

Scheme of Delegation

Appendix A

Approved by Romero Catholic Academy Trust Board of
Directors on 07/07/2026

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 RSC 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:

- Members are the guardians and custodians of governance in the trust and its vision, values and ethos
- Accountable to the Bishop (unless the Member is the Bishop)
- Signatories to the Memorandum and Articles of Association
- Assure themselves that the governance of the trust is effective and that trustees are acting in accordance with the trust's charitable objects
- Ensure the Catholic character of the Catholic Academy Trust is preserved and developed per the trust deed's charitable objects

Directors:

- Company Directors and Charity Trustees
- Accountable to the Members and 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.
- Apply the highest standards of governance, taking full ownership of their duties
- Ensure compliance with the trust's charitable objects, company and charity law, and with their funding agreement and comply with any directives, advice and/or guidance issued by the Bishop
- Provide members with sufficient information to enable them to assure themselves that the board is exercising effective governance
- Have robust effective oversight of the operations and performance of the academy trust,
- Have strategic oversight of relationships with stakeholders.
- Ensure regularity, propriety and value for money in use of the trust's funds.
- Ensures high-quality executive leadership through appointing the trust's CSEL/CEO and providing effective support and challenge to the CSEL/CEO and executive leadership team

- Sets clear objectives and effectively manages the CSEL/CEO to ensure high performance, and sets appropriate levels of remuneration for the CSEL/CEO and executive team

Executive Team:

- Appointed by the Board of Directors and employed by the Multi-Academy Trust Company
- Responsible for delivering the Board's vision and Catholic ethos
- Responsible to the Trust Board for the Multi-Academy Trust Company's financial effectiveness and stability and for ensuring value for money
- Responsible to the Trust Board for ensuring all systems, processes and policies operate with the best interests of the pupil at their centre.
- Responsible to the Trust Board for ensuring there is a whole-trust approach to pupil and staff well-being, inclusion, safeguarding arrangements, and child protection.
- Responsible to the Trust Board for ensuring that all schools within the Trust deliver a broad, structured and coherent curriculum that has ambitious expectations for all pupils including those with additional and special educational needs and disabilities.
- 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,
- Upholding the Catholic mission and values of the Trust and supporting the delivery of the Trust and School Improvement Plan priorities.
- Receiving and scrutinising the Headteacher's reports to monitor and challenge outcomes and school improvement.
- Ensure high-quality and inclusive education is in practice, that is motivating and ambitious for all, including disadvantaged pupils and pupils with SEND and English as an Additional Language so that pupils can thrive.
- Ensure robust and rigorous safeguarding procedures are in place.
- Creating a positive culture and climate for all stakeholders and engaging with stakeholders (staff, parents and families) regularly and acting as an ambassador for the Trust.
- Ensuring a culture of wellbeing for pupils and staff and governors.
- Approving school level policy documents.

Headteacher:

- Responsible for day-to-day leadership and management of the school (or schools in an executive headship type arrangement)
- Is the leading professional and role model for the communities they serve, ensuring high quality teaching and achievement in the school.

- Ensure the school holds ambitious expectations for all pupils including those with additional and special educational needs and disabilities.
- Promote positive and respectful relationships across the school community and a safe, orderly and inclusive environment.
- Ensure pupil have access to a broad, structured and coherent curriculum entitlement, and establish and sustain high-quality, expert teaching across all subjects and phases.
- Ensure a culture of high staff professionalism
- Establish and sustain high expectations of behaviour for all pupils, built upon relationships, rules and routines, which are understood clearly by all staff and pupils.
- Ensure staff have access to high-quality, sustained professional development opportunities, aligned to balance the priorities of whole-school improvement, team and individual needs
- Ensure the protection and safety of pupils and staff through effective approaches to safeguarding, as part of the duty of care.
- 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 academy trust board provides:

- strategic leadership of the academy trust: the board defines the trust vision for high quality and inclusive education in line with its charitable objects – it establishes and fosters the trust’s culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
- accountability and assurance: the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well-maintained
- engagement: the board has strategic oversight of relationships with stakeholders – the board involves parents, schools and communities so that decision-making is supported by meaningful engagement

The directors must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management.

