

Scheme of Delegation

Appendix A

September 2025

SCHEME OF DELEGATION APPENDIX A

RESPONSIBILITIES OF THE DIOCESAN BISHOP AND THE DIOCESAN EDUCATION SERVICE

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

- (a) It is controlled {1} 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 Ordinary {2}, 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 academy (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 Diocesan Schools Commissioner, is responsible for:

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

- The oversight of school buildings/estate and capital projects
- Planning of school place provision
- Engaging with the RD and Ofsted
- Maintaining links with the Catholic Education Service and the government

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

Explanation of the layers of governance

Members:

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

Directors:

- Company Directors and Charity Trustees
- Accountable to the Members and the Bishop
- 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.
- Responsible for the general control and management of the administration of the Multi-Academy Trust Company and for delivering the three core functions
- Responsible for standards of education in the academies within the Multi-Academy Trust Company
- Delegate functions to sub-committees, executive team, LGBs, and Headteachers
- Appoint the executive team
- Responsible for conducting an Annual Skills Audit to identify any knowledge gaps

Executive Team:

- Appointed by the Board of Directors and employed by the Multi-Academy Trust Company
- Expectation that this will include a CEO and CFO
- 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
- Assist in the performance management of the Headteachers

LGB Governors:

- 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
- Responsible for conducting an Annual Skills Audit to identify any knowledge gaps

Headteacher:

- Responsible for day-to-day management of the school (or schools 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, the LGB or a committee thereof.

Trust Wide Governance Structure Summary

Corporate governance provides a key function for any organisation. The Trust Board's role is to fulfil the following core functions:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- overseeing and ensuring effective financial performance.

The tables below outline where responsibilities' sit across the governance structure. This table should be read in conjunction with Board Committee Terms of Reference and Local Governing Body Terms of Reference.

ND: means non-delegable

1. GOVERNANCE					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
1.1 Attend General meetings /AGM	Attend	Attend	CEO/CFO (by invitation)		
1.2 Vary the Articles of Association	Review and amend the Articles of Association subject to the written consent of the Diocesan Bishop	Advise the Members on review and amendment of the Articles of Association			
1.3 Change the name of the company/ academies	ND				
1.4 Appoint/remove directors	Appoint/remove relevant Directors ND	Appoint/remove relevant Directors ND			
1.5 Appoint and remove local governors		Approve the appointment and removal of Chairs, Governors and Clerks for schools assigned a RIG (Rapid Improvement Group)	Recommend and review the appointment and removal of the Chair and Clerk to the LGB Consult on the appointment and removal of Governors	Elect a Chair/Vice Chair Ensure there are governors with specific responsibility for SEND, Safeguarding, Pupil Premium, Health and Safety and Financial matters Give notice of the resignation of a governor to the Trust Central Team	Consult on the appointment of the Chair of LGB if assigned a RIG
1.6 Removal / re-instatement of LGB powers or obligations		Intervene to remove some or all powers and obligations delegated to the LGB if assigned a RIG or	Recommend to Directors to seek approval for the removal of some or all powers and obligations		

		disband the LGB and replace with intervention board	delegated to the LGB if assigned a RIG		
1.7 Annual report on the company's performance		Submit and publish an annual report to members	Assist the Directors with the preparation of the annual report	With the Headteacher prepare an annual report on the school's performance	With the LGB prepare an annual report of the school's performance
1.8 Preserve and develop the religious and educational character, mission and ethos of the company	Have oversight of the preservation and development of the religious and educational character, mission and ethos of the CAT and take action where there are shortcomings or any risk to the religious or educational character or the CAT's reputation.	<p>Preserve and develop the religious character, mission and ethos of the CAT (ND)</p> <p>Attend any diocesan or other provider's induction training as required by the Diocese</p>	<p>Preserve and develop the religious character, mission and ethos of the CAT</p> <p>Monitor the schools' medium to long-term vision for their future viability as Catholic schools, ensuring that this is in accordance with the vision of the CAT, and that they each have a robust strategy in place for achieving their vision</p> <p>Attend any diocesan or other provider's induction training as required by the Diocese</p>	<p>Ensure clarity of vision, ethos and strategic direction in collaboration with the Headteacher</p> <p>Champion the CAT's vision, ethos and strategic direction in the school</p> <p>Attend any diocesan or other provider's induction training as required by the Diocese</p>	To lead, manage and implement the religious and educational character, mission and ethos
1.9 Carry out the three core functions		<p>Ensure clarity of vision, ethos and strategic direction</p> <p>Hold the headteachers and/or executive team to account for the educational performance of the schools and its pupils, and for the internal organisation, management and control of the schools, including performance management of staff</p>	Support the directors to carry out the three core functions effectively	Ensure effective governance based on the following six key features; Strategic Leadership Accountability, People, Structures, Compliance and Evaluation	Attend meetings of the LGB and provide a Headteacher's report

		Oversee the financial performance of the CAT and the schools within it and make sure its money is well spent			
1.10 Strategic oversight of governance		Strategic oversight of Governance arrangements	Monitor governance arrangements and their effectiveness	Assist the executive team with its report on governance arrangements	
1.11 Succession planning		Prepare a succession plan	Advise the directors on succession planning and development of the executive team and take action as required by the directors	Succession plan for local governance and senior leadership in conjunction with the wider CAT	Advise the LGB and executive team on succession planning for local governance and senior leadership
1.12 Reserved matters and business of the company		Determine the directors' Reserved Matters i.e. non-delegable functions and responsibilities Prepare an annual schedule of the directors' business	Attend meetings of the directors and provide an Executive Report Recommend and secure (where appropriate) professional advice on behalf of the directors as requested Prepare and advise the directors on the annual schedule of directors' business Prepare an annual schedule of LGB business and advise the LGB on it	Support the executive team to prepare an annual schedule of LGB business, as appropriate	
1.13 Compliance and/or administrative/company secretarial matters		Understand and comply with all duties and requirements of a charity trustee Meet at least three times	Attend meetings of the Directors and provide an Executive Report Support and advise the Directors to	Oversee the financial performance of the school, making sure that money is well spent Ensure that the school is	Conduct the school in a way that is compliant with all relevant regulations, reporting any failings to the LGB for action

