trust | | | |
|---------------------------------------|---------|---------|-----------|
| School | Type | Status | Family |
| All Saints | 11-18 | Academy | Sheffield |
| Notre Dame | 11-16 | Academy | Sheffield |
| Sacred Heart | Primary | Academy | Sheffield |
| St Ann's | Primary | Academy | Sheffield |
| St John Fisher | Primary | Academy | Sheffield |
| St Joseph's | Primary | Academy | Sheffield |
| St Marie's | Primary | Academy | Sheffield |
| St Mary's | Primary | Academy | Sheffield |
| St Patrick's | Primary | Academy | Sheffield |
| St Thomas More | Primary | Academy | Sheffield |
| St Catherine's | Primary | Academy | Sheffield |
| St Thomas of Canterbury | Primary | Academy | Sheffield |
| St Wilfrid's | Primary | Academy | Sheffield |
| Emmaus | Primary | Academy | Sheffield |
| St Theresa's | Primary | VA | Sheffield |
| Holy Trinity | 3-16 | Academy | St Pius |
| St Pius | 11-16 | VA | St Pius |
| Holy Rood | Primary | VA | St Pius |
| St Helen's | Primary | VA | St Pius |
| St Michael & All Angels | Primary | VA | St Pius |
| Sacred Heart Goldthorpe | Primary | VA | St Pius |
| St Alban's, Denaby | Primary | VA | St Pius |
| St Joseph's, Rawmarsh | Primary | VA | St Pius |
| Our Lady & St Joseph's | Primary | VA | St Pius |

✓ Consistent governance arrangements

✓ Common systems and processes

✓ Diocesan support and oversight



✓ Access to capacity, expertise, CPD, support brokered through collaboration

| St Francis Catholic Multi Academy Trust | | | |
|---|---------|---------|-------------------|
| School | Type | Status | Family |
| St Mary's High School | 11-18 | Academy | Derbyshire |
| Immaculate Conception | Primary | Academy | Derbyshire |
| St Joseph's, Staveley | Primary | VA | Derbyshire |
| St Mary's Primary | Primary | VA | Derbyshire |
| McAuley High School | 11-18 | Academy | Doncaster & Notts |
| Holy Family, Stainforth | Primary | Academy | Doncaster & Notts |
| St Mary's Edlington | Primary | VA | Doncaster & Notts |
| St Francis Xavier | Primary | VA | Doncaster & Notts |
| Our Lady of Perpetual Help | Primary | VA | Doncaster & Notts |
| St Joseph & St Teresa's | Primary | VA | Doncaster & Notts |
| Our Lady of Sorrows | Primary | Academy | Doncaster & Notts |
| St Joseph's Rossington | Primary | Academy | Doncaster & Notts |
| St Joseph's Retford | Primary | Academy | Doncaster & Notts |
| Our Lady of Mount Carmel | Primary | VA | Doncaster & Notts |
| St Peter's | Primary | VA | Doncaster & Notts |
| St Patrick's Bircotes | Primary | VA | Doncaster & Notts |
| Holy Family, Worksop | Primary | VA | Doncaster & Notts |
| St Bernard's | 11-16 | Academy | St Bernard's |
| St Joseph's Dinnington | Primary | Academy | St Bernard's |
| St Bede's, Rotherham | Primary | Academy | St Bernard's |
| St Gerard's, Thrybergh | Primary | Academy | St Bernard's |
| St Mary's Herringthorpe | Primary | Academy | St Bernard's |
| St Mary's Maltby | Primary | Academy | St Bernard's |

Sustainable planned growth backed by detailed Due Diligence

Phase 1: March/April 2022

St Clare CMA

| | | | | |
|-------------------------|---------|---------|-------|-----------|
| All Saints | 11-18 | Academy | March | Sheffield |
| HSPAT Emmaus | Primary | Academy | March | Sheffield |
| HSPAT St John Fisher | Primary | Academy | March | Sheffield |
| Notre Dame | 11-18 | Academy | March | Sheffield |
| Sacred Heart | Primary | Academy | March | Sheffield |
| St Ann's | Primary | Academy | March | Sheffield |
| St Catherine's | Primary | Academy | March | Sheffield |
| St Marie's | Primary | Academy | March | Sheffield |
| St Mary's | Primary | Academy | March | Sheffield |
| St Patrick's | Primary | Academy | March | Sheffield |
| St Thomas of Canterbury | Primary | Academy | March | Sheffield |
| St Wilfrid's | Primary | Academy | March | Sheffield |
| HSPAT Holy Trinity | 3-16 | Academy | March | St Pius |
| St Alban's, Denaby | Primary | VA | April | St Pius |
| St Joseph's, Rawmarsh | Primary | VA | April | St Pius |
| St Pius | 11-16 | VA | April | St Pius |

