



Romero
Catholic Academy Trust

CENTRAL TEAM
SERVICE LEVEL COMMITMENT
2023-24



Introduction

Romero is a rapidly growing Catholic Academy Trust covering the schools of the Diocese of Salford in Blackburn with Darwen, Calderdale and Lancashire. We began as a collaboration of six schools that came together to support each other and although we will grow to become one of the largest Trusts in the region, we still uphold the core principles on which we were established. Our values can be summarised as:

Faith: to nurture our belief in God

Service: to live out the responsibilities of our faith by serving others

Aspiration: to aspire to fulfil the potential of each individual, created uniquely in the image of God

Collaboration: to work collaboratively; sharing and fostering the strengths and expertise of all.

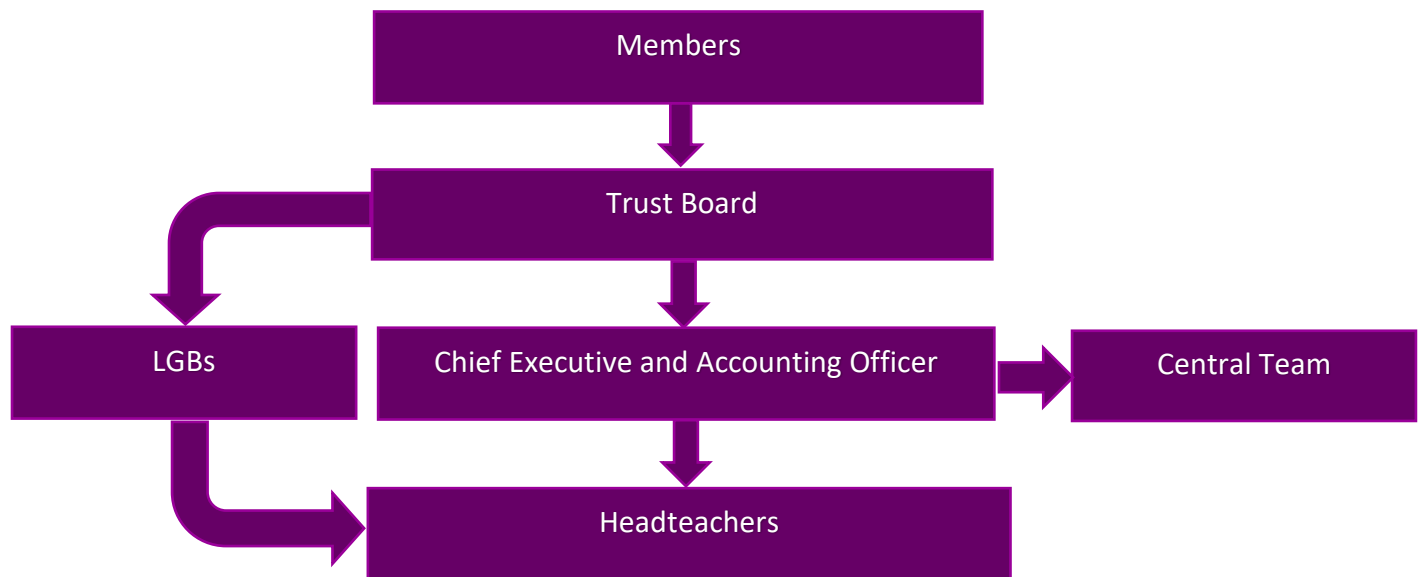
Inspired by our patron, St Oscar Romero, we 'aspire not to have more, but to be more', which means our schools are joyful and happy places of learning.

Romero is a dynamic, vibrant and outward facing Catholic Academy Trust that is powered by the remarkably talented people who work in our schools and amazing pupils who we serve and who deserve the very best we can offer.

As we always say, 'Isn't exciting and aren't we lucky?'



Romero Catholic Academy Trust Organisation Structure



Members	The members protect the charitable and educational objectives of the Trust.
Trust Board	The Board's core function is to set the strategic direction of the Trust.
Local Governing Bodies	LGBs are responsible for setting the strategic direction of the individual school and holding the leadership of that school to account.
Central Team	The Central Team is responsible for delivering central services to the Trust schools. For example, Finance, HR, Governance and Compliance, Health and Safety, Estates and School Improvement.

