

**CAST Scheme of Delegated Authority (SoDA)**

**Approved September2023**

**For Implementation from September 2023**

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**Table of Roles and Responsibilities**

**Explanation of the layers of governance in Plymouth CAST Multi-Academy Trust structure**

**Members:**

● Guardians of the governance of the Multi-Academy Trust

● Accountable to the Bishop (unless the Member is the Bishop)

● Signatories to the Memorandum and Articles of Association

● Akin to shareholders

**Directors:**

● Trust Directors and Charity Trustees

● Accountable to the Members and the Bishop

● Duty to uphold the Multi-Academy Trust’s objects and to comply with any directives, advice and/or guidance issued by the Bishop

● Responsible for preserving and developing the Multi-Academy Trust’s Catholic character at all times, and this overriding duty (which is also a legal duty) should permeate everything that the Directors do.

● Responsible for the general control and management of the administration of the Multi-Academy Trust and for delivering the three core functions ● Accountable for the standard of education across the Multi-Academy Trust through discharging responsibility to the LCBs for ensuring the quality of education.

● Delegate functions to sub-committees, the Senior Executive Leadership Team Team, LCBs, and Headteachers

● Appoint the Senior Executive Leadership Team Team

● Work effectively with the Diocesan Team to ensure the Catholic mission, vision and values are upheld

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Senior Executive Leadership Team **(SELT):**

● Appointed by the Board of Directors and employed by the Multi-Academy Trust

● Expectation that this must include a CEO (to act as Accounting Officer) and a Chief Finance Officer (CFO) in line with the Academy Trust Handbook 2022

● Responsible for ‘operations’ and for delivering the Board’s vision and ethos – the ‘professional leaders’

● Responsible for the Multi-Academy Trust’s financial effectiveness and stability and for ensuring value for money

● Responsible for the performance management of the Headteacher.

● Responsible for ensuring the delivery of educational standards through leadership of the school improvement function, HR and finance services of the Trust, thus ensuring adequate resource in line with the ICFP metrics.

● Work effectively with the Diocesan Team to ensure the Catholic mission, vision and values are upheld

**LCB Governors:**

● Responsible for ensuring the standard of education in the school/s within the Multi-Academy Trust

● Responsible for upholding and developing the Catholic character of their school/s and the Multi-Academy Trust

● Holding the Headteacher to account for the quality of education and pupil outcomes

● Appointed to be a governor of a specific school within the Multi Academy Trust in accordance with the Scheme of Delegated Authority (SoDA) and to have oversight of one (or more) schools in the Multi-Academy Trust

● Accountable to the Board of Directors of the Multi-Academy Trust for their conduct as governors in line with the Code of Conduct and the Terms of Reference

● Responsible for creating and maintaining effective parish links, supporting the Headteacher with local marketing, succession planning, and promoting the positive reputation of the school within the community.

● Responsible for supporting the Board of Directors with the delivery of the strategic aims of the Trust, in line with both the Trust Improvement Plan (TIP) and School Improvement Plan (SIP) aligning with the Plymouth CAST values and the Trust’s mission to be a community of outstanding schools in which pupils flourish in safe, happy and stimulating environments, inspired by the Gospel.

● Work effectively with the Diocesan Team to ensure the Catholic mission, vision and values are upheld.

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**Headteacher:**

● Responsible for day-to-day management of the school (or schools in an executive headship type arrangement)

● Responsible for performance management of school-based staff

● Responsible for standards and pupil outcomes in their school/schools

● Responsible for the delivery of the school budget, in line with the Multi-Academy Trust’s KPIs

● Responsible for ensuring a positive, aspirational, safe, and inclusive culture that enables pupils and staff to flourish

● Responsible for positively promoting the school in its local area in support of attracting admissions applications and maintaining sustainable pupil numbers

● To conduct work and performance in line with the National Professional Standards for Headteachers and the Multi-Academy Trust’s current Job Description

● Work effectively with the Diocesan Team to ensure the Catholic mission, vision and values are upheld

**KEY:**

**ND:** means non-delegable

**Notes to assist in reading this table**

It is envisaged that, where the Senior Executive Leadership Team Team (SELT) have been delegated responsibility by the Board of Directors, an appropriate member of the Senior Executive Leadership Team Team will take the lead based on their qualifications, expertise, skills, experience and/or availability. There is an expectation that there will be one person on the Senior Executive Leadership Team Team who will lead and assume accountability for decisions taken by the team; a CEO will also act as Accounting Officer.

