

DIOCESE OF SALFORD
GOVERNANCE IN A CATHOLIC ACADEMY TRUST
ROMERO CATHOLIC ACADEMY TRUST
(BASED UPON DRAFT DOCUMENT PRODUCED BY CES WORKING PARTY)

TITLE:	Roles, Relationships & Responsibilities
KEY PURPOSE:	To establish and maintain the highest level of governance whilst building a clear level of increased accountability and responsibility to the Trust Board and Members above.
	To ensure consistency, creativity, innovation and individuality in relation to each CAT
	To establish how review & scrutiny will work operationally.
Diocesan author	Colin Mason

Responsibilities of the Diocesan Bishop and the Diocesan Department for Education

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

- (a) It is controlled¹ by a Diocese or religious order; or
- (b) It is acknowledged in a written document as Catholic by the Diocesan Bishop.

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

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

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

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

The Diocesan Bishop, acting through his Director of Education, is responsible for:

- The provision and future development of excellent Catholic education throughout the Diocese
- The oversight of high educational standards, progress and outcomes in all Diocesan schools
- The appointment, development and training of foundation Directors and Governors and their removal
- The inspection of religious life of schools and RE (section 48 inspections)
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with Diocesan protocol)

¹ The ‘control’ specified in canon 803 is normally established where the Diocese or religious order owns the school and appoints the governing body (or at least a majority of it).

² ‘Ordinary’ includes the Diocesan Bishop and those, such as Vicars General, Episcopal Vicars and Auxiliary Bishops, exercising Ordinary jurisdiction on his behalf as well as to describe the relevant Religious Superior in respect of religious order schools, and this also includes their respective representative officers.

Scheme of Delegation – Appendix 1

- The oversight of school buildings/estate and capital projects
- Planning of school place provision
- Engaging with the Local Authority (LA), Regional Schools Commissioner (RSC) and Ofsted
- Maintaining links with the Catholic Education Service and the appropriate government departments

The CES model Scheme of Delegation, more particularly this table at Appendix I, is modelled on a ‘traditional’, average sized multi-academy trust structure. This means that the Directors’ responsibilities are delegated by them to an executive team (when in place), a Local Governing Body (LGB) for each academy in the multi-academy trust and/or the headteacher or principal of each academy. Each ‘layer’ of the governance structure feeds into the layer above so that the board of Directors is free to carry out its strategic functions and is not involved in the operational or day to day aspects of running the academies within the multi academy trust company.

It is also likely that whatever the structure for governance in a Catholic multi-academy trust company there will be Local/regional support networks established for the purpose of sharing good practice and ensuring that each layer of governance has a voice, where appropriate. This could be achieved in any number of ways, for example, a Headteacher group made up of all of the headteachers in the multi-academy trust company, a chairs group for chairs of multi-academy trust companies and a chairs group for chairs of Local governing bodies of academies in multi-academy trust companies. The work of these groups can be factored into the following table, as appropriate.

KEY:

ND: means non-delegable

Explanation of the layers of governance in a Diocese of Salford Multi-Academy Trust structure

Members:

- Accountable to the Bishop (unless the Member is the Bishop)
- Signatories to the Memorandum and Articles of Association
- Guardians of the governance of the Multi-Academy Trust Company

Directors:

- Accountable to the Members and the Bishop
- Company Directors and Charity Trustees
- Appoint the Lead Officer
- Duty to uphold the Multi-Academy Trust Company’s objects and to comply with any directives, advice and/or guidance issued by the Bishop
- Responsible for preserving and developing the Multi-Academy Trust Company’s Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do.

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- Responsible for the general control and management of the administration of the Multi-Academy Trust Company and for delivering the three core functions
- Delegate functions to sub-committees, Executive Team, LGBs, and Headteachers

Executive Team:

- Appointed to the Board of Directors and employed by the Multi-Academy Trust Company
- Includes the Lead Officer.
- Responsible for 'operations' and for delivering the Board's vision and ethos – the 'professional leaders'
- Responsible for the Multi-Academy Trust Company's financial effectiveness and stability and for ensuring value for money
- Performance manages the Headteachers

Governors (LGB):

- Appointed/elected to govern a specific academy within the Multi-Academy Trust Company in accordance with the Scheme of Delegation
- Have oversight of one academy in the multi-academy trust company and are accountable to the board of Directors of the multi-academy trust company
- Vital link to the Local community

Principal/Headteacher:

- Responsible for day to day management of the Academy (or academies in an executive headship type arrangement)
- Responsible for performance management of staff excluding those staff whose performance is managed by the Directors, a committee of the Directors, the executive team (including the Lead Officer, if appropriate), the LGB or a committee thereof.

Notes to assist in reading this table

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

In all that the multi-academy trust company does, it should ensure that any Diocesan policy, procedure, protocol or guidance is reflected and followed, including by the academies within the multi-academy trust company.