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
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 any statutory requirements. Give notice of the resignation of a governor to the Trust Governance 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 disband the LGB and replace with an intervention board	Recommend to Directors to seek approval for the removal of some or all powers and obligations delegated to the LGB if assigned a RIG		

1.7 Annual report on the company's performance		Approve and publish an annual report to members	Assist the Directors with the preparation of the annual report.		
1.8 Preserve and develop the religious and educational character, mission and ethos of the company	<p>Have oversight of the preservation and development of the religious and educational character, mission and ethos of the CAT.</p> <p>Take action where there are shortcomings or any risk to the religious or educational character or the CAT's reputation.</p>	<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>Preserve and develop the religious character, mission and ethos of the school in collaboration with the Headteacher</p> <p>Champion the CAT's vision, ethos and strategic direction within 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
<p>1.9 Main Functions</p> <p>Strategic leadership of the academy trust.</p> <p>Accountability and assurance</p>		<p>Setting, agreeing, communicating and reviewing a clear vision and strategy, focussing on high quality inclusive education and school improvement</p> <p>Provide robust effective oversight of the operations and performance of the academy trust, including Catholic life, the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective</p>	<p>Support the directors to devise, communicate and review the vision and strategy focused on school improvement and high-quality inclusive education.</p> <p>Provide reports and oversee all aspects of Trust performance to support the directors.</p>	<p>Upholding the mission and values of the Trust and supporting the delivery of the Trust and School Improvement Plan priorities at school level</p> <p>Oversee the school's operations, educational provision, pupil welfare, and ensure proper use of funds.</p>	<p>Upholding the mission and values of the Trust and supporting the delivery of the Trust and School Improvement Plan priorities at school level.</p> <p>Responsible for the delivery of high quality inclusive education, pupil and staff welfare, and in partnership with executive team, effective financial performance and maintenance of the school estate.</p>

Engagement		<p>financial performance and keeping their estate safe and well-maintained</p> <p>Strategic oversight of relationships with stakeholders,</p>	Advise directors of the results of engagement activities with stakeholders	<p>Consider the results of any consultation undertaken by the school and ensure that results are communicated to Trust Board</p> <p>Establish relationships with the parish priest and local community, parents and pupils attending the school</p>	<p>Ensure that a variety of opportunities are made to consult parents, pupils and staff and results are reported to LGA.</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 education provided for pupils at the school</p>
1.10 Strategic oversight of governance		Strategic oversight of Governance arrangements	Monitor governance arrangements and their effectiveness		
1.11 Succession planning		Prepare a succession plan for leadership of governance in the Trust	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 executive team	Advise the LGB and executive team on succession planning for local governance and senior leadership
1.12 Compliance and/or administrative/company secretarial matters		<p>Understand and comply with all duties and requirements of a charity trustee</p> <p>Meet at least three times per year, once per term</p>	Attend meetings of the Directors and provide appropriate Executive	Understand and carry out their role as a committee of the Trust Board,	Conduct the school in a way that is compliant with all relevant regulations, reporting any failings to the LGB and executive team for action

		<p>Ensure that the CAT is compliant with all relevant regulations</p> <p>Receive advice regarding the establishment and publication on the CAT's website</p>	<p>Reports</p> <p>Support and advise the Directors to ensure compliance with the duties placed upon them</p> <p>Update GIAS as required by the Academy Trust Handbook</p> <p>Prepare and file company registers</p> <p>Advise the Directors on central spend/top slice arrangements</p>	<p>Ensure that the school is 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>
1.13 Chair's Actions		<p>A chair will not act alone in conducting the functions of the board unless approved to do so by the board, and only in circumstances where delegation to an individual is permitted. Delegated decisions taken by the chair should be reported in writing to the trustees as soon as possible and recorded in board minutes.</p>			
1.14 Documents, policies and procedures		<p>On an annual basis, review and amend (if appropriate), in line with Diocesan policy and DfE guidance:</p>	<p>Advise the directors and the schools on Trust-wide and school specific policy requirements and take action to prepare and/or</p>	<p>Review and amend the policies of the school in line with any Trust-wide policies</p>	<p>Tailor Trust-wide policies to the individual school as recommended by the executive team</p>

		<ul style="list-style-type: none"> the policies of the Trust Code of Conduct The terms of reference for the directors and their sub-committees The constitution of the LGBs This scheme of delegation and table of roles and functions 	<p>amend any such policies as required by the directors</p> <p>Prepare terms of reference for any committees of directors and LGBs</p>	Adopt any specific Trust policies in the school	Implement any relevant policies in the school and ensure that the school is conducted in accordance with any such policies
1.15 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
1.16 School to School Support		Review and evaluate its effectiveness of school-to-school support	<p>Broker appropriate school-to-school support.</p> <p>Ensure that any outcomes are acted on.</p>	Implement and monitor any school-to-school support opportunities	Implement any school-to-school support opportunities as directed
1.17 Performance management of non-executives		Carry out a annual self-evaluation and commission a external review of governance regularly. (ND)	<p>Support the Directors with the annual self-evaluation</p> <p>Engage with any external review of governance commissioned by Trust Board</p>	<p>Carry out annual self-evaluation and report findings to executive team</p> <p>Engage with any external review of governance commissioned by Trust Board</p>	
1.18 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 Trust	<p>Monitor school life and report any relevant findings to the directors</p> <p>Advise the Directors if a school has been assigned</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>Prepare a school improvement plan, summary SEF and CSED</p> <p>Attend meetings of the LGB and provide a</p>