In all that the Multi-Academy Trust does, it should ensure that Diocesan policy, procedure, protocol or guidance is visible, within the Multi-Academy Trust’s schools

**In this table, the term ‘company’ refers to the Trust, as in the Multi-Academy Trust**

**In this table, the term ‘Headteacher’ shall mean the Headteacher or Executive Headteacher employed in the school/s and reference to ‘Headteachers’ shall mean each of the Headteachers employed in each of the schools in the Trust.**

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| **GOVERNANCE** | | | |
| --- | --- | --- | --- |
| **Action** | **Members Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Attend Annual  General Meeting | ✔ ✔ ✔ |  |  |
| Vary the Articles of Association | ✔ Review and  ✔ Advise the  amend the Articles  members on review and  of Association  amendment of the  subject to the  Articles of Association  written consent of  the Diocesan Bishop  and the  Diocesan/Religious  Order Trustees |  |  |
| Change the name of the Trust/  academies  Appoint/remove  directors | ✔  ✔  ✔ Appoint/remove  Appoint/remove  relevant Directors **ND**  relevant Directors  **ND** |  |  |
| Appoint/remove  local governors | ✔ Appoint and  remove relevant  co-opted directors  ✔ Work collaboratively  with the Diocese to  appoint Foundation  Directors (subject to  final approval by the  Bishop) | ✔ Appoint and  remove relevant  governors (subject to the Bishop’s right to appoint/remove  foundation governors or, in the case of St  Mary’s, Buckfast, |  |

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|  | ✔StanddownaLocal  CAST Board (subject to  the Bishop’s approval or,  in the case of St Mary’s,  Buckfast, subject to the  approval of the Abbot, in  line with the conditions  of the Members’  Agreement) due to  concerns about their  lack of compliance with  the SoDA, Schedule of  Accountability or Code  of Conduct, safeguarding  concerns or concerns  arising from an Ofsted  inspection, and set up an  Interim Academy Board.  The IAB will have the  same delegated powers  as an LCB, its specific  ToR and membership  will be proposed by the  senior executive and  approved by the E&S  Committee  ✔ Ensure there are  Directors with specific  lead oversight for SEND,  Safeguarding, Statutory  Grants , RE & Catholic  Life, Health, Safety and  GDPR, and Governance. | subjecttotheapproval of the Abbot):  ✔ Elect a chair and vice-chair from their number of Foundation Governors unless there is written permission from the Bishop or the Abbot, in the case of St Mary’s, Buckfast.  ✔ Ensure there are governors with specific lead oversight for RE and Catholic Life,  Curriculum and  Standards, Inclusion, Safeguarding and Child Protection, and Health, Safety and Data  Protection  ✔ Give notice of  any removal of a local governor to the Clerk to the Board of Directors ✔ Give notice of  any resignation of a  local governor to the Clerk to the Board of Directors |  |
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| Annual Report on the Trust’s  performance | ✔ Receive annual  ✔ Submit and publish  ✔ Prepare an annual  report from  an annual report to  report on the school  directors/SELT  members in respect of  performance to inform the  the Trust’s performance  Trust’s annual report  **ND** |  | ✔ |
| Preserve and  develop the religious and educational  character, mission and ethos of the  Trust | ✔ Have oversight  ✔ Preserve and  ✔ Preserve and develop  of the preservation  develop the religious  the religious and  and development of  and educational  educational character,  the religious and  character, mission and  mission and ethos of the  educational  ethos of the Trust as  Trust as determined by the  character, mission  determined by the  Diocesan/Religious Order  and ethos of the  Diocesan/Religious  Trustees in accordance  Trust and take  Order Trustees in  with the Articles of  action where there  accordance with the  Association, and ensure  are shortcomings or  Articles of Association,  that it is embedded in each  any risk to the  and ensure that it is  school  religious or  embedded in each  ✔ Ensure that each  educational  school **ND**  school has a medium to  character or  long-term vision for its  reputation.  ✔ Attend any  future viability as a  Diocesan, CAST, or other  Catholic school and that  provider’s, induction  there is a robust strategy in  training as required.  place for achieving its  vision  ✔ Attend any  Diocesan, or other  provider’s, induction  training as required by the  Diocese  ✔ Deliver and oversee  the delivery by the  academies of public | ✔ Champion the  Trust’s vision, ethos and strategic direction in the school  ✔ Attend any Trust and Diocesan, or other provider’s induction training, as required by the Diocese or the  Trust. | ✔ Champion the Trust’s vision, ethos and strategic direction in the school  ✔ Implement the religious and  educational  character, mission and ethos of the particular school  ✔ Attend any  Diocesan, or other  provider’s, induction training as required by the Diocese |