In this table, the term 'company' shall mean the multi-academy trust company'.

In this table, the term 'headteacher' shall mean the principal or headteacher employed in the academy and reference to 'headteachers' shall mean each of the headteachers employed in each of the academies in the company.

Order of table contents:

Governance	
Finance	
Contracts	
Curriculum and Standards	
Special Education Needs and Disabilities (SEND)	
Safeguarding	
Behaviour	
Admissions	
Other pupil matters	
Staffing matters	
Information management and communication	
Health & Safety, Risk and Resources	

Key responsibilities on Governance: Members

A1	Review and amend the Articles of Association subject to the written consent of the Diocesan Bishop and the Diocesan Trustees.
A2 (ND)	Appoint/remove relevant members. ND
A3	Remove Directors.
A4	To approve the change of name of the Romero Trust and/or the academies within it.
A5	Receive an annual report from the Directors and the CSEL on the Romero Trust performance.

Key responsibilities on Governance: Directors

B1 (ND)	Preserve and develop the religious and educational character, mission and ethos of the Romero Trust, as determined by the Diocesan Trustees in accordance with the Articles of Association and ensure that it is embedded in each Academy. ND
B2	Carry out the three core functions:

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	<ul style="list-style-type: none"> ➤ Ensure clarity of vision, ethos and strategic direction ➤ Hold the Headteachers each Academy to account for the educational performance of the academies in the Romero Trust and its pupils, and for the internal organisation management and control of the academies, including performance management of staff ➤ Oversee the financial performance of the Romero Trust and the academies within it and make sure its money is well spent.
B3	Have strategic oversight of governance arrangements and their effectiveness across the Romero Trust. This will require transition management and Directors will adhere to the Articles of Association.
B4	<p>Review and amend, in line with Diocesan policy:</p> <ul style="list-style-type: none"> ➤ Code of Conduct and Practice ➤ The terms of reference for the Directors and their sub-committees ➤ The constitution and terms of reference of the Local Academy Council (LGB)s ➤ Role descriptions for Directors/chairs to the Directors/committee members ➤ Terms and reference for delegation to the executive team ➤ This scheme of delegation and table of roles and functions.
B6	Ensure the DfE 'Get information about schools' website is updated as required by the Academies Handbook.
B7	Advise the members on, and where appropriate recommend, review and amendment of the Articles of Association.
B8	Ensure Diocesan contributions are paid by Trust schools.
B9	Ensure that required information about governance and other information by the DfE, ESFA, Companies House or other organisation are published on the Romero Trust website.
B10	Determine the Directors' reserved matters i.e. non-delegable functions and responsibilities.
B11 (ND)	Appoint/remove co-opted Directors. ND
B12	Appoint/remove a suitably qualified Company Secretary.
B13	Appoint/remove a suitably experienced and trained Governance Professional to the Directors and to determine clerking arrangements as appropriate for Local Governing Bodies.
B14	Review and amend Trust wide policies.
B15 (ND)	Submit and publish an annual report to members in respect of the Romero Trust performance. ND
B16 (ND)	Performance manage the chair to the Directors – 360 review. ND
B17 (ND)	Carry out the annual self-evaluation of the Directors to assess the contributions made by the Directors'/committee members and report to the members for action, if appropriate. ND
B18	Prepare an annual schedule of the Directors' business.

Key responsibilities on Governance: Executive Team

C1	Attend meetings of the Directors and provide executive reports as necessary.
C2	Advise the Directors on Trust wide finances and take action as required by the Directors.
C3	Advise the Directors on the establishment and publication of the registers relating to business and pecuniary interests, for members/Directors/committee members/Governors/senior staff members, and take any action as required by the Directors.
C4	Advise the Directors on succession planning and development of the executive team and take action as required by the Directors.
C5	Support Local Governing Bodies (LGB) with leadership succession planning.
C6	Support the Directors to ensure that the Romero Trust, as well as each individual Academy's, governance details, including their accounts, are published on the Romero Trust and individual Academy websites.
C7	Prepare an annual schedule of LGB business and advise the LGB on it.
C8	Support and assist the Directors and/or the LGB to prepare for any inspections.
C9	With oversight from the Directors, support and advise the LGB to appoint a Chair and a Clerk.
C10	Broker internal and external school-to—school support – bring in support as necessary to facilitate excellent Catholic education across all the academies in all the Romero Trust in line with and Diocesan protocol.