			a RIG (Rapid Improvement Group) or SIG (School Improvement Group) in line with the trust School Improvement Strategy	<p>Monitor and evaluate the impact of the school improvement plan.</p> <p>Provide support and challenge the headteacher</p>	<p>headteacher's report</p> <p>Advise the LGB on its annual schedule of business</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
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		Appoint an Accounting Officer (ND)	CEO appointed as the Accounting Officer		

		<p>Appoint a Chief Finance Officer</p> <p>Appoint a finance committee (Finance and Resources)</p>			
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>Approve the Trust budget and central recharge, the use of capital, school surpluses or deficits and the annual financial statements</p> <p>Approve the Budget plan on a 3-year rolling programme for submission to the DfE.</p> <p>Review the monthly management accounts the Trust.</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 Trust and the schools within it</p> <p>Monitor the income, expenditure, cash flow and balance sheet of the Trust 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>Receive and scrutinise reports on the financial performance of the school against budget at each meeting.</p> <p>Assist the executive team to produce a report on the effectiveness of central services, as may be required</p>	<p>With the Trust Finance Team prepare the annual budget and three-year forecast.</p> <p>With the Trust Finance Team monitor the income, expenditure and cash flow of the school and report any emerging issues to the LGB/executive team</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>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

		<p>Ensure proper financial controls are in place</p> <p>Ensure robustness in benchmarking in terms of CAT value for money</p> <p>Receive executive reports on central services as needed and act accordingly.</p> <p>Ensure any company borrowing has received DfE approval</p> <p>Approve a reserves policy for implementation</p>	<p>of the CAT at least 6 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</p>		<p>to any forecast overspend >£1K. A spend freeze will be invoked.</p> <p>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.</p> <p>3. Monitoring reports will be required to be presented at each RIG meeting following the initial RIG meeting. This must demonstrate that 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</p>
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			will be every half-term for those schools with an in-year deficit budget regardless of cumulative reserve levels.		year following the budget setting process: 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	<p>Agree and publish annual audited accounts and report including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money</p> <p>Ensure that the accounts are audited in accordance with the Diocesan Trustees' requirements relating to accounting for Church assets</p>	<p>Support and co-ordinate the preparation of the annual financial statement by the external auditors</p> <p>Ensure all mandatory statutory returns are submitted in an accurate and timely manner</p>	Ensure the school keeps financial and other 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		<p>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 Trust's charitable objects</p> <p>Ensure a register of business and pecuniary interests is maintained for the Trust.</p> <p>Ensure that the Trust keeps all relevant financial records for at least 6 years after the end of the funding period to which they relate.</p> <p>Adopt and review the charging and remissions policy.</p>	<p>Prepare all financial policies as required by the Academy Trust Handbook and/or as recommended by the auditors for adoption by the directors</p> <p>Maintain a register of business and pecuniary interests for the Trust.</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>Ensure a register of business and pecuniary interests is maintained for the school</p>	<p>Maintain a register of business and pecuniary interests for the school</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>Use the Trust charging and remissions policy</p>
2.6 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>Monitor and evaluated the effectiveness of the following grants on pupil achievement Pupil Premium, 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 is 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
3.1 Procurement		Adopt a Trust competitive tendering policy and ensure public procurement thresholds are observed (ND)	Prepare a Trust 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 Trust for the school	
3.2 Ethical considerations		Ensure the business of the Trust is conducted ethically and in line with corporate social responsibility indicators	Conduct the business of the Trust 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		<p>Set the delegated levels of authority for contracts</p> <p>Approve contracts with a value above £50,000</p> <p>Approve contracts which constitute related party transactions</p>	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	<p>Enter into contracts up to the limits of delegation and within an agreed budget</p> <p>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</p> <p>Authorise the purchase of goods and services, costed within the approved budget, up to and including £5000 (ex VAT)</p> <p>Seek approval of the Trust executive (via the CFO) to purchase goods and</p>