Phase 2: September 2022

| | | | |
|-------------------------|---------|---------|-----------|
| St Joseph's | Primary | Academy | Sheffield |
| St Theresa's | Primary | VA | Sheffield |
| St Thomas More | Primary | Academy | Sheffield |
| Holy Rood | Primary | VA | St Pius |
| Our Lady & St Joseph's | Primary | VA | St Pius |
| Sacred Heart Goldthorpe | Primary | VA | St Pius |
| St Helen's | Primary | VA | St Pius |
| St Michael & All Angels | Primary | VA | St Pius |

Phasing may change subject to the circumstances of individual schools – what is right for each school as part of the whole

St Francis CMA

| | | | | |
|---------------------------|---------|---------|-------|-------------------|
| HSPAT St Joseph's | Primary | Academy | March | Doncaster & Notts |
| HSPAT Our Lady of Sorrows | Primary | Academy | March | Doncaster & Notts |
| St Francis Xavier | Primary | VA | April | Doncaster & Notts |
| Holy Family, Stainforth | Primary | Academy | March | Doncaster & Notts |
| St Mary's Edlington | Primary | VA | April | Doncaster & Notts |
| McAuley High School | 11-18 | Academy | March | Doncaster & Notts |
| St Mary's Maltby | Primary | Academy | March | St Bernard's |
| St Joseph's Dinnington | Primary | Academy | March | St Bernard's |
| St Bede's, Rotherham | Primary | Academy | March | St Bernard's |
| St Bernard's | 11-16 | Academy | March | St Bernard's |
| St Mary's Primary | Primary | VA | April | Derbyshire |
| Immaculate Conception | Primary | Academy | March | Derbyshire |
| St Mary's High School | 11-18 | Academy | March | Derbyshire |
| St Joseph's Retford | Primary | Academy | March | Doncaster & Notts |
| Holy Family, Worksop | Primary | VA | April | Doncaster & Notts |

| | | | |
|----------------------------|---------|---------|-------------------|
| St Peter's | Primary | VA | Doncaster & Notts |
| Our Lady of Mount Carmel | Primary | VA | Doncaster & Notts |
| St Mary's Herringthorpe | Primary | Academy | St Bernard's |
| St Gerard's, Thrybergh | Primary | Academy | St Bernard's |
| St Patrick's Bircotes | Primary | VA | Doncaster & Notts |
| St Joseph & St Teresa's | Primary | VA | Doncaster & Notts |
| Our Lady of Perpetual Help | Primary | VA | Doncaster & Notts |
| St Joseph's, Staveley | Primary | VA | Derbyshire |

CATHOLIC LIFE AND ETHOS UPDATE

Purpose: To develop a proposal or proposals for embedding Catholic Life & Ethos into all aspects of the new Diocese of Hallam Catholic MATs

- Over 40 participants so far, drawn from across the diocese
- Have met in Sub-groups – Primary, Secondary, Clergy, Governors/Steering, Joint RC/CofE Schools
- Representatives from each considered a first draft of how to address tasks, highlighting key issues
- First draft of a 'Blueprint' produced, and discussed by the whole group
- Suggestions for Amendments and Additions gathered
- Second draft being created at present, before further consultation

CATHOLIC LIFE AND ETHOS UPDATE

Emerging document(s) likely to include:

❖ *Proposals for both CMATs to embed the Catholic Life and Ethos*

❖ *Proposals for all schools to embed the Catholic Life and Ethos*

Supplementary Guidance on:

- *Mission and Vision Statements*
- *St Francis and St Clare: How their lives, example and teaching can inspire our CMATs*
- *Gospel Values: Understanding the full meaning of this phrase in our Catholic Mission*
- *Chaplaincy: What does chaplaincy entail in our schools?*

These will be ‘**non-negotiables**’ for each organisation

Key Priority Areas emerging

- *Mission Statements*
- *Formation/ professional development*
- *Link with Religious Education: ‘Core of the Core’ curriculum*
- *Prayer and Liturgy/ Chaplaincy*

SCHOOL IMPROVEMENT THEME GROUP UPDATE

Purpose

To develop a proposal or proposals for delivery of a MAT wide School Improvement Strategy which meets the needs of and is accessible to all schools in the Diocese of Hallam, addressing immediate needs and the needs of the newly formed MATs.