		<p>per year, once per term Update GIAS as required by the Academy Trust Handbook</p> <p>Receive advice regarding the establishment and publication on the CAT's website</p>	<p>ensure compliance with the duties placed upon them</p> <p>Ensure that the CAT is compliant with all relevant regulations</p> <p>Prepare and file company registers</p> <p>Advise the Directors on central spend/top slice arrangements</p>	<p>conducted in a way that is compliant with all relevant regulations</p> <p>Assist with ensuring that the school's governance details are published on the school website</p>	<p>Ensure that the school's governance details are published on the school website</p>
1.14 Chair's Actions		<p>The Chair may, in cases of emergency or whereby delaying a decision would seriously impact on operations and school improvement, make decisions on behalf of the Trust Board, reporting any actions to the next available meeting and recorded within the minutes. This excludes any matters which may not be delegated as detailed in the Articles of Association (105A, 105AA, 105B)</p>		<p>The Chair may, in cases of emergency or whereby delaying a decision would seriously impact on operations and school improvement, make decisions on behalf of the LGB, reporting any actions to the next available meeting and recorded within the minutes</p>	
1.15 Documents, policies and procedures		<p>On an annual basis, review and amend (if appropriate), in line with Diocesan policy:</p> <ul style="list-style-type: none"> the policies of the CAT Code of Conduct The terms of reference for the directors and their sub-committees The constitution of the LGBs 	<p>Advise the directors and the schools on CAT-wide and school specific policy requirements and take action to prepare and/or amend any such policies as required by the directors</p> <p>Prepare terms of reference for any committees of</p>	<p>Review and amend the policies of the school in line with any CAT-wide policies</p> <p>Assist the headteacher to tailor CAT- wide policies for the particular school</p> <p>Adopt any specific CAT policies in the school</p>	<p>Tailor CAT-wide policies to the particular school as recommended by the executive team</p> <p>Implement any relevant policies in the school and ensure that the school is conducted in accordance with any such policies</p>

		<ul style="list-style-type: none"> This scheme of delegation and table of roles and functions 	directors and LGBs		
1.16 Inspections		Comply with any denominational and educational inspections as required	<p>Support and assist the directors and/or LGB to prepare for any inspection</p> <p>Ensure that any outcomes are carried out</p>	<p>Comply with any denominational and educational inspections as required</p> <p>Ensure that any outcomes are carried out</p>	Comply with any denominational and educational inspections as required
1.17 School to School Support		Broker appropriate school-to-school support	Support Directors to broker appropriate school-to-school support	Implement and monitor any school-to-school support opportunities	Implement any school-to-school support opportunities as directed
1.18 Performance management of non-executives		Perform a 360 review of the Chair and carry out annual self-evaluations (ND)	<p>Support the Directors with the annual self-evaluation</p> <p>Perform a 360 review of the LGB Chair</p>	Carry out annual self-evaluations and report findings to executive team	
1.19 School level matters		Instruct the executive team as appropriate in respect of any reports made by them relating to matters in the individual schools within the CAT	<p>Monitor school life and report any relevant findings to the directors</p> <p>Advise the Directors if a school has been assigned a RIG (Rapid Improvement Group) or SIG (School Improvement Group) in line with the trust School Improvement Strategy</p>	<p>Hold school senior leaders to account for the educational performance of each school</p> <p>Ensure the wellbeing of pupils at the school</p> <p>Support the headteacher to develop a school improvement plan and oversee it carried out in practice</p> <p>With the headteacher, establish and develop pupil, parent and staff voice and monitor the same in line with the trust School Improvement Strategy</p>	<p>Prepare a school improvement plan, summary SEF and CSED</p> <p>Attend meetings of the LGB and provide a headteacher's report</p> <p>Advise the LGB on its annual schedule of business</p> <p>Establish relationships with the parish priest and local community, parents and pupils attending the school</p> <p>Build relationships with other local schools, agencies and businesses in the wider community to enhance the quality of</p>

				<p>Establish relationships with the parish priest and local community, parents and pupils attending the school</p> <p>Generally, support and challenge the headteacher</p>	<p>education provided for pupils at the school</p> <p>Complete the non-negotiables as set out in the Trust School Improvement Strategy</p>
<p>Useful resources:</p> <ul style="list-style-type: none"> Articles of Association of the company – the company’s constitutional document which should be based on the February 2019 model available on the DfE website Academy Trust Handbook – a key document which sets out the framework for Catholic Multi-Academy Trust Company trust companies reflecting their status as companies, charities and public bodies. Compliance with the Academy Trust Handbook is required through the company’s Funding Agreement with the Secretary of State Master Funding Agreement – the agreement entered into between the company and the Secretary of State to receive public funds for the establishment and running of academies Supplemental Funding Agreement - the agreement(s) entered into between the company and the Secretary of State which sets out how each of the academies in the company will be operated Memorandum of Understanding between the Catholic Church and the Department for Education (April 2016) – sets out the key principles to inform the working relationship between the DfE, the CES and the Catholic dioceses with regard to Catholic schools becoming academies 					

2. FINANCE					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
2.1 Appointment of Auditors	<p>Appoint auditors</p> <p>Receive annual Accounts of the company</p>	<p>Recommend to members the appointment of the external auditors and issue a letter of engagement for external auditor’s contract</p> <p>Appoint an Audit and Risk Committee (ND)</p>			

2.2 Appointment of finance personnel		<p>Appoint an Accounting Officer (ND)</p> <p>Appoint a Chief Finance Officer</p> <p>Appoint a finance committee (Finance and Resources)</p>	CEO to act as the Accounting Officer		
2.3 Budgeting and Financial Control		<p>Ensure compliance with the requirements in the Academy Trust Handbook</p> <p>Approve and keep under review the financial scheme of delegation (ND)</p> <p>Approves CAT budget and central recharge, the use of capital, school surpluses or deficits and approves the annual financial statements</p> <p>Budget plan on a 3-year rolling programme</p> <p>Review the monthly management accounts for all schools</p> <p>Submit the budget forecast to the DfE</p> <p>Approve any significant changes to the approved budget</p> <p>Monitor income, expenditure, cash flow and balance sheet of the CAT</p>	<p>Take action as required to meet all requirements of the Academy Trust Handbook</p> <p>Prepare the financial scheme of delegation and take any action as determined by the directors following their review of it</p> <p>Support the directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the CAT and the schools within it</p> <p>Monitor the income, expenditure, cash flow and balance sheet of the schools and CAT and produce monthly management accounts for the directors, highlighting any concerns or issues</p> <p>Report to the directors on the financial performance</p>	<p>Be mindful of the school's annual budget and scrutinise the school's plans to operate within it</p> <p>Assist the executive team to produce a report on the effectiveness of central services, as may be required</p> <p>Receive and scrutinise reports on the financial performance of the school against budget at each meeting and understand reasons for variations.</p>	<p>Work with the Trust Finance Team to ensure the preparation of the annual budget and three-year forecast</p> <p>Monitor the income, expenditure and cash flow of the school and report any emerging issues to the LGB/executive team</p> <p>Receive and scrutinise reports on the financial performance of the school against budget at each meeting and explain reasons for variations</p> <p>Ensure proper financial controls are in place at the school and that financial processes and procedures set by the Trust are followed</p> <p>Comply with financial deadlines as notified by the executive team</p>