					<p>services costing more than £10,000, or which are not costed in the budget.</p> <p>Monitor delivery of services under contracts including service level agreements annually</p>
3.4 Third Party Transactions		<p>Ensure transactions with related parties are notified in line with the requirements of the Academy Trust Handbook</p> <p>Ensure DfE approval is obtained for any such transaction exceeding the value of £40,000, individually or cumulatively.</p>	Record and notify related party transactions in line with the requirements of the Academy Trust Handbook	<p>Ensure transactions with related parties are notified in line with the requirements of the Academy Trust Handbook</p> <p>Discourage related party transactions as far as possible.</p>	<p>Seek approval for related party transactions from the senior executive leadership</p> <p>Discourage related party transactions as far as possible.</p>
3.5 Payments and expenses		Approve a directors/local governors' expenses policy in accordance with the CAT's conflicts of interest policy	Make payments within agreed financial limits		Make payments within agreed financial limits
<p>Useful documents</p> <ul style="list-style-type: none"> Academy Trust handbook 					

4. STANDARDS					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
4.1 Appointment of committees		Appoint a Catholic Life and Standards Committee	<p>Attend and provide reports as required for the Catholic Life and Standards Committee</p> <p>For schools categorised as Repair - establish a</p>		Report the on standards at the school to the LGB

		<p>Assign one director to a Rapid Improvement Group (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.</p>	<p>Rapid Improvement Group (RIG) in line with Trust School Improvement Strategy.</p> <p>For schools categorised as Improve - establish a School Improvement Group (SIG) in line with Trust School Improvement</p>	<p>Ensure one member of the LGB attends Rapid Improvement Group (RIG) meetings in line with RIG terms of reference.</p>	<p>Attend Rapid Improvement Group (RIG) meetings in line with RIG terms of reference.</p> <p>Attend School Improvement Group (SIG) meetings in line with SIG terms of reference.</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 Trust are being met</p> <p>Take prompt action to address situations where schools within the Trust do not meet established standards.</p>	<p>Provide reports to the directors (via the Catholic Life and Standards Committee) regarding standards, raise concerns and provide strategies for improvement</p> <p>Provide minutes of Rapid Improvement Group (RIG) meetings to directors</p> <p>Act effectively to ensure high standards, devise 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>Share external information and intelligence across</p>	<p>Monitor standards through headteacher, other leadership and external reports and governor school visits.</p> <p>Monitor standards data through reports presented at Rapid Improvement Group (RIG)</p>	<p>Report on 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>the Trust 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		<p>Liaise with Ofsted / CSI and assist the schools with inspection as required</p> <p>Meet with Ofsted / CSI inspectors during the inspection process as required</p>	<p>Prepare the Trust for inspection and manage the process where the impact of the CAT is under review</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>Ensure the school has centrally held documentation such as LGB minutes prior to the 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>Ensure the school is prepared for inspection.</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			<p>Support the LGB and headteachers to develop a school improvement plan</p> <p>Support the LGB and headteachers to develop a rapid improvement plan if assigned a RIG</p>	<p>Approve, monitor and evaluate the school improvement plan and monitor its impact, reporting any issues to the executive team</p>	<p>In conjunction with the executive team, prepare and implement a school improvement plan.</p> <p>In conjunction with the executive team, prepare a rapid improvement plan for approval by the RIG</p>
<p>Useful documents</p> <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
5.1 Appointment of committees		Appoint a Catholic Life and Standards Committee			
5.2 Curriculum		<p>Ensure Provision of the National Curriculum. This will include</p> <ul style="list-style-type: none"> Ensuring that the Catholic character of the Trust permeates the curriculum and life at each of the schools in the trust. Ensuring that every pupil is well equipped to follow their vocation as active citizens in service to the world. The curriculum extracurricular activities and ethos 	<p>Advise directors on delivery of the National Curriculum</p> <p>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.</p> <p>Decisions regarding curriculum changes are made by the RIG if assigned one.</p>	<p>Monitor the curriculum of the school, to ensure that all the subjects of the National Curriculum, are taught in the light of the Gospel values actively promoting the spiritual and moral development of its pupils and is consistent with Trust policy.</p> <p>Ensure that RE is in accordance with the Religious Education Directory and that it</p>	<p>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> <p>Ensure the curriculum is appropriately delivered at the school</p> <p>Ensure that religious education is in accordance with the teachings, doctrines,</p>