Who we are

Chief Executive Officer

Des Callaghan – Chief Executive Officer/Accounting Officer

Estates and Compliance

James Bolton - Estates and Compliance Manager

Finance

Elizabeth Fleming - Chief Financial Officer
Andy Cain – Finance Manager
Mandy McFadden – Finance Manager
Lisa Cheung – Finance Manager

Governance

Helen Whitaker – Governance Professional
Lauren Lang – Business Support Officer/Trust Clerk

Human Resources

Kelly Forrest – Head of HR
Zoe Robinson – HR Advisor
Kathy Foster – HR Advisor
Alicia Goldie – HR Administrator

School Improvement

Sarah Price – Director of Education: Primary
Mike Wright – Director of Education: Secondary



Vision and Values of the Trust

Romero Catholic Academy Trust is a family of Catholic schools serving the needs of children and young people in the Diocese of Salford, covering the areas of Lancashire, Blackburn with Darwen and Calderdale. Responding to the challenge of our patron saint we; *'aspire not to have more, but to be more.'* To achieve this, we will uphold four key values:

Faith: to nurture our belief in God

Service: to live out the responsibilities of our faith by serving others

Aspiration: to aspire to fulfil the potential of each individual, created uniquely in the image of God

Collaboration: to work collaboratively; sharing and fostering the strengths and expertise of all.

Faith

- Inspired by the vision of Bishop John, we will provide an authentic passing-on of our Catholic faith.
- Our schools will be nurtured by the Word of God.
- Our pupils will come to an understanding of what it means to be loved by God and the responsibilities that come from loving God.
- Our schools are worshipping communities characterised by vibrant liturgy and prayer.

Service

- We will always act in the service of the pupils in our care.
- In our schools we will educate our children to be the next generation of the stewards of God's creation.
- We embrace Catholic social teaching and work for the Common Good with a preferential option for the poor.
- We are outward facing, acknowledge our place in the wider educational system and accept our civic responsibility.

Aspiration

- We will work to fulfil the potential of each member of our community by providing an education that develops the whole person, including high quality Religious Education.
- Our schools will have a relentless focus on achievement. The quality of education in our schools will be 'at least as academically distinguished as that in the other schools of the area.' (Can. 806.2)
- Every member of our community will be provided with the knowledge, skills and attitudes needed to succeed in school and in the next stage of their lives.
- Through high quality and relevant continuing professional development, we will invest in our staff.
- Decision making will weigh up the Common Good and be made in a timely way.
- We will always focus on the solution to a problem.

Collaboration

- A spirit of solidarity leads us to accept a shared responsibility for all.
- We recognise the concept of subsidiarity; that decisions will be made as locally as possible.
- Improvements across our family of schools will be secured by utilising the skills and experience in the trust
- Wherever possible, we will take care to involve and inform people in decision making.
- We believe in the importance of open, honest and positive communication.



Our Schools - November 2023

Primary

Christ the King RC Primary,
Burnley

Holy Trinity R.C. Primary School,
Brierfield

Sacred Heart RC Primary,
Colne

St Anne's and St Joseph's RC Primary,
Accrington

St Augustine's RC Primary,
Burnley

St John the Baptist RC Primary,
Burnley

St John Southworth RC,
Nelson

St Joseph's RC Academy,
Todmorden

St Mary Magdalene's RC Primary,
Burnley

St Mary's RC Primary,
Bacup

Secondary

All Saints RC High School,
Rawtenstall

Blessed Trinity RC College,
Burnley

St Augustine's RC High School,
Billington





Strategic Aims 2023-2026

- 1 EXCELLENT STANDARDS IN TEACHING AND LEARNING**
 - 1.1 Developing staff expertise
 - 1.2 Excellent pupil outcomes
 - 1.3 School improvement capacity
 - 1.4 Collaboration and quality assurance
- 2 STRONG, SUSTAINABLE LEADERSHIP AND GOVERNANCE**
 - 2.1 Recruitment, retention and succession planning
 - 2.2 Effective governance
 - 2.3 The Catholic life of our schools
 - 2.4 Financial accountability
- 3 BUILD A STRONG INFRASTRUCTURE**
 - 3.1 An effective Central Team to support schools
 - 3.2 Funding Review
 - 3.3 MAT growth
- 4 PUPIL AND STAFF WELLBEING**
 - 4.1 Employee experience and wellbeing
 - 4.2 Ensuring excellent wellbeing and support for all pupils



Minimum Standard Agreement

Contents

- Estates and Compliance
- Finance
- Governance
- Human Resources
- School Improvement
- Additional services

ESTATES AND COMPLIANCE OFFER

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Confidentiality and data protection

Service Review and Improvement

Introduction

This agreement outlines the expectations on all parties in the provision of Estate Services provided by the Trust to Schools. It aims to establish a mutual understanding regarding the scope, responsibilities and expectations relating to the Trust's Estate and Compliance Management function.