- 19 members including Secondary and Primary Headteachers with NLE's , SLE's and LLE's
- Group have met 5 times
- Successful CEO's of other MAT's have been invited to present their School Improvement Strategy to the group
- Presentation to Diocesan Headteachers on 17th June
- Charged with a number of tasks from the Terms of Reference

Tasks

1. Devise and articulate the vision for School Improvement for all schools within the Diocese of Hallam MAT infrastructure
2. Audit the current capacity of effective school improvement across the Diocese
3. Propose immediate school improvement support for identified schools from within current capacity
4. Devise and propose a school improvement delivery mechanism that will include:
 - a. leadership structures for MAT school improvement
 - b. system wide CPD/CPLD structures including embedding the teacher career frameworks
 - c. robust monitoring and evaluation infrastructure that will be used to support the formation of school and MAT improvement programmes

Each CMAT with capacity via DfE accreditation already in place.....



| Designation | Details |
|-------------------------------------|---|
| Associate Research School | Research lead and team of Evidence Leads in Education. |
| EdTech Demonstrator | Support with remote education and longer term EdTech strategy. |
| English Hub | Hub lead, 5 literacy specialists. Strong track record in improving early reading. |
| Maths Hub | Hub lead, x teaching for mastery specialists. Established hub with regional impact. |
| SCITT | 100+ trainees per year. Mentors. ECF. |
| NLE | 4 NLEs |
| LLE | 6 LLEs |
| SLE | 39 SLEs |
| Evidence Leads | 2 |
| NCETM Professional Development Lead | 2 |
| RE Lead Teacher | 16 |
| Literacy Specialists | 10 |
| NLG | 2 |

Diocese of Hallam is in a strong position to drive school improvement with internal capacity

Current Profile of Our Schools



| Current Ofsted Grade | Diocesan Schools |
|----------------------|------------------|
| Outstanding | 6 |
| Good | 34 |
| Requires Improvement | 5 |
| Inadequate | 2 |

Diocesan Schools
 85.1% Good or Outstanding
 National Average = 86%
 All schools moving in the right direction
 1 school = 2 percentage points!
 (CMAT to CMAT Support)

| Section 48 Grade | Diocesan Schools |
|----------------------|------------------|
| Outstanding | 22 |
| Good | 23 |
| Requires Improvement | 1 |