Key responsibilities on Governance: LGB

D1	Determine, preserve and develop the religious and educational character, mission & ethos of an individual Academy in collaboration with the Headteacher within the ethos and mission specified by the Romero Trust in line with the Trust Visions and Values.
D2	Champion Romero Trust's vision, ethos, and strategic direction.
D3	Ensure the spiritual wellbeing of pupils at the Academy.
D4	Develop the Academy's medium to long-term vision for its future viability as a Catholic school and a robust strategy for achieving its vision.
D5	Monitor and evaluate the academy development plan.
D6	Appoint from its number: a Chair, Vice-Chair and Local Governors with specific responsibilities for SEND, Safeguarding, Pupil Premium, Careers (secondary only) and any other areas linked to the schools improvement plan.
D7	Monitor and evaluate the policies of the Academy in line with any Romero Trust policies.
D8	With the Headteacher, establish and develop Pupil, Parent and Staff voice and monitor the same, reporting any issues or other matters to the executive team/Directors as appropriate.
D9	Establish and maintain relationships with the Parish Priest, the Diocese Local and Parish community to work with them as they contribute to the Catholic formation of the pupils at the Academy.
D10	Establish and maintain relationships with parents of pupils attending the Academy to support them in their role as primary educators.
D11	Establish and maintain a relationship with members of the wider local community, including assisting the Headteacher to build relationships with other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils.
D12	Carry out the annual self-evaluation of the LGB and report findings to the executive team/Directors as appropriate.
D13	Contribute to succession planning for both local governance and senior leadership in partnership with the wider Trust.
D14	Collaborate with other LGBs in the Romero Trust to share good practice.
D15	Support and challenge the Headteacher.

Key responsibilities on Governance: Headteacher

E1	Develop the religious and educational character, mission and ethos of an individual Academy.
E2	Devise and implement development plans to ensure the strategic development Academy in conjunction with the LGB.
E3	Attend meetings of the LGB and provide a Headteacher's report.
E4	Implement the Romero Trust wide policies, tailored by the LGB to the particular Academy.
E5	Build relationships with other schools, agencies and businesses in the wider community to enhance the quality of education provided for pupils at the Academy and the wider Trust.

Useful Resources: CES skills audit, CES SEF, CES Code of Conduct, CES Protocol between Dioceses and schools, Articles of Association of the CAT, Academies Financial Handbook

Key responsibilities on Finance: Members

F1	Appoint all external auditors.
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Key responsibilities on Finance: Directors

G1	Issue a letter of engagement for the external auditor's contract.
G2	Appoint a Chief Financial Officer to lead on finance.
G3 (ND)	Appoint a finance, audit and risk committee (as per the Academies handbook).
G4	Ensure that the accounts are audited in accordance with the Diocesan/Religious Order Trustees' requirements relating to accounting for the Church assets.
G5	Produce, submit and publish annual audited accounts and report including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money.
G6 (ND)	Approve and keep under review the financial scheme of delegation and financial operational procedures. ND
G7	Approve the annual budget for the Romero Trust and each Academy to include overall approval of management accounts.

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G8	Budget plan on a 3 year rolling basis.
G9	Approve any significant changes to the approved budget.
G10	Monitor income, expenditure, cash flow and balance sheet of the Romero Trust and take appropriate action where necessary to ensure appropriate use of funds and to balance the budget.
G11	Review all financial policies as required by the Academies Handbook and/or as recommended by the auditors.
G12	Adopt and review the charging and remissions policy prepared by the executive team.
G13	Determine and communicate service charges to the LGBs relating to the provision of centralised functions OR agree top-slice and all centralised services and what must be paid for separately by each Academy in the Romero Trust.
G14 (ND)	Appoint an Accounting Officer. ND
G15	Ensure proper financial controls are in place.
G16	Ensure robustness of benchmarking in terms of Romero Trust value for money.
G17 (ND)	Agree pay for all Headteachers, executive Headteachers and executive team members, including Lead Officer if appropriate. ND
G18	Develop and implement, in conjunction with the executive team and the Headteachers a disaster recovery/business continuity plan for the Romero Trust and ensure that Local plans exist in each Academy.

Key responsibilities on Finance: Executive Team

H1	Support and advise the Directors in respect of the annual accounts and report.
H2	Prepare the financial scheme of delegation and take any action as determined by the Directors following their review of it.
H3	Support the Directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the Romero Trust and the academies within it.
H4	Monitor the income, expenditure, cash flow and balance sheet of the Romero Trust and produce monthly budget monitoring reports for the Directors highlighting any concerns or issues in accordance to and reflective of Diocesan policy.
H5	Support LGBs and Headteachers in Local Academy monitoring and management of budgets and finances.
H6	Consider any variances on delegated budget reported by the Local Governing Bodies.
H7	Report to the Directors on the financial performance of the Romero Trust at least 3 times per year.
H8	Lead Officer or designated senior executive to act as the Accounting Officer.
H9	Ensure proper financial controls are in place.
H10	Set up and approve staff expenses for the Executive Team.
H11	Open bank accounts.
H12	Support the Directors and LGB to ensure robustness of benchmarking in terms of value for money of the Romero Trust and, also the individual academies.
H13	Assist the Directors with the LGBs and Headteachers as appropriate, to prepare a disaster recover/business continuity plan.
H14	Prepare a charging and remissions policy for adoption by the Directors.