Key Contacts

James Bolton

Estates and Compliance Manager

jbolton@romerocat.com

Scope of Support

Compliance – Support compliance across Trust Schools

Ensure schools meet all their statutory compliance requirements

Help schools develop and maintain compliance management systems

Advise on policy, reporting and record keeping requirements

Provide and support risk management oversight

Ensure there is appropriate H&S/compliance training for all staff and records are kept

Oversight of new regulations / legislation effecting school property

Estates Strategy - Support Schools Investment Planning

Create a 3-5 year strategy for schools looking at utilisation, systems, infrastructure and maintenance requirements

Capture School Condition Allocation investment bids from schools

Progress SCA funding allocation within the Trust

Repairs and Maintenance – Support Schools Maintenance Planning

Work with schools to create a Planned Preventative Maintenance schedule

Help schools budget for maintenance

Assist schools with condition audits and checks of buildings, grounds, systems, fixtures and fittings

Advise on supplier selection, ensuring competence and value



Procurement - Seek best value in School Estates Procurement

Harness efficiencies and bulk buying power to exploit economies of scale across the Trust

Assist schools with contract procurement

- Help with specifications for tenders
- Tender response review
- Supplier and contract management

Project Management Support

Support schools planning for school Estate projects

Help schools capture quality, time and costs elements of a specification

Ensure projects meet their objectives and help with snagging

Support the role of CDM Client for projects passing Construction Design Management thresholds

Help with contract and contractor engagement

Energy and Environment - Work with schools to reduce the use of utilities and minimise spend

Capture utilisation of energy and water

Analyse utilisation trends and challenge anomalies

Compare utilities use across Trust schools

Identify investment measures which may lead to a reduction in use

Identify returns on investments

Seek to identify measures which will reduce energy waste

Procure energy across the Trust to exploit best value utilising frameworks and brokers to achieve value

Identify energy saving measures

Capture costs and payback of energy and environmental investments

Provide a Trust wide oversight of energy use

Trust Level

Encourage shared good practice across the Trust

Capture school, land, building and lease information on behalf of Trust Schools and submit to the DFE as part of their Land and Building collection requirements.

Identify and exploit funding opportunities for school improvements

Produce a library of draft estate and compliance documents for schools to utilise

Implement and oversee a Trust compliance/asset management system

Interact with the Diocese on Estate and Compliance matters

Provide oversight of Trust Schools Estates and Compliance to the Trust Board

Timelines

Enquiries will be responded to within 24 hours

Communication

Team Contact details:

James Bolton – Estates and Compliance Manager – jbolton@romerocat.com - 07396732780

Responsibility of Schools

Schools are expected to:

- Work in partnership with Trust Estates staff, providing open and honest accounts of all Estate and Compliance matters.
- Provide access to data, records and information necessary for the Trust Estates Team to perform its duties.
- Allocate the necessary resources, including funding and staff time, to support the effective management of Estates and Compliance.

Confidentiality and Data Protection

Both parties agree to maintain the confidentiality and security of any sensitive information shared during the course of the service. The Trust will adhere to applicable data protection laws and regulations when handling the school's data.

Service Review and Improvement

Regular reviews will be conducted to evaluate the effectiveness of the Trust's support and the impact of the support on school performance.

Feedback from the school will be considered in order to enhance service quality and tailor support to specific needs.

FINANCE OFFER

Introduction

Key Contacts

Scope of Support

Timelines

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Responsibility of Schools

Confidentiality and data protection

Service Review and Improvement

Introduction

This agreement outlines the expectations on all parties in the provision of <service> provided by the Trust to Schools. It aims to establish a mutual understanding regarding the scope, responsibilities and expectations relating to the Trust's Finance function.

Key Contacts

Liz Fleming – Chief Finance Officer – efleming@romerocat.com

Scope of Support

School Level

The Local Governing Body

The Local Governing Body is appointed by the Board of Trustees and has delegated responsibility for the financial management of the Academy. The main roles of the Local Governing Body at school level are detailed in the Terms of Reference for the LGB:

- To monitor the annual budget and review monthly management accounts;
- Ensure effective management of the Academy cash flow;
- To determine expenditure thresholds within the Academy, limited to the funding delegated by the Board of Trustees;
- To recommend annual budgets to the Board of Trustees;
- To evaluate the effectiveness of spending decisions within the Academy;
- The review and approval of the annual financial statements prior to consolidation at Trust level;
- To review the risks to which the School is exposed and determination of whether systems are in place to mitigate those risks;
- To report monthly the income and expenditure to the Board of Trustees;
- To seek value for money and ensuring resources are applied appropriately at academy level;
- To ensure the Nolan principles are upheld;
- To prevent fraud.

The Headteacher/Head of School

The Headteacher is responsible at Academy level for:

- The preparation of proposed annual budgets in discussion with the School Business Manager/Finance Manager;
- The overview of the Academy's financial position;
- Ensuring returns relating to finances are made to the ESFA/DfE in accordance with their timetable and when appropriate;
- The maintenance of effective systems of internal control;
- Ensuring that accounts at school level are properly presented and adequately supported by the underlying records of the school;



- To seek value for money and ensuring resources are applied appropriately at school level;
- To ensure the Nolan principles are upheld;
- To prevent fraud.