		<p>Ensure proper financial controls are in place</p> <p>Ensure robustness in benchmarking in terms of CAT value for money</p> <p>Receive a report on the effectiveness of central services from the executive team as appropriate, and take action</p> <p>Ensure any company borrowing has received DfE approval</p> <p>Determine and implement a reserves policy</p>	<p>of the CAT at least 3 times per year</p> <p>Ensure proper financial controls are in place</p> <p>Support the directors and LGB to ensure robustness of benchmarking in terms of value for money of the CAT and individual schools</p> <p>Report to the directors on the effectiveness of central services, as appropriate, and take action as directed by them</p> <p>Comply with the DfE requirements in respect of borrowing by the CAT</p> <p>Open and manage bank accounts</p> <p>Review applications from schools to use reserves in line with the reserves policy</p> <p>When a school is assigned a Finance RIG ...the CEO will instruct the CFO to carry out a review of the school's finances and develop a recovery plan with the school in line with the reserves policy of the Trust. Finance RIGs will be every half-term for those schools with an in-year deficit</p>		<p>Comply with the reserves policy, completing the application form in line with the policy</p> <p>When a school is assigned a Finance RIG mid-year:</p> <ol style="list-style-type: none"> 1. The Head must attend the RIG with detailed explanations relating to any forecast overspend >£1K. A spend freeze will be invoked. 2. The assigned Trust Finance Manager will work closely with the Head to develop a recovery plan for the school and have a draft implementation timeline ready for the first RIG meeting. 3. Monitoring reports will be required to be presented at each RIG meeting following the initial RIG meeting. This must demonstrate that
--	--	---	---	--	--

			budget regardless of cumulative reserve levels.		<p>the school is meeting the set deadlines towards the recovery plan.</p> <p>4. If by the third RIG meeting there is no significant progress towards the recovery plan and there are still significant concerns around the projected outturn the responsibility for finances will be removed from the school and managed centrally until progress has been achieved.</p> <p>When a school is assigned a Finance RIG at the start of the financial/academic year following the budget setting process:</p> <ol style="list-style-type: none"> 1. A school with an in-year deficit budget set for the year but with reserves of >5% will follow the same process as above. 2. A school with an in-year deficit with an expected cumulative deficit at the end of that
--	--	--	---	--	--

					year will have the responsibility of their finances removed from them as per step 4 above and this will be centrally controlled until significant progress towards the recovery plan is achieved.
2.4 Accounting	Receive Annual Accounts of the CAT	Ensure that the accounts are audited in accordance with the Diocesan/Religious Order Trustees' requirements relating to accounting for Church assets 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	Support and co-ordinate the preparation of the annual financial statement by the external auditors Ensure all mandatory statutory returns are submitted in an accurate and timely manner	Ensure the school keeps proper records and provides information to assist the CAT to prepare the annual accounts	Keep proper records and provide information to assist the CAT prepare the annual accounts or any other accounting matter
2.5 Documents, policies and procedures		Adopt and review all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors and ensure that they meet the CAT's charitable objects	Prepare all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors for adoption by the directors Maintain a register of business and pecuniary interests for the CAT	Ensure a register of business and pecuniary interests is maintained for the school	Maintain a register of business and pecuniary interests is maintained for the school Keep all relevant financial records for at least 6 years after the end of the funding period to which they relate and ensure that retention meets data

		<p>Adopt and review the charging and remissions policy template</p> <p>Ensure a register of business and pecuniary interests is maintained for the CAT</p> <p>Ensure that the CAT keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate</p>	<p>Keep all relevant financial records for at least 6 years after the end of the funding period to which they relate and ensure that retention meets data protection requirements</p> <p>Prepare a charging and remissions policy for adoption by the directors</p>		<p>protection requirements</p> <p>Use the Trust charging and remissions policy</p>
2.6 Staffing		<p>Agree pay for all Headteachers, Executive Headteachers and Executive Team, including CEO, in accordance with pay policies</p>	<p>Support Directors to determine pay for all Headteachers, Executive headteachers and Executive Team</p> <p>Set up and approve staff expenses</p>		<p>Set up and approve staff expenses at the academy in accordance with CAT-wide policy</p>
2.7 School level matters			<p>Monitor the provision of free school meals and follow up with LGBs where there are any issues</p>	<p>Monitor the provision of free school meals to those pupils meeting the criteria and follow up any issues</p> <p>Accountable for Pupil Premium, PE and Sports grant and SEND expenditure</p>	<p>Ensure the provision of free school meals to those meeting the criteria</p> <p>Ensure statutory reporting for Pupil Premium, PE and Sports grants are completed and meet national deadlines</p>
<p>Useful resources</p> <ul style="list-style-type: none"> CES Model Governance Statements for Academy Trust Companies Academy Trust Handbook 					

3. CONTRACTS					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
3.1 Procurement		Adopt a CAT-wide competitive tendering policy and ensure public procurement thresholds are observed (ND)	Prepare a CAT- wide competitive tendering policy for adoption by the directors	Support the directors in their monitoring and evaluation of the delivery of any central services and functions provided or procured by the CAT for the school	
3.2 Ethical considerations		Ensure the business of the CAT is conducted ethically and in line with corporate social responsibility indicators	Conduct the business of the CAT ethically and in line with corporate social responsibility indicators	Ensure the business of the school is conducted ethically and in line with requirements set by the directors	Conduct the business of the school ethically and in line with corporate social responsibility indicators
3.3 Entering into contracts		Set the delegated levels of authority for contracts Approve contracts with a value above £50,000 Approve contracts which constitute related party transactions	Enter into contracts up to the limits of delegation and within an agreed budget	Enter into contracts up to the limits of delegation and within an agreed budget	Enter into contracts up to the limits of delegation and within an agreed budget Seek prior authority of the directors (via the CFO) before entering into any contract or service level agreement (including zero value contracts) with new suppliers Authorise the purchase of goods and services, costed within the approved budget, up to and including £5000 (ex VAT) Seek approval of the Trust executive (via the CFO) to purchase goods and services costing more than

					£10,000, or which are not costed in the budget. Monitor delivery of services under contracts including service level agreements annually
3.4 Third Party Transactions		Ensure transactions with related parties are notified in line with the requirements of the Academy Trust Handbook Ensure DfE approval is obtained for any such transaction exceeding the value of £40,000, individually or cumulatively.	Record and notify related party transactions in line with the requirements of the Academy Trust Handbook	Ensure transactions with related parties are notified in line with the requirements of the Academy Trust Handbook Discourage related party transactions as far as possible.	Seek approval for related party transactions from the senior executive leadership Discourage related party transactions as far as possible.
3.5 Payments and expenses		Set up and approve a directors' expenses policy in accordance with the CAT's conflicts of interest policy	Make payments within agreed financial limits		Make payments within agreed financial limits
Useful documents • Academy Trust handbook					