Key responsibilities on Finance: LGB

I1	Responsible for managing the Academy 's delegated annual budget and operation within it.
I2	Monitor the income, expenditure and cash flow of the Academy and report any issues to the executive team/Directors.
I3	Ensure any variances from the budget are reported to the Finance Committee/board of Directors.
I4	Ensure proper financial controls are in place at the Academy.
I5	Maintain a register of business interests of Governors.
I6	Monitor the provision of free school meals to those pupils meeting the criteria and follow up where there any issues.
I7	Ensure the Romero Trust Financial disaster recover/business continuity plan for the Academy is adhered to and remains fit for purpose.

Key responsibilities on Finance: Headteacher

J1	Ensure the preparation of the annual budget for the Academy with the assistance of relevant staff in line with any Romero Trust policy or guidance.
J2	Monitor the income, expenditure and cash flow of the Academy and report any issues to the LGB.
J3	Prepare monitoring reports for the LGB and summary reports for the Finance Committee to feed up to the board of Directors as appropriate.
J4	Ensure proper financial controls are in place at the Academy.
J5	Set up and approve staff expenses at the Academy in accordance with any Romero Trust policy.
J6	Submit expenses in accordance with Romero Trust policy.
J7	Assist the executive team and the board of Directors to develop and implement a disaster recovery/business continuity plan for the Romero Trust and the academies within it.

Key responsibilities on Contracts: Directors

K1	Conduct the business of the Romero Trust, 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 Handbook.
K2 (ND)	Adopt a Romero Trust competitive tendering policy and ensure OJEU procurement thresholds are observed. ND
K3	Set the delegated levels of authority for contracts.
K4	Approve contracts with constitute related party transactions.
K5	Set up and approve Directors' expenses in accordance with the Romero Trust conflicts of interest policy.

Key responsibilities on Contracts: Executive Team

L1	Prepare a Romero Trust competitive tendering policy for adoption by the Directors in accordance with Diocesan policy on procurement contracts.
L2	Develop Romero Trust procurement strategies and efficiency savings programme (in line with the Romero Trust policy and review opportunities for collaborative procurement.
L3	Enter into contracts in the name of the Romero Trust up to the limits of delegation and with an agreed budget.
L4	Make payments within agreed financial limits.

Key responsibilities on Contracts: LGB

M1	Conduct the business of the Academy ethically and in line with requirements set by the Directors to ensure that all suppliers used take account of economic, social and environmental factors.
M2	Enter into contracts in the name of the Romero Trust up to the limits of delegation and with an agreed budget.
M3	Support the Directors in their monitoring and evaluation of the delivery of any central services and functions provided or procured by the Romero Trust for the Academy.

Key responsibilities on Contracts: Headteacher

N1	Make payments within agreed financial limits.
N2	Enter into contracts in the name of the Romero Trust up to the limits of delegation and within an agreed budget.
N3	Act as a signatory of an Academy specific bank account in accordance with the Romero Trust financial regulation.

Key responsibilities on Curriculum and Standards: Directors

O1	Receive an annual report from the Directors and CSEL on standards.
O2	Report any relevant information to the Bishop in order to provide assurances that standards across the academies in the Romero Trust are being met.
O3	Appoint an education standards committee.
O4	Intervene, in a timely manner, where standards fall below that which is expected of the academies with the Romero Trust.
O5	Determine a Romero Trust curriculum policy to ensure provision of a balanced and broadly-based curriculum. This will include ND : <ul style="list-style-type: none"> ➤ Ensure that the Catholic mission and ethos of CAT permeates the curriculum and life at each of the academies in the Romero Trust ➤ Ensure that every pupil is well-equipped to follow their vocation as active citizens in service to the world ➤ The curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain; and ➤ A written policy on relationships and sex education, in accordance with any Diocesan policy and/or CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic Church.
O6	Determine a Romero Trust policy on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory and the tenets and norms of the Catholic Church.

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O7	Receive a termly report from the Executive Team/standards committee and the Headteachers regarding standards.
O8	Set Romero Trust performance management targets relating to standards, if necessary.
O9	Ensure effective processes are in place for monitoring the quality of education, the curriculum offer, inclusion and the sharing of good practice across the academies in the Romero Trust.