School Business Manager/Finance Manager

The School Business Manager will support the Headteacher/Head of School at Academy level to deliver:

- The preparation of annual budgets;
- The day to day management of financial issues;
- The preparation of monthly management accounts for submission to the LGB;
- The management of the Academy's cash position;
- The management of the Academy's overall financial position;
- To seek value for money and ensuring resources are applied appropriately at Academy level;
- Follow the Trust finance manual and understand the delegated authorities in place;
- To ensure the Nolan Principles are upheld;
- To prevent fraud;
- Ensure that accounts at Academy level are properly presented in the agreed format.

School Level Budget Holders

All school level budget holders will ensure the integrity of the accounting, budget monitoring and reporting arrangements for delegated functions. Key tasks budget holders are to undertake include:

- To review budget monitoring reports on a monthly basis, ensuring transactions are correct and querying any errors for inappropriate spend/errors within five working days;
- To review the overall budget position termly by examining spend against the budget;
- Identifying potential over or under spends and decide on corrective action. Discussion of same with Headteacher/Head of School to ensure internal controls are adhered to and that required records are maintained and kept up to date by regular reviews.

Trust Level

Board of Trustees

The Board of Trustees has overall responsibility for the Trust's finances. The main responsibilities of the Board of Trustees include:

- Establishing a funding model for use across the Trust and the academies;
- Overseeing the finances of the Trust and the academies;
- Approving and applying each Academy's budget;
- Appointment of External Auditors;
- Set spending priorities across the Trust;
- Approve virements and expenditure thresholds across the Trust;
- Monitor the effectiveness of spending decisions across the Trust;
- Ensure grants from the ESFA are used only for the purposes intended;
- Review of financial papers and discussion of issues identified by the Trust's Finance, Audit and Risk Committee;
- Approval of the consolidated Annual Report and Accounts;
- Approval of Trust Finances;
- Review of the risks to which the Trust is exposed and determination of whether systems are in place to mitigate those risks;
- Undertake an annual appraisal of the Chief Executive performance and pay taking into account the requirements of the ESFA Financial Handbook;



- Compliance with the Academies Trust Handbook;
- Annual approval of the Trust Finance Manual;
- All financial matters conform to the Nolan Principles.

<https://www.gov.uk/government/publications/the-7-principles-of-public-life>

Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee has delegated powers to take financial decisions on behalf of the Board of Trustees. The Committee shall consist of a minimum of three members and a maximum of six members.

The Trust has determined that the Finance, Audit and Risk Committee will ensure there is a process for independent checking of financial controls, systems, transactions and risks. The Finance, Audit and Risk Committee will review the risks to internal financial control and agree a programme of work that will address these risks, inform the Statement of Internal Control and, so far as it is possible, provide assurance to the external auditors. This programme of risk review will be managed by the work of an internal audit service. A program of internal audit must be approved at the start of each new financial year. If the Trust employ external auditors to undertake the internal audits these auditors must not be the same auditors or firm as the external auditors who carry out the annual audit.

The Committee will meet at least three times a year and will make reports to the next meeting of the full Board of Trustees to ensure that the Board of Trustees is kept fully informed on all developments and matters of importance. This Committee should ensure that monthly management accounts are produce monthly and distributed:

- Monthly Trust Management Accounts to the Chair of Trustees, Chair of Finance, Audit and Risk Committee and CEO;
- Monthly Subsidiary Management Accounts to the Chair of Governors and Head of School;
- Monthly Management Account meeting to be held between the CFO/Trust Finance Manager, Head of School and SBM;
- Six times a year to the Trustees.

The Committee may co-opt non-Trustees as advisors to extend its range of expertise as necessary but non-members may not vote on any matter. The Trust Chief Executive Officer has the right to attend any meeting of the Committee and is permanently invited to do so.

The main responsibilities of the Trust Finance, Audit and Resources Committee include the following:

- Development of the overall Trust financial strategy;
- Monitoring performance against budget for all Academy's;
- To review the staffing structure;
- To review the SCA Plan;
- To review the ICT Development Plan;
- To review the Annual Budgets and recommend to the full board of Trustees;
- Ensure the Trust is held to account regarding value for money;
- To be aware of the requirements of the ESFA, Companies House and Charities Commission.



Chief Executive Officer

The Trust must have a named Chief Executive Officer and must inform the ESFA of any changes that occur with immediate effect. The Chief Executive Officer has overall executive responsibility for the Trust's activities including financial activities and acts as the Accounting Officer. Funding Agreements for individual schools require the Trust to identify a named individual as the Accounting Officer who is responsible to the Trustees and to the ESFA for ensuring regularity and propriety, ensuring the economic and effective use of resources towards the management and control of the Trust, implementation of all policies as approved by the Board of Trustees and for direction and teaching of the curriculum.

The Chief Executive Officer will:

- Ensure compliance with the required financial regulations and with the requirements of the ESFA as specified within the Academies Financial Handbook; and Company and Charities law;
- Ensure that sound systems of internal control are in place;
- Prevention of fraud;
- Uphold the Nolan principles;
- Ensure value for money across the Trust.