		<p>will prepare pupils for life in modern Britain.</p> <ul style="list-style-type: none"> A written policy on relationships and sex education in accordance with any diocesan policy and/or CES policy which will be taught in accordance with the social and moral teachings of the church. <p>Approve a Trust wide policy on religious education and collective acts of worship in accordance with the religious education directory and the tenants and norms of the Catholic Church.</p>	<p>Prepare for adoption a Trust wide policy on relationships and sex education in accordance with any diocesan policy and/or CES policy which will be taught in accordance with the social and moral teachings of the church.</p> <p>Prepare for adoption a Trust wide policy for religious education and collective acts of worship in accordance with the religious education directory and the tenants and norms of the Catholic Church.</p>	<p>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>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>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> <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 Trust 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>If assigned a RIG, collaborate with the</p>
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					<p>Central Education Team to change curriculum programmes and seek approval at the RIG meetings.</p> <p>If assigned a SIG, collaborate with the Central Education Team regarding curriculum programme changes.</p>
5.3 Policies and Procedures		Ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the schools in the Trust.	Prepare and oversee the implementation of a Trust wide approach to the National Curriculum, particularly that each school in the CAT preserves and develops its Catholic character through the curriculum	Ensure the Trust policies and approaches are applied at the school	Implement the policies that are adopted by the school and ensure that they are complied with
<p>Useful resources</p> <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
6.1 Appointments		Appoint a lead SEND director		Appoint a local governor responsible for SEND and inclusion Ensure that a teacher has been designated to be responsible for coordinating SEND provision	
6.2 Compliance		Ensure training and legal compliance issues	Ensure compliance with legal requirements	Ensure compliance with legal requirements	Implement and comply with the legal

		Review report on SEND provision produced by the executive team and address any shortcomings through the executive team as appropriate	relating to SEND provision within the schools and the provision of training to ensure such compliance Produce a report to the directors on SEND provision across the Trust. Identify any local SEND offer gaps and take action to address such gaps with director approval.	relating to SEND provision within the school	requirements relating to SEND provision at the school Liaise with the local authority in respect of pupils who have, or might have, SEND Provide high quality provision for SEND pupils with or without an EHC Plan
6.3 Documents, policies and procedures		Adopt a CAT-wide SEND policy template (ND)	Prepare the CAT's SEND policy for adoption by the directors Provide oversight of the implementation of the SEND policies Commission a CAT- wide SEND audit and report the outcomes and actions to the directors.	Monitor and evaluate implementation of the SEND policy within the school and compliance with the legal requirements relating to disability and report to the executive team /directors Assist the executive team with any SEND audit at the school	Implement the SEND policy in the school. Ensure in that staff are appropriately trained to support pupils with additional needs. Deploy additional staff to support SEND pupils as appropriate. Monitor the curriculum so it is accessible for all pupils Assist the executive team with any SEND audit

7. SAFEGUARDING					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
7.1 Recruitment and Appointments		Appoint a lead director for safeguarding	Provide directors with appropriate safer	Appoint a link governor for safeguarding	Appoint a designated safeguarding lead with appropriate time and

		<p>Ensure that at least one director on any recruitment panel has up to date safeguarding and safer recruitment training</p> <p>Attend safeguarding training upon induction and update at regular intervals</p>	<p>recruitment and general safeguarding training</p> <p>Ensure that each school has appointed a designated teacher to support looked after children</p> <p>Ensure safer recruitment training is made available to all governors and senior leaders.</p>	<p>Ensure that at least one governor on any recruitment panel has up to date safeguarding and safer recruitment training</p>	<p>training to carry out the role.</p> <p>Appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance.</p>
7.2 Compliance		<p>Ensure training and legal compliance issues</p> <p>Ensure that a single central record is maintained for all CAT-based and cross-school appointments and that appropriate action where there are any shortcomings</p>	<p>Arrange training to ensure legal compliance</p> <p>Maintain and update a single central record for all CAT-based and cross-school appointments.</p>	<p>Monitor completion of the school's single central record and its regular updating</p>	<p>Arrange for the maintenance the school's single central record</p> <p>Ensure compliance with all relevant guidance and regulations e.g. risk assessments, health and safety etc.</p>
7.3 Documents, policies and procedures		<p>Adopt a Trust safeguarding and child protection framework with regard to local authority variance (ND)</p>	<p>Prepare a Trust safeguarding and child protection framework for adoption by the directors with regard to local authority variance</p> <p>Establish robust systems to safeguard pupils and ensure their welfare, taking prompt action is taken when these protocols are not observed.</p>	<p>Approve a safeguarding and child protection policy for the school (consistent with the Trust framework) and monitor and evaluate its effectiveness.</p> <p>Assist the executive team with any safeguarding audit at the school</p>	<p>Implement the safeguarding and child protection policy at the school</p> <p>Assist the executive team with any safeguarding audit</p>