4. STANDARDS					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
4.1 Appointment of committees		Appoint a Catholic Life and Standards Committee Assign one director to a Rapid Improvement Group	Assist the directors as required with regard to any issue or matter raised by the Catholic Life and Standards Committee	Ensure that reports on standards are made to the executive team as required	Report the on standards at the school to the LGB

		<p>(RIG) in line with RIG terms of reference following school improvement categorisation – Repair</p> <p>Assign one director to a School Improvement Group (SIG) in line with SIG terms of reference following school improvement categorisation - Improve</p>	<p>Establish a Rapid Improvement Group (RIG) in line with Trust School Improvement Strategy categorisation - Repair</p> <p>Establish a School Improvement Group (SIG) in line with Trust School Improvement Strategy categorisation - Improve</p>	<p>Ensure one member of the LGB attends Rapid Improvement Group (RIG) in line with RIG terms of reference following school improvement categorisation - Repair</p>	<p>Attend Rapid Improvement Group (RIG) in line with RIG terms of reference following school improvement categorisation – Repair</p> <p>Attend School Improvement Group (SIG) in line with SIG terms of reference following school improvement categorisation - Improve</p>
4.2 Monitoring and Reporting		<p>Receive reports from the CEO/executive team, headteachers and the Catholic Life and Standards Committee on standards</p> <p>Receive minutes from Rapid Improvement Group (RIG) meetings</p> <p>Report any relevant information to the Bishop in order to provide assurances that standards across the schools in the CAT are being met</p> <p>Intervene, in a timely manner, where standards fall below that which is expected of the schools within the CAT</p>	<p>Provide reports on standards to the directors</p> <p>Provide minutes of Rapid Improvement Group (RIG) meetings to directors</p> <p>Provide reports to the directors (via the catholic Life and Standards Committee) regarding standards and raise concerns and provide strategies</p> <p>Generally, act effectively to ensure high standards, draw up and implement plans if standards are not rising, set up support strategies and alert the directors to any shortcomings or fall in standards before they become serious</p>	<p>Monitor standards through headteacher reports</p> <p>Monitor standards data through reports presented at Rapid Improvement Group (RIG)</p>	<p>Report standards to LGB using agreed formats</p> <p>Report standards to Rapid Improvement Group (RIG) as required</p> <p>Report standards to School Improvement Group (SIG) as required</p> <p>Set targets for pupil achievement and progress and monitor against the targets</p>

			<p>Share external information and intelligence across the CAT from DfE/Ofsted etc. relating to standards</p> <p>Provide oversight of the target setting for pupil achievement and progress by the headteachers and monitor against targets</p> <p>Monitor standards reported from the headteachers and take up any issues with the LGB and report to the directors</p>		
4.3 Ofsted and CSI		Liaise with Ofsted / CSI and assist the schools with inspection as required	<p>Prepare the CAT for inspection and manage the process where the impact of the CAT is under review</p> <p>Ensure the school has centrally held documentation such as LGB minutes prior to the inspection</p> <p>Meet with Ofsted / CSI inspectors during the inspection process as required</p> <p>Support LGBs and headteachers where there is an individual school inspection</p> <p>Advise LGBs where any concerns are raised</p>	<p>Ensure the school is prepared for an inspection and support the headteacher</p> <p>Meet with Ofsted / CSI inspectors during the inspection process</p> <p>Report any concerns relating to inspection to the executive team</p>	<p>Prepare and brief staff and appropriate personnel ready for inspection</p> <p>Report any concerns relating to inspection to the LGB and executive team</p>

			relating to inspections and report to the directors for any further action		
4.4 School level matters			Support the LGB and headteachers to develop a school improvement plan Support the LGB and headteachers to develop a rapid improvement plan if assigned a RIG	Develop and approve the school improvement plan and monitor its impact, reporting any issues to the executive team	In conjunction with the LGB and executive team, prepare a draft school improvement plan for approval by the LGB In conjunction with the executive team, prepare a rapid improvement plan for approval by the RIG
Useful documents					
<ul style="list-style-type: none"> Romero CAT School Improvement Strategy 					

5. Curriculum					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
5.1 Appointment of committees		Appoint a Catholic Life and Standards Committee			
5.2 Curriculum		Ensure that the National Curriculum is delivered	Advise directors on delivery of the National Curriculum Review the contents and delivery of the curriculum across the schools including compliance with any funding agreement requirements and take action where there are any shortcomings	Ensure the curriculum proposed by the headteacher is consistent with the CAT-wide policy Ensure that the curriculum of the school, including all the subjects of the National Curriculum, is taught in the light of the Gospel values and actively promotes the	Ensure that the curriculum of the school, including all the subjects of the National Curriculum, is taught in the light of the Gospel values and actively promotes the spiritual and moral development of its pupils

				<p>spiritual and moral development of its pupils</p> <p>Ensure that RE is in accordance with the Religious Education Directory and that it constitutes 10% of the weekly timetable in the school in accordance with the tenets and norms of the Catholic church</p> <p>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</p> <p>Ensure that relationships and sex education is taught in accordance with the social and moral teachings of the Catholic Church having regard to any CAT-wide policy</p> <p>Monitor the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the school and take action where any issues arise</p>	<p>Ensure the curriculum is appropriately delivered at the school</p> <p>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</p> <p>Ensure that religious education constitutes 10% of the weekly timetable of the school in accordance with the tenets and norms of the Catholic church</p> <p>Make provision for a daily collective act of worship in accordance with the rites, practices, disciplines and liturgical norms of the Catholic church</p>
--	--	--	--	--	---

5.3 Policies and Procedures		<p>Ensure provision of the National Curriculum. This will include (ND):</p> <ul style="list-style-type: none"> • Ensuring that the Catholic character of CAT permeates the curriculum and life at each of the schools in the CAT • Ensuring 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 church <p>Determine a CAT-wide policy on religious education and collective acts of worship in accordance with the Religious Education Directory and the tenets and norms of the Catholic church</p> <p>Ensure effective processes are in place for monitoring</p>	<p>Prepare and oversee the implementation of a CAT-wide approach to the National Curriculum, particularly that each school in the CAT preserves and develops its Catholic character through the curriculum</p>	<p>Ensure the CAT policies and approaches are applied at the school</p>	<p>Implement the policies that are adopted by the school and ensure that they are complied with</p>
-----------------------------	--	---	--	---	---

		the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the schools in the CAT			
Useful resources <ul style="list-style-type: none"> • Religious Education Directory • CES resources on Relationship and Sex education • The National Curriculum 					