Chief Finance Officer

The Trust must have a named Chief Finance Officer and must inform the ESFA of any changes that occur with immediate effect. The CFO and their finance staff must be appropriately qualified and/or experienced. Trusts must assess whether the CFO, and others holding key financial posts, should have a business or accountancy qualification and hold membership of a relevant professional body, dependent on the risk, scale and complexity of financial operations. ESFA encourages larger trusts (for example over 3000 pupils) to consider the range of accountancy qualifications available from professional bodies such as the ICAEW, ACCA, CIMA or CIPFA (including CIPFA qualifications developed in partnership with ISBL) and take this into account when filling CFO vacancies.

The main responsibilities of the Chief Finance Officer are:

- The day-to-day management of financial issues including the establishment, maintenance and operation of a suitable accounting and budgeting system;
- The management of the Trust financial position within the framework for financial control determined by the Board of Trustees;
- The preparation of annual capital and revenue budgets and financial plans;
- Preparation of the Trust budget assumptions document;
- To ensure the preparation of the draft annual accounts for the finance and audit committee;
- To ensure the annual accounts are audited and filed with the ESFA and Companies within the timescales allowed;
- The preparation of monthly management accounts monitoring and control of expenditure against budgets;
- Maintaining day-to-day liaison with external (and internal, where appropriate) auditors to achieve efficient financial processes;
- Producing BACS/releasing funds in conjunction with the Chief Executive Officer or other authorised signatories;
- To ensure ESFA budget returns are submitted within the required timescales;



- To oversee the finance team(s) and to ensure effective financial control and monitoring of all income and expenditure including salaries across the Trust;
- Prevention of fraud;
- Uphold the Nolan principles;
- Ensuring value for money across the Trust.

Trust Finance Managers

The Trust finance managers will be responsible for:

- Being the first point of contact with their designated schools;
- Liaising with the SBM/FM and Headteacher on a monthly basis to make decisions that will inform the monthly management accounts;
- Preparation of the monthly management accounts and corresponding report for presentation to the LGB;
- Preparation and processing of accruals and prepayments for entry into the finance system to ensure accurate management accounting information;
- Liaising with the Headteacher/Head of School and the SBM/FM to develop the budget for the next three years in line with the budget assumptions document developed by the CFO;
- Second authorise individual Academy BACS runs on a weekly basis and check these for instances of fraud;
- Provide finance and system training and advice where required for SBMs/FMs;
- Maintain the finance system, in particular, maintenance of the shared purchase ledger;
- Review the ledger for each Academy and make adjustments where necessary for misposts and monitor actual against expenditure for significant over/underspends;
- Prevention of fraud;
- Uphold the Nolan Principles.

Timelines

Internal Timelines

Management accounts will be prepared and provided to schools by the 20th of each month, with the exception of September and October.

Budget preparation guidelines will be issued by the end of March each year, with the first draft budget expected by the end of April. A review of this budget will then take place between the Trust FM/CFO, Headteacher and Academy SBM/FM by the end of May with a finalised budget prepared by the end of June.

Requests for new supplier set ups will be turned around in 7 working days.

BACS runs will be reviewed and second authorised by the Central Finance Team by close of play every Thursday.

External Timelines

Land and Buildings Collection Tool will be submitted for the Trust by 7 November annually.

Submission of the audited financial statements, management letter, annual summary internal scrutiny report and accounts submission coversheet by 31 December.

SRMSAC online submission by 15 March.



Complete and submit the accounts return online form by 30 January.

Publish audited financial statements on Trust website by 31 January.

Submit audited financial statements to Companies House within 9 months of the end of the accounting period 31 May.

Complete and submit the budget forecast return by 31 July.

Communication

Trust staff will respond to school enquiries and requests in line with the timelines provided. For other requests the aim will be a maximum of 48 hours (excluding weekends).

Responsibility of Schools

Schools are expected to:

- work in partnership with Trust staff, providing open and honest assessments of school financial performance;
- provide access to data, records and information necessary for the Trust to perform its duties;
- allocate the necessary resources, including funding and staff time to support improvement initiatives;
- refresh their understanding of the delegated authorities and financial guidance as per the revised finance manual and Academy Handbook annually.

Confidentiality and Data Protection

Both parties agree to maintain the confidentiality and security of any sensitive information shared during the course of the service. The Trust will adhere to applicable data protection laws and regulations when handling the school's data.

Service Review and Improvement

Regular reviews will be conducted to evaluate the effectiveness of the Trust's support and the impact of the support on school performance.

Feedback from the school will be considered in order to enhance service quality and tailor support to specific needs.