		Adopt a CAT-wide policy regarding school trips (ND)	Carry out or commission safeguarding audits both at school and Trust level.		
7.4 Monitoring and reporting		<p>Monitor and evaluate the effectiveness of safeguarding protocols across the Trust, via reports both external and internal.</p> <p>Approve action plans to implement prompt remedial measures when safeguarding practices do not meet the required standards.</p>	<p>Monitor safeguarding practice (including compliance with legislation) across the Trust and regularly report to the directors with action plans to improve safeguarding practice where it does not meet required standards.</p> <p>Report to the directors on the procedures in place for safeguarding</p> <p>Identify training needs and report to the directors</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>	Implement and comply with any safeguarding practices at the school and report any shortcomings to the LGB /executive team

8. BEHAVIOUR AND ATTENDANCE					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
8.1 Exclusions			Support Headteachers and local governors with administration for any exclusion panels.	<p>Convene a panel comprising 3 governors to review the permanent 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		Approve the Trust behaviour principles, reflecting the Catholic character, ethos and values of Romero CAT	Prepare Trust wide behaviour principles reflects the Catholic character, ethos and values of the Romero CAT.	Adopt, monitor and evaluate a behaviour policy for the school in line with the Trust principles	Prepare a behaviour policy for the school in line with the Trust principles

		<p>Adopt a Trust wide suspensions and exclusions policy</p> <p>Adopt a Trust wide attendance policy</p>	<p>Prepare a Trust wide suspensions and exclusions policy for adoption by the directors</p> <p>Prepare a Trust wide attendance policy for adoption by the directors</p>	<p>Adopt, monitor and evaluate an exclusions and suspensions policy for the school in line with the Trust wide policy</p> <p>Adopt, monitor and evaluate an attendance policy for the school in line with the Trust wide policy</p>	<p>Prepare an exclusions and suspensions policy for the school in line with the Trust wide policy.</p> <p>Prepare an attendance policy for the school in line with the Trust wide policy</p> <p>Maintain a register of pupil attendance and report on attendance and pupil absences to the LGB</p> <p>Ensure effective operation of all policies at the school</p>
8.3 Monitoring and Reporting		<p>Review the level of exclusions and suspensions and attendance across the Trust and ensure that appropriate action is taken by the executive team.</p>	<p>Review the overall pattern of exclusions and suspensions across schools and report to the directors, devising actions plans as appropriate.</p> <p>Review the attendance of pupils across the Trust devising action plans to improve attendance as appropriate.</p>	<p>Review the overall pattern of exclusions and suspensions at the school and report to the executive team /directors.</p> <p>Monitor the attendance of pupils at the schools.</p>	<p>Prepare reports on the use of suspensions and exclusions within the school for the LGB and executive team.</p> <p>Prepare reports on attendance for the LGB and executive team.</p>

9. ADMISSIONS					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
9.1 Place planning		<p>Assist the diocese with any requirements it may have related to the Bishop's duty to ensure</p>	<p>Prepare reports to the directors on the need for school places within the local community, using</p>		<p>Advise the LGB/executive team in respect of the need for future places at the</p>

		<p>that there are sufficient school places available for the baptised Catholic children resident in his area</p> <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 or reduce school places across the Trust.</p>	<p>local intelligence, which will be used to assist the Bishop with his school place planning duties across the diocese</p>		<p>school which will assist the executive team to prepare their reports on the need for school places</p>
9.2 Admissions arrangements		<p>Undertake consultation, determine and publish admissions arrangements as required in accordance with the Diocesan admissions policy.</p> <p>Comply with Diocesan guidance on admissions</p> <p>Comply with the Schools Admissions and Appeals Codes.</p> <p>Consult with the regional director and diocese before applications are made to make significant</p>	<p>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 administer admissions arrangements</p> <p>Provide advice and guidance to directors regarding the requirements of the Schools Admissions and Appeals Codes</p>	<p>As delegated by the Trust Board, establish an admissions committee to implement the Admissions Policy and review 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 on</p>	<p>Ensure the administration of admissions process follows the Admissions Policy.</p> <p>Contribute to local admissions forum</p> <p>Participate in the Local Authority fair access protocols</p> <p>Ensure effective arrangements are in place for pupil recruitment to the school</p>