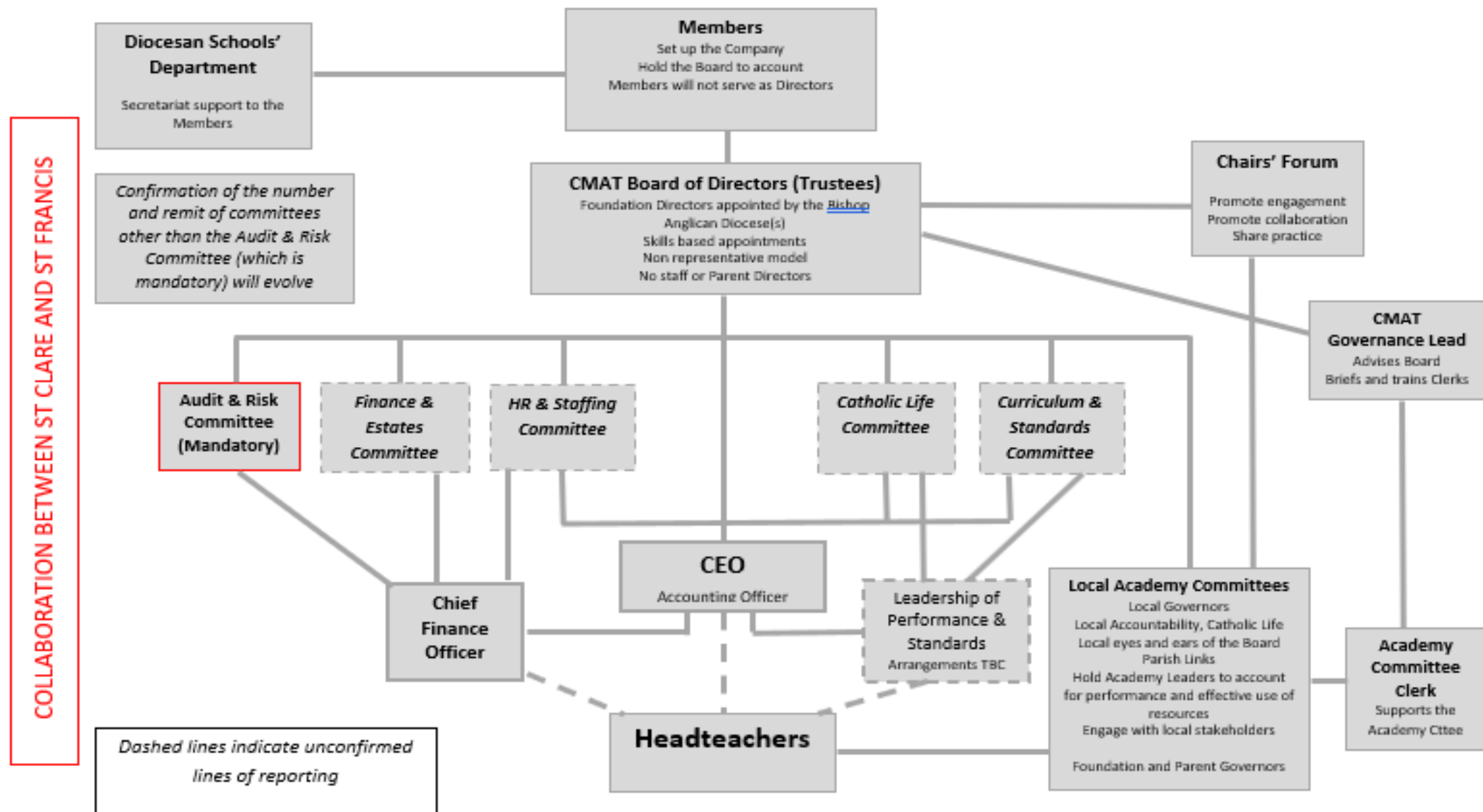
The School Improvement Strategy

- Profile of schools and existing school improvement support
- Evidence around School Improvement in Effective Trusts
- Vision for school improvement and key principles
- Monitoring and evaluation, including four phase model
- CPLD provision
- Shared capacity
- School improvement workforce

The draft School Improvement Strategy (Version 7) will be sent out following this presentation

Feedback 5: We would welcome your feedback on the School Improvement Strategy (Version 7) document please

Catholic Multi Academy Trust Governance Structure for the Diocese of Hallam



DIOCESE OF HALLAM INITIAL SET UP GOVERNANCE TRAINING PLAN

| Training Title | Areas covered | Audience | Delivered by | When |
|---|---|------------------|--|------------------|
| Role of Members and holding Boards to account | Role of Members, the CMAT governance framework, relationship with Diocesan Trustees, the Scheme of Delegation, relationship with Trust Board, assessing impact and holding boards to account | Members | MAT Development Group | Autumn Term 2021 |
| Role and responsibility of Directors and the CMAT governance framework | Role and responsibility of Directors re Company and Charity law, expectations of the Bishop, the governance framework, the Scheme of Delegation, function of committees, responsibilities in relation to safeguarding | All Directors | Winckworth Sherwood/MAT Development Group | Autumn Term 2021 |
| Structure of CMATs, accountability, role of the CEO and relationship with Headteachers | CMAT Legal Framework, scheme of delegation, role of the Board and the CEO, accountability within the CMAT, role of the Headteacher and Academy Committees, relationship with CEO, central CMAT functions, relationship to schools | All Headteachers | Winckworth Sherwood/MAT Development Group/Schools Dept | Autumn Term 2021 |
| Effective Boards | Setting strategic vision, holding Senior Leaders to account, ensuring compliance, relationships with the local tier of governance, linked Directors, measuring impact including self assessment, succession planning | All Directors | External Provider/MAT Development Group | Autumn Term 2021 |
| CMATs, Local Academy Committees and Local Governors | CMAT Legal framework, expectations of the Bishop, Scheme of Delegation, CMAT Governance framework, relationship with the CMAT Board, role of Local Academy Committees and Local Governors | All Governors | External Provider/MAT Development Group | Autumn Term 2021 |

Human Dignity:

Every person is made in the image of God and has an inalienable dignity that gives rise to human rights.