6. SPECIAL NEEDS AND DISABILITIES					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
6.1 Appointments		Appoint a lead SEND director		Appoint a local governor responsible for SEND and inclusion	Designate a teacher to be responsible for coordinating SEND provision
6.2 Compliance		Ensure training and legal compliance issues Review report on SEND produced by the executive team and address any shortcomings through the executive team as appropriate	Ensure compliance with legal requirements relating to SEND within the schools and the provision of training to ensure such compliance Produce a report to the directors on SEND provision across the CAT and take action as they direct. In particular, the executive team should identify any local SEND offer gaps and	Ensure compliance with legal requirements relating to SEND within the school	Implement and comply with the legal requirements relating to SEND at the school Liaise with the local authority in respect of pupils who have, or might have, SEND Make provision for SEND pupils with or without an EHC Plan

			take action to address such gaps with director approval		
6.3 Documents, policies and procedures		Adopt a CAT-wide SEND policy template (ND)	<p>In accordance with directions from the directors, prepare the CAT's SEND policy for adoption by the directors</p> <p>Provide oversight of the implementation of the SEND policies</p> <p>Carry out a CAT- wide SEND audit and report the outcomes to the directors for action, as appropriate</p>	<p>Review and maintain the school's SEND policy</p> <p>Provide oversight of the implementation of the policy within the school and compliance with the legal requirements relating to disability and report to the executive team /directors</p> <p>Assist the executive team with the SEND audit at the school</p>	<p>Implement the SEND policy in the school</p> <p>Assist the executive team with the SEND audit</p>

7. SAFEGUARDING					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
7.1 Recruitment and Appointments		<p>Appoint a designated director for safeguarding</p> <p>Ensure that at least one director on any recruitment panel has up to date safeguarding and safer recruitment training</p> <p>Ensure safer recruitment training is made available to all governors and senior leaders</p>	<p>Ensure directors have up to date safer recruitment and general safeguarding training</p> <p>Ensure that each school has appointed a designated teacher to support looked after children</p>	<p>Appoint a designated governor for safeguarding</p> <p>Ensure that at least one governor on any recruitment panel has up to date safeguarding and safer recruitment training</p>	<p>Appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance</p> <p>Appoint a designated safeguarding lead and clearly identify them and all other qualified safeguarding staff</p>

		Attend safeguarding training upon induction and update at regular intervals			
7.2 Compliance		<p>Ensure training and legal compliance issues</p> <p>Ensure the single central record is maintained for all CAT-based and cross-school appointments</p>	<p>Arrange training to ensure legal compliance</p> <p>Monitor directors' compliance with the duty to maintain the single central record and take appropriate action where there are any shortcomings</p>	<p>Ensure completion of the single central record and its regular updating</p>	<p>Maintain the single central record</p> <p>Ensure compliance with all relevant regulations e.g. risk assessments, health and safety etc.</p>
7.3 Documents, policies and procedures		<p>Adopt a CAT-wide safeguarding and child protection framework bearing in mind local variance if the CAT spans more than one local authority area (ND)</p> <p>Adopt a CAT-wide policy regarding school trips (ND)</p>	<p>Make arrangements for safeguarding audits to be conducted</p> <p>Prepare a CAT- wide safeguarding and child protection framework for adoption by the directors bearing in mind local variance if the CAT spans more than one local authority area</p> <p>Put in place effective systems for safeguarding pupils and take appropriate action where these are not followed</p>	<p>Review and maintain a safeguarding and child protection policy for the school (consistent with the CAT-wide policy)</p> <p>Assist the executive team with the safeguarding audit at the school</p>	<p>Implement the safeguarding and child protection policy at the school</p> <p>Assist the executive team with the safeguarding audit</p>
7.4 Monitoring and reporting		<p>Instruct the executive team on action to be taken where safeguarding practice in the schools are falling short of the standards expected</p>	<p>Monitor safeguarding practice (including compliance with legislation) across the CAT and report to the directors (as matters arise and at least annually) for instructions for action where</p>	<p>Ensure that safeguarding practices are followed at the school and report any shortcomings to the executive team</p> <p>Identify training needs and report to the executive team</p>	<p>Implement and comply with any safeguarding practices at the school and report any shortcomings to the LGB /executive team</p>

			<p>safeguarding practice is falling short of the standards expected</p> <p>Report to the directors on the procedures in place for safeguarding</p> <p>Identify training needs and report to the directors</p>		
--	--	--	---	--	--

8. BEHAVIOUR AND ATTENDANCE					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
8.1 Exclusions				<p>Convene a panel comprising 3 governors to review any exclusion of a pupil</p> <p>Collaborate to join exclusion panels at other schools</p>	Exclude a pupil for a fixed term or permanent as appropriate
8.2 Documents, policies and procedures		<p>Adopt a CAT-wide exclusions policy</p> <p>Adopt a CAT-wide attendance policy</p>	<p>Prepare a CAT- wide exclusions policy for adoption by the directors</p> <p>Prepare a CAT-wide attendance policy for adoption by the directors</p>	<p>Assist the headteacher to prepare a behaviour policy for the school in line with the CAT- wide principles</p> <p>Assist the headteacher to prepare an exclusions policy for the school in line with the CAT- wide policy</p>	<p>Maintain a register of pupil attendance and report on attendance and pupil absences to the LGB</p> <p>With the LGB, prepare a behaviour policy for the school in line with the CAT- wide principles</p>

			Prepare CAT-wide behaviour principles reflects the Catholic character, ethos and values of the CAT	Assist the headteacher to prepare an admissions policy for the school in line with the CAT- wide policy	With the LGB, prepare an exclusions policy for the school in line with the CAT- wide policy With the LGB, prepare an admissions policy for the school in line with the CAT- wide policy Ensure effective operation of all policies at the school
8.3 Monitoring and Reporting		Review the use of exclusions across the CAT and ensure that appropriate action is taken by the executive team	Review the overall pattern of exclusions across schools and report to the directors, taking any action they direct Review attendance and exclusions data and the use of Alternative Provisions used across the CAT	Review the overall pattern of exclusions at the school and report to the executive team /directors	

9. ADMISSIONS					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
9.1 Place planning		Assist the diocese with any requirements it may have relating to the Bishop's duty to ensure that there are sufficient school places available for the baptised Catholic children resident in his area	Prepare reports to the directors on the need for school places within the local community, using local intelligence, which will be used to assist the Bishop with his school place planning duties across the diocese	Assist the executive team to prepare reports to the directors on the need for school places within the local community, using local intelligence, which will be used to assist the Bishop with his school place	Advise the LGB/executive team in respect of the need for future places at the school which will assist the executive team to prepare their reports on the need for school places