GOVERNANCE OFFER

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Key Contacts

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Service Review and Improvement

Introduction

This agreement outlines the expectations on all parties in the provision of Governance provided by the Trust to Schools. It aims to establish a mutual understanding regarding the scope, responsibilities and expectations relating to the Trust's Governance support function.

Key Contacts

Helen Whitaker – Governance Professional. hwhitaker@romerocat.com 01282 855500.

Lauren Lang – Business Support Officer/Trust Clerk. llang@romerocat.com 01282 855500.

Scope of Support

- Access to NGA and NGA learning link
- Access to Trust Governor
- Access to DPO service including support for subject access requests/freedom of information requests and data breaches (including maintaining the data breach log).
- Access to legal advice.
- Annual training schedule detailing mandatory and planned training
- Access to Trust arranged Governor training
- Regular updates on relevant training and statutory updates

- **Governance**
 - Annual self-evaluation support and an evaluation of this. Support to address any areas for development will be given.
 - Maintain and hold Governance records i.e business and pecuniary interests, Get Information about Schools, term of office etc.
 - Monitor Skills Audit and direct/arrange training as necessary to address any gaps.
 - Produce an annual planner for Governor meetings and standardised agendas.
 - Set up of Governor meetings on Trust Governor.
 - Assist with Governor recruitment and reconstitution including support with parent and staff governor elections.
 - Provide Governance advice and support as necessary.
 - Develop effective governance to ensure governors time is used efficiently.

- **Ofsted/CSI Inspection**

When your school receives notification of an inspection, the Governance Professional will;

 - email you the Governance and Trust structure documents (attached) so you have them to hand.
 - email Governors the example questions and responses for the meeting with Inspectors.
 - come to school with a folder for you and your Chair containing all the relevant information you and your Governor representative/Chair need for the inspection.



The folder will contain;

- membership and vacancy information, register of business and pecuniary interests, link governors, skills audit, training record, organizational structure, structure of governance and annual planner and terms of reference. I will also print your recent meeting minutes, papers and agendas.
- do a website check to ensure your Governance information is up to date.

- **Permanent Exclusion Panel**

- Arrange the Governors for the panel and confirm the date and time (within 15 school days of the exclusion).
- Provide templates of the necessary paperwork i.e. letters/headteachers report
- Send the exclusion panel paperwork to the Governors.
- Minute the panel meeting and produce minutes (or provide a Clerk to do this).
- Provide the content for the hearing decision letter.
- Send the completed outcome letter to the school for sending to the parents.

- **Formal Complaints Panel**

- Inform the Directors that the panel is taking place so that they can decide if it is necessary for a Director to sit on the panel.
- Arrange the Governors for the panel and confirm the date and time (to take place within 20 school days of receipt of the complaint).
- Ensure the panel has access to any relevant paperwork relating to the complaint/panel.
- Minute the panel meeting and produce minutes (or provide a Clerk to do this).
- Inform the school of the panel's decision so that it can write to the complainant.

- **Recruitment of Parent/Staff Governors**

- Support and guide the school on the recruitment process for staff and parent Governors.
- Provide templates to support the process.

- **Recruitment of Foundation Governors**

- Liaise with the Diocese to recruit Foundation Governors as per the priorities of the school/skills needs.

- **Website Compliance**

- Termly checks to ensure that your website is compliant in line with DfE requirements.

- **Policy Compliance**

- Provide a up to date comprehensive list of policies required.
- Ensure all relevant policies are in place and are up to date and include all necessary statutory information.
- Maintain the shared area and ensure all Trust policies are up to date for schools to access.
- Managing the admissions policy process producing an individual policy for each school and liaising with the Diocese and LA.

Timelines

Minutes will be produced and sent to Chairs/Headteachers within one week of the meeting taking place.

Minutes will be added to Trust Governor for LGBs to view within two weeks of the meeting taking place.

Governors will be able to view meeting agendas and papers on Trust Governor at least one week prior to the meeting taking place.

Communication

Trust staff will respond to school inquiries and requests within 48 hours.



Responsibility of Schools/Governors

Schools and Governors are expected to: check minutes (Chairs/Headteachers) and ensure that they are returned to the Trust Governance Professional within one week of receiving them.

Governor Level

- Ensure that Trust Governor is keep up to date with changes to personal details, business and pecuniary interests and training completed etc.
- Attend any mandatory training and engage in relevant training.
- Attend annual Safeguarding training in school (September INSET) or complete NGA Safeguarding module.
- Regularly attend LGB meetings and LGB Chairs to attend termly LGB Chairs meetings.
- Visit school to carry out link governor visits as necessary.
- Ensure you are fully prepared for meetings and have read all papers/reports/policies and are ready with questions/challenge for the school leadership.

School Level

• **Admissions**

- Ensure that admission policies and consultation documents are published on the website.

• **DPO**

- Schools to ensure that all data breaches are reported to the Governance Professional and HY Education.