Key responsibilities on Curriculum and Standards: Executive Team

P1	Act effectively to ensure high standards, draw up and implement plans if standards are not rising, set up support strategies and alert the Directors to any shortcomings or fall in standards before they become serious
P2	Prepare and oversee the implementation of a Romero Trust curriculum policy
P3	Review the contents and delivery of the curriculum across the academies including compliance with any funding agreement requirements
P4	Provide a termly report to the Directors (via standards committee possibly) regarding standards and raise concerns and provide strategies
P5	Provide oversight of the target setting for pupil achievement and progress by the Headteachers and monitor against targets
P6	Monitor the KPI figures reported from the Headteachers relating to standards and take up any issues with the LGB and report to the Directors
P7	Approving the LGB and Headteachers production of an Academy development plan. This may be created in conjunction with an external provider.

Key responsibilities on Curriculum and Standards: LGB

Q1	Ensure that the curriculum of the school, including all the subjects of the National Curriculum is taught in the light of the teachings of Christ & the Catholic Church and actively promotes the spiritual and moral development of its pupils.
Q2	Ensure that RE is in accordance with the Curriculum Directory and the Bishop's policy and that it constitutes 10% of the weekly timetable in the Academy in accordance with the tenets and norms of the Catholic Church (or 5% for sixth form colleges).
Q3	Ensure that the Headteacher is complying with the requirement to provide a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church and take action to address any issues, as appropriate.
Q4	Approve the curriculum proposed by the Headteacher (to the extent that it is consistent with the Romero Trust policy).
Q5	Ensure that relationships and sex education is taught in accordance with the social and moral teachings of the Catholic Church having regard to any Romero Trust policy.
Q6	Monitor the quality of education, the curriculum inclusion and the sharing of good practice across the Academy and take action where any issues arise.

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Q7	Set and monitor the target data for the school figures reported from the Headteacher relation to standards and report any issues to the executive team.
Q8	Develop and approve the Academy development plan and monitor its impact, reporting any issues to the executive team/Directors.

Key responsibilities on Curriculum and Standards: Headteacher

P1	Ensure that the curriculum of the school, including all the subjects of the National Curriculum, is taught in the light of the teachings of Christ & the Catholic Church and actively promotes the spiritual and moral development of its pupils.
P2	Ensure the curriculum is appropriately delivered at the Academy.
P3	Ensure that religious education is in accordance with the teachings, doctrines, discipline and norms of the Catholic Church, both as a core subject and integrated into other subject areas.
P4	Ensure that religious education constitutes 10% of the weekly timetable of the Academy in accordance with the tenets and norms of the Catholic Church (or 5% for sixth form colleges when applicable).
P5	Make a provision for a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic Church.
P6	Implement and adhere to targets set by LGB for pupil achievement and progress and monitor against targets and report findings to the LGB/executive team.
P7	Report figures to the Executive Team and the LGB relating to standards and using a uniform software package to report and analyse it.
P8	In conjunction with the LGB and executive team, prepare an Academy development plan for approval by the LGB.
P9	Ensure the performance management of staff and the quality of teaching over time.

Key responsibilities on SEND: Directors

Q1 (ND)	Adopt a Romero Trust SEND policy ND .
Q2	Ensure training and legal compliance issues.
Q3	Appoint a lead SEND Director.

Key responsibilities on SEND: Executive Team

R1	In accordance with directions from the Directors, prepare the Romero Trust SEND policy for adoption by the Directors.
R2	Provide oversight of the implementation of the Romero Trust SEND policy.
R3	Ensure compliance with legal requirements relating to SEND within the academies.
R4	Produce a report to the Directors on SEND provision across the Romero Trust and act as they direct.
R5	Appoint Educational Psychologists; Welfare Officers across the academies for identification of any areas of concern for referral to the Directors.

Key responsibilities on SEND: LGB

S1	Appoint a member of the governing body to have oversight for SEND and inclusion.
S2	Review and maintain the Academy 's SEND policy including production of SEND report .
S3	Provide oversight of the implementation of the policy within the Academy and compliance with the legal requirements relating to disability and report to the executive team/Directors.
S4	Ensure there is sufficient deployment of resources for the provision of all pupils identified with addition educational needs.

Key responsibilities on SEND: Headteacher

T1	Designate a teacher to be responsible for coordinating SEND provision.
T2	Liaise with the Local Authority in respect of pupils who have, or might have, SEND.
T3	Make provision for SEND pupils with or without a statement or EHC Plan.

T4	Ensure compliance with the legal requirements relating to disability with the Academy.
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Key responsibilities on Safeguarding: Directors

V1 (ND)	Adopt a Romero Trust safeguarding and child protection policy that reflects the requirements pf local safeguarding partners. ND
V2 (ND)	Adopt a Romero Trust policy regarding school trips. ND
V3	Ensure training and legal compliance issues.
V4	Ensure the single central record is maintained for all Romero Trust based and cross-school appointments.
V5	Ensure that at least one Director on any recruitment panel has up to date safeguarding training.
V6	Ensure safer recruitment training is made available to all Governors and senior leaders.
V7	Monitor safeguarding practice across the Romero Trust and take appropriate action where safeguarding practice is falling short of the standards expected.