		<p>Receive an annual report from the executive team and share the report with the Diocesan Education Service (Vicariate for education) to assist the Bishop in his responsibilities relating to place planning</p> <p>Obtain diocesan approval to expand school places across the company</p>		planning duties across the diocese	
9.2 Admissions arrangements		<p>Delegate admissions arrangements and decisions to the LGB</p> <p>Comply with Diocesan guidance on admissions</p> <p>Comply with the Schools Admissions and Appeals Codes</p>	<p>Ensure schools prepare admissions policies using the Diocesan model template (taking into account any Diocesan guidance and the Schools Admissions and Appeals Codes) which will set out the parameters within which the LGB may determine admissions arrangements</p> <p>Provide oversight, and support, of the implementation of admissions arrangements across the CAT</p> <p>Ensure that the impact of any proposed changes to a school's admission arrangements are considered in light of the other schools in the CAT and other catholic schools generally in the diocese</p>	<p>Undertake consultation, determine and publish admissions arrangements as required in accordance with the Diocesan admissions policy</p> <p>Make arrangements for determining admissions and hearing admission appeals</p> <p>Ensure effective arrangements are in place for pupil recruitment</p> <p>Contribute to the development of the school prospectus (if there is one)</p>	<p>Provide advice and guidance to the LGB and the directors as to requirements under the School Admissions and Appeals Codes</p> <p>Make arrangements for determining admissions and hearing admissions appeals in line with the Diocesan admissions policy</p> <p>Participate in local admissions forum</p> <p>Ensure participation in the fair access protocol</p> <p>Ensure effective arrangements are in place for pupil recruitment to the school</p>

			<p>Report to the directors regarding admissions arrangements across the schools in the CAT</p> <p>Ensure effective arrangements are in place for pupil recruitment to the schools in the CAT</p> <p>Provide advice and guidance to directors regarding the requirements of the Schools Admissions and Appeals Codes</p>		
9.3 Documents, policies and procedures		Adopt the CAT- wide admissions policy prepared by the executive team and ensure that it complies with all diocesan requirements (ND)	<p>Work with the diocese to produce a CAT- wide admissions policy for adoption by the directors and ensure that it complies with all diocesan requirements</p> <p>Ensure all policies are compliant with the School Admissions and Appeals Codes</p>	Adopt the CAT- wide admissions policy in the academy	Ensure compliance with the CAT-wide admissions policy
<p>Useful resources</p> <ul style="list-style-type: none"> Diocesan guidance on admissions 					

10. OTHER PUPIL RELATED MATTERS					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>

10.1 Complaints		<p>Adopt a CAT-wide complaints policy and receive reports from the executive team regarding the level of complaints across the CAT (ND)</p> <p>Notify the diocese of any complaints or issues that could bring into disrepute the Catholic character of the CAT and/or the schools within it</p>	<p>Prepare a CAT- wide complaints policy for adoption by the directors and publish the policy on the CAT's website following adoption</p> <p>Review the level of complaints across the CAT and report to the directors outlining the changes initiated as necessary to address any issues</p>	<p>Adopt the company-wide CAT policy</p> <p>Hear complaints at the relevant stage</p>	<p>Implement the CAT-wide complaints policy and hear complaints at the relevant stage</p>
10.2 Other school matters		<p>Review data provided by the executive team /LGB relating to pupil premium and sports premium and take action to address any issues, as appropriate</p>	<p>Monitor the impact of the pupil premium/sports premium across the CMAT and report to the directors</p> <p>Set the times of school sessions and the dates of school terms and holidays</p>	<p>Support the CAT and the headteacher in the extended school provision in the school</p> <p>Ensure effective arrangements are in place for pupil support and representation at the school</p> <p>Monitor the impact of the pupil premium and the sports premium in the school and advise executive team/directors</p> <p>Monitor that the school lunch provision at the school meets the appropriate nutritional standards and take action, as appropriate, if not</p> <p>Propose the times of school sessions and the dates of</p>	<p>Comply with times of school sessions and the dates of school terms and holidays as set by the executive team</p> <p>Review and maintain home-school agreements, if appropriate, which should reflect support for the school's Catholic character</p> <p>Ensure effective deployment of the pupil premium and monitor its impact, reporting any issues to the LGB</p> <p>Ensure that the school lunch provision at the school meets the appropriate nutritional standards</p>

				school terms and holidays	
--	--	--	--	---------------------------	--

11. STAFFING					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
11.1 Appointments		<p>Appoint a HR committee (Finance & Resources Committee) to oversee recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff within the CAT at a strategic level</p> <p>Ensure that certain posts are filled by practising Catholics in observance of the Bishops' Memorandum on Appointment of Teachers in Catholic Schools</p> <p>Ensure that diocesan protocol is followed in respect of the appointment of any other senior post which directly affects the Catholic mission of the CAT and its schools, including but not limited to the CEO, or other senior executive(s) and lay</p>	<p>Take any action relating to staff appointments across the CAT as required by the directors</p> <p>Ensure that the directors involve the diocese at the appropriate stages in any recruitment process</p> <p>Assist the LGB with the appointment of Headteacher, DHT, AHT, SBM/Operations Manager and Head of RE</p>	<p>Support the directors in the process to appoint the headteacher and any other relevant post as requested by the executive team (acting with the delegated authority of the directors)</p> <p>Headteacher/Chair of LGB to sign letter of appointment for school posts</p>	<p>Submit vacancy release form to HR for approval to advertise or re-grade a post or vary a contract and any other terms and conditions</p> <p>With the LGB (as appropriate), appoint teaching and non- teaching staff</p> <p>Headteacher/Chair of LGB to sign letter of appointment for school posts</p>

		<p>chaplains, and is in accordance with the Bishops' Memorandum on Appointment of Teachers in Catholic schools</p> <p>Ensure that the diocese is involved in any recruitment selection and appointment being made, particularly relating to any senior posts which directly affect the Catholic mission of the CAT and its schools</p> <p>Determine appointments to be made across one or more schools in the CAT in line with any diocesan protocol</p>			
11.2 Staffing Structures		<p>Determine and review any overarching management structures across the CAT and budget in accordance with diocesan policy (ND)</p> <p>Determine and review staffing structures across the CAT to ensure financial viability and sustainability whilst ensuring that the educational outcomes of the pupils are protected</p> <p>Approve any senior leadership and high-level non-teaching structures as determined by the executive team</p>	<p>With directors' approval, determine the senior leadership and high-level non-teaching structures for each school and advise the directors on the financial viability and sustainability of those structures whilst ensuring that the educational outcomes of the pupils are protected</p> <p>Monitor and review staffing changes across the CAT and report any issues to the directors</p> <p>Support the headteachers to determine staffing</p>	<p>Having regard to the CAT's strategic plans, support the headteacher in the development and review (from time to time) of an appropriate staffing structure for the school and for the appointment of school staff and to ensure that the school is fully staffed in accordance with that structure</p>	<p>In conjunction with the executive team, determine staffing requirements within the school and budget</p> <p>Following consultation with the LGB, submit proposed changes to staffing structure to the executive team for consideration</p>