• **Governance:**

- Hold a file/electronic filing system of all Governors meeting minutes, agenda and papers for each meeting.
- Ensure all Governance information is up to date on the school website.
- Ensure all Governors have a valid DBS check upon appointment to your LGB.
- Send Headteacher's reports, SIPs/SEFs and any meeting papers/additional agenda items and policies for approval to the Trust Governance Professional within the set deadlines.
- Inform the Trust Governance Professional of any changes to Governance i.e. resignations, appointment of Parent or Staff Governors.

• **Permanent Exclusion Panel**

- Prepare the paperwork for the panel i.e. headteachers report/behavior policy etc.
- Contact the parents regarding the panel hearing by letter and also contact them to determine if they will be attending the hearing/have any special needs. Ensure any necessary leaflets are send to parents.
- Write to the parents to confirm the panel date and time.
- Send paperwork to the parents (at least five school days before) and send to Governance Professional for sending to Governors.
- Provide copies of the paperwork for the meeting.
- Provide a room for the meeting.
- Send the letter to parents informing them of the outcome of the meeting and include the IPA form.
- Inform LA of the exclusion/ensure copies of exclusion letter/PEN and outcome letter are shared with the LA. Update the MIS system following the hearing and remove from roll 15 school days following the hearing.

• **Formal Complaints Panel**

- Acknowledge receipt within 5 schools' days of receiving the complaint.





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- Facilitate the complaints panel at school including arranging a room, informing the complainants of the meeting time and date and ensuring the Headteacher and other relevant staff are in attendance at the panel to give evidence.

- Forward any relevant paperwork relating to the complaint/panel to the Governance Professional to share with the panel.
- Inform the parents of the outcome of the hearing in writing (within 5 days of the hearing taking place).

• Recruitment of Parent/Staff Governors

- Send out Trust templates for the role of parent and staff governors to school community, guided by the Trust Governance Professional.
- Arrange elections for the post as necessary, guided by the Trust Governance Professional.

Confidentiality and Data Protection

Both parties agree to maintain the confidentiality and security of any sensitive information shared during the course of the service. The Trust will adhere to applicable data protection laws and regulations when handling the school's data.

Service Review and Improvement

Regular reviews will be conducted to evaluate the effectiveness of the Trust's support and the impact of the support on school performance.

Feedback from the school will be considered in order to enhance service quality and tailor support to specific needs.



HUMAN RESOURCES OFFER

Introduction

Key Contacts

Scope of Support

Timelines

Communication

Responsibility of Schools

Confidentiality and data protection

Service Review and Improvement

Introduction

This agreement outlines the expectations on all parties in the provision of Human Resources and Organisational Development provided by the Trust to Schools. It aims to establish a mutual understanding regarding the scope, responsibilities and expectations relating to the Trust's Human Resources function.

Key Contacts

Kelly Forrest	Head of Human Resources	kforrest@romerocat.com
Zoe Robinson	Human Resources Advisor	zrobinson@romerocat.com
Kathy Foster	Human Resources Advisor	kfoster@romerocat.com
Alicia Goldie	Human Resources Administrator	agoldie@romerocat.com

Scope of Support

Employee Relations (ER) advice and support

- Provide responsive telephone, email and face to face advice and support to all academies within the Trust on capability, disciplinary, grievance, redundancy, restructure, safeguarding, diversity, equality, sickness and other absence cases.
- Attend on site visits to individual academies relating to formal disciplinary, capability, grievance, sickness absence cases, hearings or appeals to advise the head teacher, SLT and/or panel.
- Attend formal welfare and return to work meetings as required (after long term absence) and provide advice on occupational health recommendations, phased returns and reasonable adjustments.
- Take a lead role in employee relations and develop a constructive relationship with recognised Trade Unions.
- Liaise with the Trust's employment law advisors as necessary regarding risk management, ACAS conciliation, settlement agreements and employment tribunals.

HR Policies

- Update, consult on and maintain a suite of CES/RCAT HR policies and procedures including a range of template letters for use across all academies within the Trust.

Compliance

- Support the completion of initial payroll processes
- Liaise with SBM's and the Trust's payroll provider to ensure accuracy of pay for staff
- To support the submission of the statutory annual return to the Department for Education (DfE), Government Agencies and auditors, e.g. workforce census, gender pay reports
- To provide support to each individual academy to maintain the single central record

Talent/Performance Management and Wellbeing

- Develop staff wellbeing and engagement programmes, such as staff survey, wellbeing initiatives and regular HR updates



- Co-ordinate the performance review cycle in conjunction with academy school leaders

Recruitment and Retention

Facilitate the interview and selection process for the recruitment of new Head Teachers and Deputy Head Teachers

- Work with academies and senior leaders to design and agree the advertising campaign and interview/selection process for the recruitment of staff to Deputy Head Teachers, Assistant Headteachers and other senior posts.