Key responsibilities on Safeguarding: Executive Team

W1	Prepare a Romero Trust safeguarding and child protection policy for adoption by the Directors that reflects the requirements pf local safeguarding partners’.
W2	Ensure that each Academy has appointed a designated teacher to support looked after children.
W3	Make arrangements for safeguarding audits to be conducted by independent personnel.
W4	Report to the Directors on the procedures in place for safeguarding and on matters as they arise and at least annually.
W5	Monitor compliance with legislation and report any failings to the Directors.
W6	Identify training needs and report to the Directors.
W7	Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed.

Key responsibilities on Safeguarding: LGB

X1	Appoint a designated Governor for safeguarding.
X2	Ensure that at least one Governor on any recruitment panel has up to date safeguarding and safer recruitment training.

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X3	Review and maintain a safeguarding and child protection policy for the Academy (consistent with the Romero Trust policy).
X4	Appoint a named Designated Safeguarding Lead (DSL) and to ensure the role is compliant with statutory guidance.

Key responsibilities on Safeguarding: Headteacher

Y2	Promote, develop and maintain a robust culture of safeguarding that has at its heart the welfare and needs of the child first.
Y3	Ensure that the role of safeguarding lead (DSL) is compliant with statutory guidance, and that they and all other qualified safeguarding staff are known to staff and children.
Y4	Ensure that a single central record is maintained for the academy in line with current guidance.
Y5	Ensure compliance with all relevant regulations e.g. risk assessments, health and safety, etc.

Key responsibilities on Behaviour: Executive Team

1a	Prepare a Romero Trust behaviour policy for adoption by the Directors.
2a	Prepare a Romero Trust exclusions policy for adoption by the Directors.
3a	Review the overall pattern of exclusions across academies and report to the Directors.

Key responsibilities on Behaviour: LGB

1b	Assist the Headteacher to prepare a behaviour policy for the Academy in line with the Romero Trust exclusions policy for adoption by the Directors.
2b	Support and maintain disciplinary panels.

Key responsibilities on Behaviour: Headteacher

1c	With the LGB, prepare a behaviour policy for the Academy in line with the Romero Trust policy.
2c	Exclude a pupil for a fixed term or permanently, as appropriate.

Key responsibilities on Admissions: Directors

1d	Receive a report from the Directors and share the report with the Diocesan Education Service to assist the Bishop in his responsibilities relating to place planning.
2d	Assist the Diocese with any requirements it may have relating to the Bishop's duty to seek to ensure that there are sufficient school places available for the baptised Catholic children resident in his Diocese.
3d (ND)	Adopt the Romero Trust admissions policy prepared by the executive team and ensure that it complies with all Diocesan requirements. ND
4d	Review and approve all Academy admissions policies before they are determined and published by the LGB.
5d	Prepare an annual report to the members on the need for school places within the local community, including forecasts.

Key responsibilities on Admissions: Executive Team

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

Key responsibilities on Admissions: LGB

1f	Undertake consultation and publish an admissions policy as required in accordance with the School Admissions and Appeals Codes and the Romero Trust admissions policy.
2f	Appoint an admission committee for determining admissions each year and appropriate procedures for hearing admission appeals.
3f	Ensure effective arrangements are in place for pupil recruitment.

Key responsibilities on Admissions: Headteacher

1g	Provide advice and guidance to the LGB and the Directors as to requirements under the School Admissions and Appeals Codes.
2g	Ensure compliance with the Romero Trust admissions policy.
3g	Participate in Local admissions forum.
4g	Ensure participation in the fair access protocol.
5g	Ensure effective arrangements are in place for pupil recruitment to the Academy.

Key responsibilities on Other pupil matters: Directors

1h (ND)	Adopt a Romero Trust complaints policy and receive reports from the executive team regarding the level of complaints across the Romero Trust. ND
2h	Review data provided by the executive team/ LGB relating to pupil premium and sports premium and take action to address any issues, as appropriate.
3h	Agree the times of Academy sessions and the dates of Academy terms and holidays set by the Heads & Chairs.
4h	Ensure that each Academy meets for 380 sessions in an Academy year and is compliant.
5h	Notify the Diocese of any school level complaints. The Directors <i>must</i> notify the Diocese of any complaints or issues that could bring into disrepute the Catholic character of the Romero Trust and/or the academies within it.

Key responsibilities on Other pupil related matters: Executive Team

1i	Prepare a Romero Trust complaints policy for adoption by the Directors.
2i	Review the level of complaints across the Romero Trust and report to the Directors outlining the changes initiated as necessary to address any issues.
3i	Monitor the levels of attendance in the academies and report termly to the Directors.
4i	Monitor the impact of the pupil premium/sports premium across the Romero Trust and report to the Directors.