		changes to Planned admission numbers.	<p>Provide oversight, and support, of the implementation of admissions arrangements across the Trust.</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 Trust and other catholic schools generally in the diocese</p> <p>Report to the directors regarding admissions arrangements across the schools in the Trust.</p> <p>Ensure effective arrangements are in place for pupil recruitment to the schools in the Trust.</p>		
9.3 Documents, policies and procedures		Adopt the Trust wide admissions policy prepared by the executive team and ensure that it complies with all diocesan requirements (ND)	<p>Produce a Trust 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 Trust wide admissions policy in the academy	Ensure compliance with the Trust 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
10.1 Complaints		<p>Adopt a Trust wide complaints policy and receive reports from the executive team regarding the level of complaints across the Trust (ND)</p> <p>Notify the diocese of any complaints or issues that could bring into disrepute the Catholic character of the Trust and/or the schools within it</p>	<p>Prepare a Trust wide complaints policy for adoption by the directors and publish the policy on the Trust's website.</p> <p>Review the level of complaints across the Trust and report to the directors outlining the changes initiated as necessary to address any issues</p>	<p>Adopt the Trust wide complaints policy</p> <p>Hear complaints at the relevant stage</p>	<p>Implement the Trust 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 any actions to address any issues, as appropriate</p>	<p>Monitor the impact of the pupil premium across the Trust and report to the directors</p> <p>Set the times of school sessions and the dates of school terms and holidays</p>	<p>Monitor 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>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>

11. STAFFING					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
11.1 Appointments		<p>Appoint a HR committee (Finance & Resources</p>	<p>Take any action relating to staff appointments across the Trust as required by the directors</p>	<p>Support the directors in the process to appoint the headteacher and any other relevant post as</p>	<p>Liaise with Central Finance team for all staffing and recruitment changes</p>

		<p>Committee) to oversee recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff within the Trust at a strategic level</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 Trust and its schools, including but not limited to the CEO, or other senior executive(s) and lay chaplains, and is in accordance with the Bishops' Memorandum on Appointment of Teachers in Catholic schools</p> <p>Determine appointments to be made across one or more schools in the Trust in line with any diocesan protocol.</p>	<p>Ensure that the diocese is involved in any recruitment selection and appointment being made, relating to any senior posts which directly affect the Catholic mission of the Trust and its schools</p> <p>Assist with the appointment of Headteacher, DHT, AHT, SBM/Operations Manager and Head of RE</p> <p>Approve all staffing and recruitment changes if a school is assigned a RIG - Finance</p>	<p>requested by the executive team (acting with the delegated authority of the directors)</p> <p>If assigned a RIG Finance, seek approval for all staffing and recruitment changes from RIG</p>	<p>any other terms and conditions</p> <p>With the LGB (as appropriate), appoint teaching and non-teaching staff</p> <p>If assigned a RIG Finance, seek approval for all staffing and recruitment changes.</p>
11.2 Staffing Structures		<p>Determine and review any overarching management structures across the Trust and budget in accordance with diocesan protocol. (ND)</p> <p>Determine and review staffing structures across the Trust to ensure financial viability and</p>	<p>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>Having regard to the Trust'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</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</p>

		<p>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>Ensure Catholic leadership within the CAT and the wider diocese is developed through the strategic plan</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 structures at the academy</p> <p>Take action as required by the directors to develop Catholic leadership within the CAT and the wider diocese</p>	in accordance with that structure	executive team for consideration
11.3 Pay		Establish a pay committee (Finance, Resource) 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 with determination of 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		<p>Conduct the performance management review of the CEO (acting through the pay committee) (ND)</p> <p>Conduct the performance management review of the company secretary and the clerk to the Trust Board (acting through the pay committee)</p>	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 Trust pay policy and appraisal policy
11.6 Suspensions and dismissal		<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 Trust 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 Trust.</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 of Trust Board to authorise settlement agreements in liaison with LGB, CEO, 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	Present collective agreement case for		

		authorise agreement between employer and trade union(s)	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 Trust wide staff policies and procedures (ND)</p>	<p>Issue contract of employment for all posts</p> <p>Advise the directors on suitable Trust wide policies and procedures and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops' Memorandum on the Appointment of Teachers in Catholic Schools.</p> <p>Prepare a pay policy for adoption by the directors</p> <p>Prepare a whistleblowing procedure for adoption by directors.</p>	Monitor and scrutinise the implementation of the Trust'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	Ensure the Trust's policies on all HR matters are implemented in the school

		Adopt a whistleblowing procedure			
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, approve applications for non-contentious ill health retirement</p> <p>Approve applications for early retirement, secondment and leave of absence to the executive team</p>	Ensure that there is effective communication between the headteacher and the executive team.	Recommend 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
12.1 Compliance		<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</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>Refer any direct communications from Regional Directors to the directors/executive team</p> <p>Forward any media interest to the</p>	Ensure the publication of school information, ensuring that all electronic communication, including web pages, are up to date