Timelines

- A member of the Human Resources team will respond to school inquiries and requests within 24 hours throughout the year, including school holiday closure periods.

Communication

- Members of the Human Resources team are available individually via email (see above) and via telephone – 01282 855500.

Responsibility of Schools

Schools are expected to:

- Work in partnership with Human Resources staff, providing open and honest accounts of all staffing matters.
- Provide access to data, records and information necessary for the Human Resources Team to perform its duties.
- Allocate the necessary resources, including funding and staff time, to support the effective management of staffing matters.

Confidentiality and Data Protection

Both parties agree to maintain the confidentiality and security of any sensitive information shared during the course of the service. The Trust will adhere to applicable data protection laws and regulations when handling the school's data.

Service Review and Improvement

Regular reviews will be conducted to evaluate the effectiveness of the Trust's support and the impact of the support on school performance.

Feedback from the school will be considered in order to enhance service quality and tailor support to specific needs.



SCHOOL IMPROVEMENT OFFER

Introduction

Key Contacts

Scope of Support

Timelines

Communication

Responsibility of Schools

Confidentiality and data protection

Service Review and Improvement

Introduction

This agreement outlines the expectations on all parties in the provision of school improvement services provided by the Trust to Schools. It aims to establish a mutual understanding regarding the scope, responsibilities and expectations relating to the Trust's school improvement function.

Key Contacts

Sarah Price – Director of Primary Education sprice@romerocat.com

Michael Wright – Director of Secondary Education mwright@romerocat.com

Scope of Support

School Level

To support school improvement Directors of Education (DoEs) will:

- work with school leaders to test self evaluation and identify areas for improvement
- work with leaders to develop and implement improvement strategies and action plans
- provide professional development for school staff
- provide expertise and guidance on curriculum design and development
- monitor and evaluate the progress of improvement initiatives

Directors of Education will also:

- support individual schools in preparing for CSI and Ofsted inspections. This will include support for leadership teams, local governing bodies and school staff
- provide rapid response on notification of inspection – DoEs will be available to support schools during their Ofsted and CSI inspections. As both DoEs also act as Ofsted inspectors, a timetable showing individual availability throughout the academic year is provided in appendix A
- be available to support schools with other urgent issues as they arise

The minimum level of support for all schools is 3 visits (half day) per term to include reviews of:

- Quality of Education
- Behaviour and Attitudes
- Personal Development
- Leadership & Management
- Catholic Life

Trust Level

The Trust will also work with groups of schools / LGBs providing:

- updates on the Ofsted framework



- preparation for Ofsted inspection
- updates on the CSI Framework
- preparation for CSI inspection
- Leadership Network
- Headteachers' Forum
- Where there is demand from schools, the Trust will facilitate Curriculum Networks and networks supporting other areas of school life
- support and training for wider issues e.g. responding to LGBTQ+ issues in schools

Timelines

DoEs will complete reports on various activities, such as self evaluation, improvement plan development, and progress monitoring within 10 working days of a school visit.

Communication

Trust staff will respond to school inquiries and requests within 24 hours apart from those times when DoEs are involved in inspection (see appendix A)

Responsibility of Schools

Schools are expected to:

- work in partnership with Trust staff, providing open and honest assessments of school performance
- provide access to data, records and information necessary for the Trust to perform its duties.
- allocate the necessary resources, including funding and staff time, to support improvement initiatives, including attendance at network meetings.

Confidentiality and Data Protection

Both parties agree to maintain the confidentiality and security of any sensitive information shared during the course of the service. The Trust will adhere to applicable data protection laws and regulations when handling the school's data.

Service Review and Improvement

Regular reviews will be conducted to evaluate the effectiveness of the Trust's support and the impact of the support on school performance.

Feedback from the school will be considered in order to enhance service quality and tailor support to specific needs.



Romero
Catholic Academy Trust

ADDITIONAL SERVICES



Appendix A

Director of Education Availability

Sept							Oct							Nov							Dec						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3							1			1	2	3	4	5					1	2	3
4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
							30	31																			
Jan							Feb							Mar							Apr						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1	2	3	4	5	6	7				1	2	3	4					1	2	3	1	2	3	4	5	6	7
8	9	10	11	12	13	14	5	6	7	8	9	10	11	4	5	6	7	8	9	10	8	9	10	11	12	13	14
15	16	17	18	19	20	21	12	13	14	15	16	17	18	11	12	13	14	15	16	17	15	16	17	18	19	20	21
22	23	24	25	26	27	28	19	20	21	22	23	24	25	18	19	20	21	22	23	24	22	23	24	25	26	27	28
29	30	31					26	27	28	29				25	26	27	28	29	30	31	29	30					
May							Jun							Jul							SP unavailable						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	MW unavailable						
			1	2	3	4						1	2	1	2	3	4	5	6	7							
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14							
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21							
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28							
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31											