Key responsibilities on Other pupil related matters: LGB

1j	Support and advise the Headteacher to determine KPIs.
2j	Monitor levels of pupil attendance absence.
3j	Monitor the impact of the pupil premium in the Academy and advise executive team/Directors.
4j	Monitor the impact of the sports premium in the Academy and advise executive team/Directors.
5j	Adopt an Academy complaints policy (consistent with the Romero Trust policy).
6j	Hear complaints at the relevant stage.
7j	Ensure effective arrangements are in place for pupil support and representation at the Academy.
8j	Support the Romero Trust and the Headteacher in the extended school provision in the Academy.
9j	Set uniform requirements.

Key responsibilities on Other pupil related matters: Headteacher

1k	Maintain a register of pupil attendance and report on attendance and pupil absences (as part of the KPIs) to the LGB.
2k	Determine key priorities and KPIs against which pupil attainment & progress can be measured.
3k	Review and maintain home-Academy agreements, if appropriate, which should reflect support for the Academy's Catholic character.
4k	Ensure effective use of the pupil premium grant, monitor its impact and reporting on this to the LGB.
5k	Designate a teacher to have responsibility for monitoring the achievement and wellbeing for pupils in the care of the local authority.
6k	Prepare an Academy complaints policy consistent with the Romero Trust wide policy for adoption by the LGB and hear complaints at the relevant stage.

Key responsibilities on Staffing matters: Directors

1l	Appoint a HR committee to oversee recruitment, induction, training CPD, wellbeing, dismissals, and other HRH processes for all staff, such as redundancy policies within the Romero Trust at a strategic level.
2l	Establish a pay committee.
3l	Adopt the pay policy prepared by the executive team which is to be carried out by the pay committee.
4l	Ensure harmonisation of terms and conditions of employment across the Romero Trust to avoid the risk of employment claims.

Scheme of Delegation – Appendix 1

5I (ND)	Define any overarching management structures across the Romero Trust and budget in accordance with Diocesan policy. ND
6I	Develop Catholic leadership within the Romero Trust and the wider Diocese.
7I	Consider and approve any senior leadership and high-level non-teaching structures as determined by the Head and LGB.
8I	Through the HR committee, ensure that certain posts are filled by practising Catholics in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools, being the Headteacher or principal, deputy Headteacher or deputy principal and head or co-ordinator of religious education or, where there are different structures in place or different terminology is used, ensure that the person with overall responsibility for the day to day management of the school, and the person who is the second most senior person in the leadership team, are practising Catholics.
9I	Ensure that Diocesan protocol is followed in respect of the appointment of any other senior post which directly affects the Catholic mission of the Romero Trust and its academies, including but not limited to the CEO, or other senior executive(s) and lay chaplains, and is in accordance with the Bishops' Memorandum on Appointment of Teachers in Catholic schools.
10I	Ensure that the Diocese is involved in any recruitment selection and appointment being made, particularly relating to any senior posts and lay chaplain which directly affect the Catholic mission of the Romero Trust and its academies.
11I (ND)	Adopt Romero Trust wide staff policies and procedures. ND
12I	Put in place an appropriate whistleblowing procedure.
13I	Ensure the adoption of CES employment documents (with amendments where appropriate), including the model contracts of employment and workplace policies, in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools.
14I	Determine posts to be made across one or more Academy in the Romero Trust in line with any Diocesan protocol.
15I	Appoint, suspend and dismiss HT, Deputy/Assistant HT and head of RE and all executive team posts including the CSEL, if appropriate, acting through a committee (if the appointment, suspension or dismissal relates to any executive team post other than the Lead Officer, the Lead Officer should be consulted by the committee on that appointment, suspension or dismissal).
16I (ND)	Conduct the performance management review of the CSEL. ND
17I	Notify the Diocese of any suspension or action taken under a disciplinary policy which could result in dismissal of a staff member, particularly where any misconduct may bring the Catholic character of the Romero Trust and its academies into disrepute.

Key responsibilities on Staffing matters: Executive Team

1m	Prepare a pay policy for consideration and adoption by the Directors.
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Scheme of Delegation – Appendix 1

2m	To assist the Head and Chair in determining the senior leadership and high-level non-teaching structures for each Academy.
3m	Review the terms and conditions of employment across the academies in the academies and advise the Directors where there is a possibility of employment claims and take any action as directed by the Director to ensure that this risk is minimized/removed.
4m	Advise the Directors on suitable Romero Trust wide policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops' Memorandum on the Appointment of Teachers in Catholic Schools.
5m	Monitor and review staffing changes across the Romero Trust and report any issues to the Directors.
6m	Support the Headteachers to determine staffing structures at the Academy.
7m	CSEL to conduct the performance management review of other executive leaders with support from the [pay] committee.
8m	The LGB panel would use the assistance of the Lead officer and Exec Team to Conduct the performance management of Headteachers.