		<p>interest and ensure that any public statements and/or responses to media enquiries are approved by the diocese</p>	<p>Ensure compliance with all data protection legislation and good practice across the Trust.</p> <p>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</p>	<p>directors/executive team and ensure that any public statements and/or responses to media enquiries are approved by the directors</p>	<p>Ensure compliance with all data protection legislation and good practice at the school</p> <p>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)</p>
12.2 Documents, policies and procedures		<p>Adopt data protection policies and procedures to comply with legislation relating to data protection and freedom of information</p>	<p>Prepare a Trust wide data protection policy for adoption by the directors.</p> <p>Support the individual schools on the effective safe storage of data</p> <p>Maintain accurate and secure staff records for the executive team</p> <p>Maintain and develop the Trust's website</p> <p>Register the CAT with the Information Commissioner's Office and maintain such registration</p>	<p>Ensure the effective implementation of the data protection policies and procedures in the school</p>	<p>Implement and comply with the Trust's data protection policy.</p> <p>Maintain accurate and secure staff and pupil records for the school</p>

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 Commissioner's Office 					

13. HEALTH AND SAFETY					
Action	Members	Trust Board Directors	CEO supported by the Executive Team	Local Governing Body (LGB)	Headteacher
13.1		Adopt a Trust wide health and safety policy (ND)	<p>Prepare a Trust wide health and safety policy for the directors' approval</p> <p>Monitor and support the implementation of the Trust wide health and safety policy and report any issues to the directors.</p> <p>Arrange for regular school site inspections to review any health and safety issues and the security of the premises and equipment.</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 Trust wide policy)</p> <p>Appoint a link governor responsible for allergies</p> <p>Monitor and evaluate the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out in the school</p> <p>Access relevant training</p>	<p>Implement the Trust 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
14.1		<p>Appoint a risk and audit committee</p> <p>Adopt the disaster recover/business continuity plan for the Trust and the schools within it.</p> <p>Review risk management and the risk register kept by the executive team</p> <p>Approve insurance arrangements in accordance with Diocesan 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 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 Trust 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 mitigate 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 review the 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>
<p>Useful documents</p> <ul style="list-style-type: none"> 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
15.1 Insurance		Approve insurance arrangements in accordance with lease requirements	Procure buildings and related insurance for the Trust 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 Trust follows the Joint CES and National Society document "The Accounting Treatment of Land Occupied by Church Academies"</p> <p>Review the buildings strategy and asset management planning arrangements in accordance with any requirements set by the lease</p> <p>Liaise with Diocesan Trustees for permission for change of use of assets</p> <p>Ensure land and buildings are maintained and fit for purpose</p>	<p>Maintain land and buildings in accordance with the requirements of the Academies Handbook and diocesan protocols.</p> <p>Prepare a buildings strategy and asset management planning arrangements in accordance with any requirements set by the lease.</p> <p>Plan and oversee any capital projects and buildings improvements</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>·</p> <p>Notify to the Diocesan Trustees for any funding/consent to building works before undertaking any works if required by the lease</p>	Seek approval from the directors for any changes to fixed assets used by the school	Monitor the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the executive team

			<p>Manage any capital and building improvement grants</p> <p>Prepare a report for the directors to share with the Diocesan 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 Trust wide lettings policy in accordance with the Diocesan Protocols (ND)	Prepare a Trust wide lettings policy in accordance with the Diocesan Protocols for adoption by the directors	Ensure the Trust wide lettings policy is implemented at the school	Implement and comply with the Trust 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 school leaders propose SCA funded Projects for approval by the Trust Board</p> <p>Notify Diocesan Trustees of agreed, funded SCA Capital Projects</p> <p>Assist schools in Project Managing and delivering SCA Projects</p> <p>Report on progress of SCA against Estates Strategy</p>	Develop local strategies around building improvements to support learning at the school	<p>Liaise with the central team regarding funding for capital projects which will benefit the school.</p> <p>Lead local project management of Capital Projects</p>
15.5 Condition Survey		Ensure condition	Instruct contractor to undertake condition surveys	Receive copy of condition survey	Receive copy of condition survey and provide

		surveys are in place and updated Ensure the condition surveys are used to inform decision making	and a proposed 5-year preventative maintenance plan Use the condition surveys to inform decision making, taking professional advice		comments to executive team Consider the survey and preventative maintenance plan in maintenance and capital works applications/decisions
15.6 Repairs and refurbishment			Develop a list of preferred contractors for specific activities		Draw contractors from Trust's preferred list
Useful resources <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 					