		Develop Catholic leadership within the CAT and the wider diocese	structures at the academy Take action as required by the directors to develop Catholic leadership within the CAT and the wider diocese		
11.3 PAY		Establish a pay committee (Finance, Resource and Remuneration Committee) to determine CEO, Senior Staff, Executive Headteacher, Headteacher, Heads of School, Deputy Headteacher and Assistant Headteacher pay ranges and salary points where applicable.	Review pay across the schools to guard against equal pay claims	Advise and support the directors to determine the pay of Headteachers, Executive Headteachers, Heads of School, Deputy Headteachers and Assistant Headteachers	
11.4 TERMS AND CONDITIONS OF EMPLOYMENT		Ensure consistent terms and conditions of employment across the CAT to avoid the risk of employment claims taking into account legal requirements relating to, in particular, equal pay, discrimination and TUPE transfers	Review the terms and conditions of employment across the schools and advise the directors where there is a possibility of employment claims and/or unrest in the workforce and take any action as directed by the directors to ensure that this risk is minimised/removed		Ensure implementation of the terms and conditions of employment across the school
11.5 PERFORMANCE MANAGEMENT		Conduct the performance management review of the CEO (acting through the pay committee) (ND) Conduct the performance management review of the company secretary and the	Ensure a process is in place to performance manage all members of Trust Central Team	Support the executive team/CEO and the directors as appropriate, to conduct the performance management of the headteacher, executive headteacher, head of school	Conduct the performance management and pay progression of staff in the academy in line with the school's pay policy and appraisal policy

		clerk to the Trust Board (acting through the pay committee)			
11.6 SUSPENSIONS AND DISMISSALS		<p>Suspend and dismiss all executive leadership posts</p> <p>Suspend and dismiss the company secretary and clerk</p> <p>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 CAT and its schools into disrepute</p>	<p>Assist the directors to suspend and dismiss all other executive leadership posts, as required by the directors</p> <p>With the advice and approval of the directors and the diocese, suspend and dismiss the headteachers (including any executive headteacher or Head of School), deputy headteacher, head of religious education and lay chaplain employed by the CAT</p> <p>Dismiss teaching and non-teaching school and trust central team staff</p>	Suspend teaching and non-teaching staff in consultation with the executive team	Suspend teaching and non-teaching staff in consultation with the executive team
11.7 SETTLEMENTS		Chair or Vice-Chair to authorise settlement agreements in liaison with LGB, CEO, Head of HR/CPO and CFO.	Seek approval of DfE for settlement agreements above £50,000		
11.8 COLLECTIVE AGREEMENTS		Chair of Trust Board, in liaison with HR, to authorise agreement between employer and trade union(s)	Present collective agreement case for consideration by Chair of Trust Board		
11.9 REDUNDANCIES		Decide on redundancies in accordance with statutory and Trust policies	Make recommendations to directors regarding redundancies in accordance with statutory and Trust policies	Support the Trust Board to decide on redundancies in accordance with statutory and Trust policies and in liaison with the executive team	

11.10 DOCUMENTS, POLICIES AND PROCEDURES		<p>Issue contract of employment for CEO, using the Trust template</p> <p>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</p> <p>Ensure consultation with staff and trade union officials/representatives before adoption of workplace policies, as appropriate</p> <p>Adopt a pay policy</p> <p>Adopt CAT-wide staff policies and procedures (ND)</p> <p>Put in place an appropriate whistleblowing procedure</p>	<p>Issue contract of employment for Central Team posts</p> <p>Prepare a pay policy for adoption by the directors</p> <p>Advise the directors on suitable CAT-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</p>	<p>Ensure the CAT's policies on all HR matters are implemented in the school</p> <p>Monitor and scrutinise the implementation of the CAT's policies at the school 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</p>	<p>Issue contract of employment for any academy posts below Assistant Headteacher level, using the Trust template</p> <p>Implement the CAT-wide policies and procedures in the school</p>
11.11 MISCELLANEOUS			<p>Ensure that there is effective communication between all levels of governance in the CAT</p> <p>Where there is no capital cost, applications for non-contentious ill health retirement</p>	<p>Ensure that there is effective communication between the headteacher and the executive team, HR committee and pay committee</p>	<p>Recommend applications for early retirement, secondment and leave of absence to the executive team</p>

			Approve applications for early retirement, secondment and leave of absence to the executive team		
<p>Useful Resources</p> <ul style="list-style-type: none"> • The Bishops' Memorandum on Appointment of Teachers in Catholic Schools • CES model employment documents, including the User Guide • CES Guidance Note on Recruitment of Staff for Governing Bodies • CES Guidance and Model Policy on Disqualification under the Childcare Act 2006 					

12. COMMUNICATIONS AND INFORMATION MANAGEMENT					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
12.1 Compliance		<p>Refer any direct communications from Regional Directors to the diocese</p> <p>Notify the diocese of any warning notice or other notice of failing or shortcoming received from the RD/DfE/LA/Ofsted etc.</p> <p>Work with the diocese to respond to any media interest and ensure that any public statements and/or responses to media</p>	<p>Refer any direct communications from Regional Directors to the directors</p> <p>Notify the directors of any warning notice or other notice of failing or shortcoming received from the RD/DfE/LA/Ofsted etc. for further reporting to the diocese</p> <p>Ensure compliance with all data protection legislation</p>	<p>Refer any direct communications from Regional Directors to the directors/executive team</p> <p>Notify the directors/executive team of any warning notice or other notice of failing or shortcoming received from the RD/DfE/LA/Ofsted etc. for further reporting to the diocese</p> <p>Forward any media interest to the directors/executive</p>	<p>Ensure the publication of school information, ensuring that all electronic communication, including web pages, are up to date</p> <p>Maintain accurate and secure staff records for the school</p> <p>Ensure compliance with all data protection legislation and good practice at the school</p>

		enquiries are approved by the diocese	and good practice across the schools Develop and implement an integrated ICT strategy to ensure compatibility of systems across all the schools in the CAT to facilitate maximum efficiency and cohesiveness and report any issues to the directors Support the individual schools on the effective safe storage of data Maintain accurate and secure staff records for the executive team Maintain and develop the CAT's website Register the CAT with the Information Commissioner's Office and maintain such registration	team and ensure that any public statements and/or responses to media enquiries are approved by the directors Ensure systems in place are in line with the CAT's strategy at the schools 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 / Friends of School (if established)	
12.2 Documents, policies and procedures		Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information	Prepare a CAT- wide data protection policy for adoption by the directors	Ensure the effective implementation of the data protection policies and procedures in the school	Implement and comply with the school's data protection policy
Useful Resources: <ul style="list-style-type: none"> • CES Guidance Note on the General Data Protection Regulation (GDPR) • CES Guidance Note on Freedom of Information 					