Key responsibilities on Staffing matters: LGB

1n	Support the Directors in the process to appoint the Headteacher as requested by the executive team (acting with the delegated authority of the Directors) and to take part in the performance management of the Headteacher.
2n	Having regard to the Romero Trust strategic plans, support the Headteacher in the development and review of an appropriate staffing structure for the Academy and for the appointment of Academy staff and to ensure that the Academy is fully staffed in accordance with that structure.
3n	Ensure that there is effective communication between the Headteacher and the executive team, HR committee and pay committee.
4n	Ensure the Romero Trust policies on all HR matters are implemented in the Academy.
5n	Monitor the implementation of the Romero Trust policies at the Academy for HR matters including the appointment, induction and performance management of staff, pay review process, and procedures for dealing with disciplinary matters, grievances and dismissal.
6n	Support the executive team and the Directors as appropriate, to conduct the performance management of Headteachers.
7n	Advise and support the Directors to determine Headteachers' pay.

Key responsibilities on Staffing matters: Headteacher

1p	Determine staffing requirements within the Academy and budget, in conjunction with the Chair and the LGB.
2p	Implement the Romero Trust wide policies and procedures in the Academy.
3p	With the LGB, appoint teaching and non-teaching staff, deputy or assistant HT and Head of RE.
4p	Suspend or dismiss teaching and non-teaching staff in consultation with the executive team.

Scheme of Delegation – Appendix 1

5p	Conduct the performance management and pay progression of staff in the Academy in line with the Academy 's pay policy and appraisal policy.
6p	Receive/Consider/Approve applications for early retirement, secondment and leave of absence.

Useful resources: CES model employment documents

Key responsibilities on Information management and communication: Directors

1q	Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information.
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Key responsibilities on Information management and communication: Executive Team

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

Key responsibilities on Information management and communication: LGB

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

Key responsibilities on Information management and communication: Headteacher

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

Key responsibilities on Health & Safety, Risk and Resources: Directors

1u	Appoint a risk and audit committee.
2u	Review risk management and the risk register kept by the executive team.
3u	Approve insurance arrangements in accordance with Diocesan/Religious Order Trustees' requirements.
4u	Review and maintain any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan/Religious Order Trustees, including seeking their agreement to any such plans as appropriate.
5u	Apply to the Diocesan/religious Order Trustees for any funding/consent to building works before undertaking any works.
6u (ND)	Adopt a Romero Trust health and safety policy and risk reporting policy. ND
7u (ND)	Adopt a Romero Trust lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements. ND
8u (ND)	Commence or settle any litigation proceedings. ND
9u	Provide any relevant and appropriate guarantees and indemnities as authorised by the members/Diocesan Trustees/Religious Order Trustees.
10u	Select, plan and oversee any capital projects and buildings improvements as agreed by the Diocesan/Religious Order Trustees and in accordance with all Diocesan protocols.

Key responsibilities on Health & Safety, Risk and Resources: Executive Team

1v	Prepare and maintain a Romero Trust risk register.
2v	Review the risk reports provided by the LGBs and make any recommendations/notifications to the Directors as appropriate.
3v	Procure buildings and related insurance for the Romero Trust and all the academies within it.
4v	Make any proposals relating to the school estate to the Directors in accordance with any requirements set by the Diocesan/Religious Order Trustees.

Scheme of Delegation – Appendix 1

5v	Prepare any buildings strategy and asset management planning arrangements in accordance with any requirements set by the Diocesan/Religious Order Trustees and ensure that agreement has been sought from them, as appropriate.
6v	Prepare a Romero Trust wide health and safety policy for the Directors' consideration and approval.
7v	Monitor and support the implementation of the Romero Trust health and safety policy and report any issues to the Directors.
8v	Draw up agree and monitor an accessibility plan for each Academy in consultation with the Headteachers, reporting any issues to the Directors.
9v	With agreement from the Diocesan/Religious Order Trustees, advise the Directors and manage, in conjunction with them, any capital and building improvement grants.
10v	Compliant and consistent in implementing Diocesan policy on capital projects.

Key responsibilities on Health & Safety, Risk and Resources: LGB

1w	Review the risk register of the Academy and prepare a risk report for the executive team/Directors.
2w	Adopt a risk reporting policy and health and safety policy (in line with the Romero Trust policy).
3w	Review the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the Academy.
4w	Ensure site inspections are carried out to review any health and safety issues and the security of premises and equipment.
5w	Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the executive team.

Key responsibilities on Health & Safety, Risk and Resources: Headteacher

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

Useful resources: CES model Protocol between Dioceses and multi-Academy trust companies

Scheme of Delegation – Appendix 1

This document is based upon a model Roles and Responsibilities table being produced by the CES Academies Working Group and is subject to change.