People are always more important than things and must never be treated as mere instruments.

All people, all races, and all human cultures, are equal in dignity.
The human family is one because we are all children of the one God.



The Catholic MATs Scheme of Delegation will mirror Catholic Social Teaching

The Common Good:

We are called to work for social conditions that allow every person and group to meet their needs and achieve their full potential.

Every group in society should take into consideration the rights and legitimate aspirations of other groups, and also the well being of the whole human family.

**Children and young
people at the heart of
decision-making**

Solidarity:

Human beings are social in their very nature - we reflect the image of a Trinitarian God. We need each other and can only grow, flourish and achieve our potential in relationship with one another.

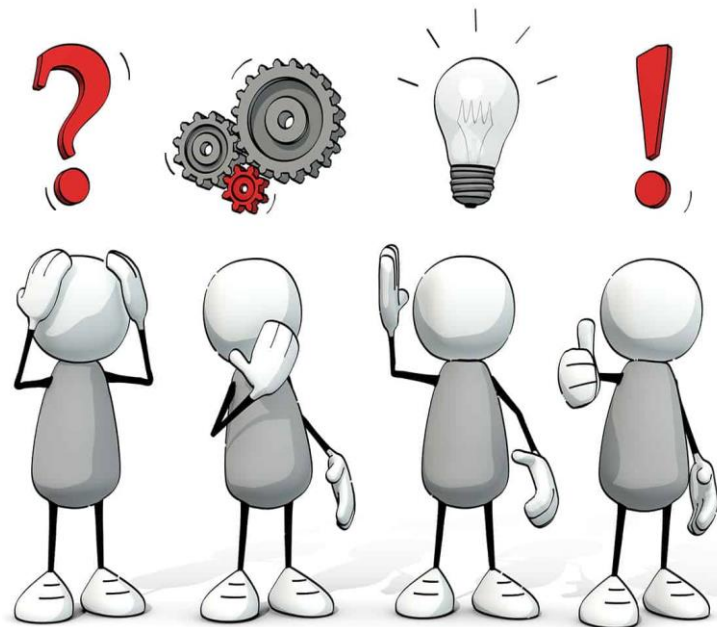
Our salvation is tied up with that of each other. We are responsible for one another.
Solidarity is a firm and persevering commitment to the common good.

Subsidiarity:

Decision making should be kept as close as possible to the grassroots - those most directly affected by a decision should have a key say in it.
Larger or more overarching groups should only get involved to assist individuals and smaller groups if they are unable to achieve something by themselves.
Sometimes the efforts of smaller groups need to be coordinated for the sake of the common good.

DEVELOPING THE GOVERNANCE ARRANGEMENTS

Feedback 7: *How we make the governance arrangements work for our CMATs is in our hands (subject to being fully compliant of course!). The work is scheduled for the Autumn Term. How would you want to be involved with Directors in taking this forward?*



MANAGING CMAT FINANCES

INTEGRATED CURRICULUM AND FINANCIAL PLANNING

- The Department for Education (DfE) has begun to strengthen its emphasis on the links between Integrated Curriculum and Financial Planning (ICFP), effective resource management and efficient financial management.
- Only by systematically analysing all aspects of the educational provision within an Academy can we ensure that curriculum planning balances the needs of the pupils with the resources available.
- The main aspect of this approach is to review the education provision, be it number of form groups, mixed year groups or number of subjects offered in key stages 4 and 5, and matching the number of teachers and support staff required to deliver a successful curriculum offer within the confines of the funding available.
- The business support function will focus on the resources needed to safely operate and administer the running of an academy to deliver the curriculum along with the physical resources to support both curriculum and business operations.