- CES Press Release: Writing Best Practice Guide
- CES model Diocesan Communications Protocol
- Trust GDPR Policies (including records management)
- Information Commissioners Office

13. HEALTH AND SAFETY					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
13.1		Adopt a CAT-wide health and safety policy (ND)	<p>Prepare a CAT- wide health and safety policy for the directors' approval</p> <p>Monitor and support the implementation of the CAT- wide health and safety policy and report any issues to the directors</p> <p>Draw up, agree and monitor an accessibility plan for each school in consultation with the headteachers, reporting any issues to the directors</p>	<p>Adopt a health and safety policy (in line with the CAT-wide policy)</p> <p>Appoint a local governor responsible for Health and Safety</p> <p>Review the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the school</p> <p>Conduct site inspections to review any health and safety issues and the security of the premises and equipment</p> <p>Access relevant training</p>	<p>Implement the CAT-wide health and safety policy</p> <p>Monitor the accident book and agree appropriate actions with the LGB/ executive team</p> <p>Ensure suitable risk assessments are prepared and appropriate actions taken</p> <p>Review security of premises and equipment</p> <p>Ensure staff and volunteers undertake relevant training</p> <p>Liaise with the executive team on the accessibility plan for the school</p>

14. RISK

Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
14.1		<p>Appoint a risk and audit committee</p> <p>Adopt the disaster recover/business continuity plan for the CAT and the schools within it and monitor that each school has implemented such plans</p> <p>Review risk management and the risk register kept by the executive team</p> <p>Approve insurance arrangements in accordance with Diocesan/Religious Order Trustees' requirements</p> <p>Commence or settle any litigation proceedings (ND)</p> <p>Provide any relevant and appropriate guarantees and indemnities as authorised by the members/Diocesan Trustees/Religious Order Trustees and in accordance with any requirements prescribed by the Academy Trust Handbook and/or the DfE</p>	<p>Prepare a disaster recover/business continuity plan for the CAT and the schools within it and report to the directors on how the plan is being implemented in each school</p> <p>Prepare and maintain a CAT-wide risk register</p> <p>Review the risk reports provided by the LGBs and make any recommendations/notifications to the directors as appropriate</p> <p>Ensure that any necessary actions are taken to eliminate/reduce any identified risks</p> <p>Provide the directors with all relevant information and requirements relating to warranties and indemnities as prescribed by the Academies Trust Handbook and/or the DfE</p>	<p>Ensure the school complies with the disaster recover/business continuity plan for the school</p> <p>Review the risk register of the school and prepare a risk report for the executive team/directors</p>	<p>Implement and ensure that the school is compliant with the disaster recover/business continuity plan for the school</p> <p>Prepare the risk register for the LGB having regard to the risks identified by the executive team and audit processes</p>

Useful documents Church Scheme Rules on RPA for Church Academies					

15. SCHOOL ESTATE					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
	<i>Guardians of Governance</i>	<i>Ultimately accountable, approves all statutory policies and finance</i>	<i>Approves key activities and supports schools</i>	<i>Monitors and supports schools</i>	<i>Delivers on school performance and operations</i>
15.1 Insurance		Approve insurance arrangements in accordance with lease requirements	Procure buildings and related insurance for the CAT and all the schools within it ensuring compliance with lease' requirements	Ensure compliance with all Insurance obligations/requirements at the school	Ensure compliance with all insurance obligations/requirements at the school
15.2 School land and buildings		<p>Ensure that the CAT follows the Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies" as published from time to time</p> <p>Review and maintain any buildings strategy and asset management planning arrangements in accordance with any requirements set by the lease</p> <p>Notify to the Diocesan/Religious Order Trustees for any funding/consent to building works before undertaking any works if required by the lease</p>	<p>Make any proposals relating to the school estate to the directors</p> <p>Maintain land and buildings in accordance to the requirements of the Academies Handbook – specifically GEMS (Good Estates Management)</p> <p>Provide evidence of compliance with all statutory requirements for works e.g. planning approval, listed buildings consent, buildings regulations consent etc</p> <p>Prepare any buildings strategy and asset management planning arrangements in accordance with any requirements set by the lease.</p>	<p>Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the executive team</p> <p>Seek approval from the directors for any changes to fixed assets used by the school</p>	

		<p>Select, plan and oversee any capital projects and buildings improvements</p> <p>Apply to the Diocesan/Religious Order Trustees for permission for change of use of assets</p> <p>Ensure land and buildings are maintained and fit for purpose</p>	<p>Notify the Diocesan/Religious Order Trustees as required.</p> <p>Manage, in conjunction with them, any capital and building improvement grants</p> <p>Prepare a report for the directors to share with the Diocesan/Religious Order Trustees on the overall state of the school estate</p> <p>Ensure all statutory testing and maintenance requirements are complied with e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety etc</p>		
15.3 Lettings		Adopt a CAT-wide lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements (ND)	Prepare a CAT-wide lettings policy in accordance with the Diocesan/Religious Order Trustees' requirements for adoption by the directors	Ensure the CAT-wide lettings policy is implemented at the school	Implement and comply with the CAT-wide lettings policy in the school
15.4 School Condition Allocation (SCA)		<p>Agree criteria for the allocation of SCA funds</p> <p>Agree the allocation of SCA funds to Capital projects</p>	<p>Propose criteria for prioritisation of SCA funds</p> <p>Working with the Headteacher, Capture and propose SCA Projects to be funded to the Trust Board</p> <p>Notify Diocesan/Religious order of agreed, funded SCA Capital Projects</p> <p>Assist schools in Project Managing and delivering SCA Projects</p>	Develop local strategies around building improvements to support learning at the school	<p>Apply for specific SCA funding for capital projects which will benefit the school.</p> <p>Lead local project management of Capital Projects</p>

			Report on progress of SCA against Estates Strategy		
15.5 Condition Survey		<p>Ensure condition surveys are in place and updated</p> <p>Ensure the condition surveys are used to inform decision making</p>	<p>Instruct contractor to undertake condition surveys and a proposed 5-year preventative maintenance plan</p> <p>Use the condition surveys to inform decision making, taking professional advice</p>	Receive copy of condition survey	<p>Receive copy of condition survey and provide comments to executive team</p> <p>Consider the survey and preventative maintenance plan in maintenance and capital works applications/decisions</p>
15.6 Repairs and refurbishment			Develop a list of preferred contractors for specific activities		Draw contractors from Trust's preferred list
<p>Useful resources</p> <ul style="list-style-type: none"> • CES model Protocol between dioceses and multi-academy trust companies • Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies" Catholic • Church Insurance Association: Guidance for Roman Catholic Parishes when letting Diocesan Premises 					