Regulation

Legal Form:

- Company Limited by Guarantee – Company Law
- Exempt Charity – Charity Law

DFE and EFA Regulation:

- Articles of Association
- Academies Financial Handbook
- Master Funding Agreement
- Accounts Direction

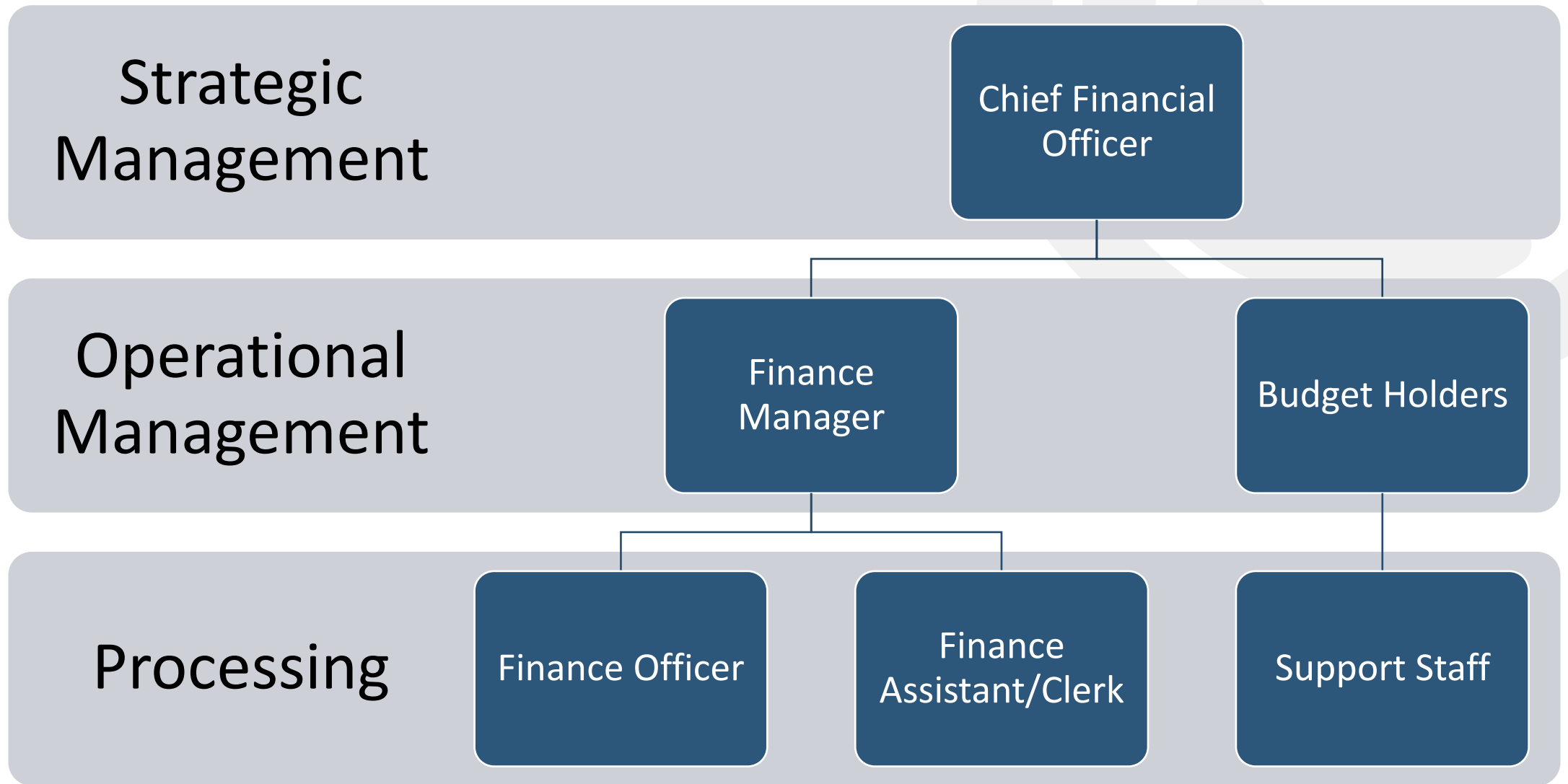
Educational Standards:

- OfSTED
- RSC (DfE)
- DCI



Internal Regulation:

- Canon Law
- Financial Regulations
- Scheme of Delegation
- Financial Framework
- Operating Framework
- Financial Policies
- Procurement Guide
- Risk Management Framework



THE CMAT DIVIDEND

Current Services

- School Improvement – SLAs between Schools & Teaching Schools
- Chaplaincy
- Accountancy and Finance
- HR – In-house and SLAs
- Estates Management
- IT Management
- Administration
- Individual Arrangements

CMAT Services

- School Improvement – Co-ordinating Staff within Schools & Teaching Schools
- Chaplaincy
- Accountancy and Finance
- HR – In-house and SLAs
- Estates Management
- IT Management
- Administration
- Joint Strategy

LOOKING AHEAD

| Date | Milestone Title | Description or Activity |
|--------------------------|---|---|
| 30/06/2021 | Companies set up | Directors appointed and registered at Companies House. |
| 16/07/2021 | Due Diligence requests received | MAT Devt Group works on due diligence to support academy orders and transfer requests |
| 21/07/2021 | Diocesan Pilot Fund Grant Received | £100,000 grant to Diocese of Hallam for set up of new CMATs |
| 21/07/2021 | Letters of Intent deadline | All letters of intent to be signed and returned |
| Autumn Term 2021 | Legal Work | Academy conversion and transfer work underway |
| 13/09/2021 | RSC Headteacher Board | Updated project plan, costings, CMAT 3 year financial plans and applications for academy orders and transfers. Trust Capacity Fund application submitted for each CMAT. |
| 13/09/2021 | Shared Services | Proposals for shared services start to be developed and mapped. Procurement of Finance systems with training for staff to follow |
| 20/09/2021 | Announcement of RSC decision | Communication to schools, parents, parishes, local authorities, trade unions |
| 20/09/2021 | Governance Training | Start of series of training events for Members, Directors and Local Governors |
| October 2021 (4 wks) | Consultation on Academy Conversion | Schools receive consultation materials and consultation takes place during 4wk period. |
| 31/10/2021 | Governing Body Resolutions | Schools pass resolutions to convert/transfer to new CMATs |
| 01/11/2021 | Trade Union consultation | Meetings with regional reps to discuss TUPE consultation |
| December - February 2021 | Training for Staff | Training for staff on new finance systems |
| 13/01/2022 | TUPE Consultation | TUPE consultation commences for 4wk period |

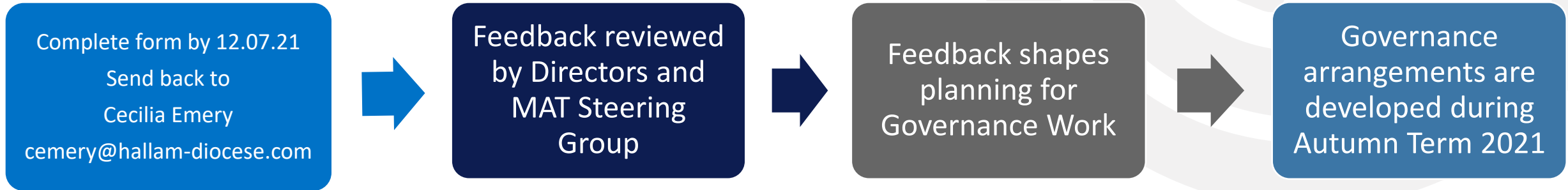
01/03/2022 CMATs Open

Phase 1 Schools Join



Note: Bishop Ralph has extended the date by when Letters of Intent should be signed and returned – this is now the end of the Summer Term.

YOUR FEEDBACK IS IMPORTANT – IT WILL MAKE A DIFFERENCE



- Complete and return the form – all comments will be reviewed and we will respond
- Comments made in the chat room will be reviewed and we will respond either by updating the FAQ or on an individual basis as appropriate

The Blessing of St. Francis of Assisi

The Lord bless us and keep us.

May He show His face to us and have
mercy.

May He turn His countenance to us and
give us peace.

The Lord bless us!

Amen

Blessing of St. Clare of Assisi

May Almighty God bless us.

May He look upon us with the eyes of His
mercy

and give us His peace.

May He pour forth His graces on us
abundantly;

And in heaven may He place us among His
Saints.

Amen





“By working together, we can create something bigger and better than we could do separately”