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|  | relations activities to  ensure that they meet the  Trust’s requirements  regarding preservation and  development of the Trust  and the academies Catholic  character in the wider  community |  |  |
| --- | --- | --- | --- |
| Carry out the three core functions  · Ensuring  clarity of vision,  ethos and  strategic  direction  · Holding  executive  leaders to  account for the  educational  performance of  the school and  its pupils, and  the effective and  efficient  performance  management of  staff | ✔ Ensure clarity of  ✔ Support the directors  vision, ethos and strategic  to carry out the three core  direction  functions effectively  ✔ Hold the senior  ✔ Hold  executive leadership e.g.  Headteachers to account  the chief executive (as  for the educational  appropriate) to account  performance of the school  for the educational  and its pupils, and for the  performance of the  internal organisation,  academies in the Trust  management and control of  and its pupils, and for  the academies, including  the internal organisation,  performance management  management and control  of staff  of the academies,  ✔ Oversee the financial  including performance  performance of the Trust  management of staff  and the academies within  ✔ Oversee the  it and make sure its money  financial performance of  is well spent  the Trust and the  academies within it and  make sure its money is  well spent | ✔ Support the  directors to carry out the three core functions ✔ Support and  challenge the Head to carry out the three core functions | ✔ Support  the directors to carry out the three core  functions |

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| · Overseeing  the financial  performance of  the school and  making sure its  money is well  spent |  |  |  |
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| Strategic oversight of governance | ✔ Have strategic  ✔ Monitor  oversight of governance  governance arrangements  arrangements and their  and their effectiveness  effectiveness across the  across the Trust and report  Trust and the wider  to the directors to assist  Diocese  them with their duty to  have strategic oversight | ✔ Assist the Senior Executive Leadership Team with any reports on governance as  required by the Trust |  |
| Succession planning  Reserved matters  and business of the Trust | ✔ Prepare a  ✔ Advise the  succession plan for  directors on succession  Senior Executive  planning and development  Leadership Team  of the Senior Executive  Leadership Team and take  action as required by the  directors  ✔ Advise the directors on  leadership succession  planning  ✔ Determine the  ✔ Attend meetings of  directors’ Reserved  the directors and provide  Matters i.e.  an Executive Report  non-delegable functions  ✔ Recommend and  and responsibilities  secure (where appropriate)  professional advice on | ✔ Succession plan for members on the Local CAST Board, including lead roles  ✔ Support the Trust by complying with the Schedule of  Accountability and  CAST Governance  Management Plan as | ✔ Support the LCB on succession planning for local governance |

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|  | ✔ Prepare an annual  behalf of the directors as  schedule of the  requested  directors’ business  ✔ Prepare and advise  the directors on the annual  schedule of directors’  business  ✔ Prepare an annual  schedule of LCB business  and advise the LCB on it | determined by the  directors |  |
| --- | --- | --- | --- |
| Appointments of  administrative  nature  Compliance and/or administrative/ Trust secretarial matters | ✔ Appoint/remove  ✔ Support the  a suitably qualified Trust  appointment process for  secretary  the Trust secretary and the  ✔ Appoint/remove  Clerk  a suitably experienced  and trained Clerk to the  directors and to support  clerking arrangements  to the LCBs, as  appropriate  ✔ Understand and  ✔ Support and advise  comply with all duties  the directors to ensure they  and requirements of a  are compliant with the  charity trustee  duties and requirements  ✔ Meet at least  placed upon them as  three times per year,  charity trustees  once per term  ✔ Update GIAS, as  ✔ Ensure the update  required by the Academy  of ‘Get Information  Trust Handbook  about school’ (GIAS) as  ✔ Ensure that the  required by the Academy  Trust is compliant with all  Trust Handbook  relevant regulations  ✔ Receive advice  including charity law, Trust | ✔ Meet at least  six times per year, once per half-term  ✔ Ensure that the  school is conducted in a way that is compliant with all Trust policies ✔ Work with the Clerk to ensure that the  school’s governance details are published on its website in line with | ✔ Conduct the  school in a way that is compliant with all  relevant regulations including charity law, Trust law and  education law and  report any failings to the Local CAST Board for action  ✔Ensure that GIAS is kept up to date with all |

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|  | from the Senior  law and education law and  Executive Leadership  report any failings to the  Team regarding the  directors for action  establishment and  ✔ Advise the  publication on the Trust’s  directors on the  website, of the registers  establishment and  relating to business and  publication of the registers  pecuniary interests for  relating to business and  members/directors/com  pecuniary interests, for  mittee  members/directors/  members/governors/seni  committee members/  or staff members and  governors/senior staff  instruct the Senior  members, and take any  Executive Leadership  action as required by the  Team  directors  as necessary  ✔ Prepare and file, or  ✔ Ensure the  ensure that the Trust  preparation and filing of  secretary/clerk has  Trust registers e.g.  prepared and filed, Trust  members/directors/pers  registers e.g.  ons with significant  members/directors/person  control/ secretaries etc  s with significant  ✔ Complete and  control/secretaries etc  return to the ESFA a  ✔ Support the  financial management  directors to ensure that the  and governance Self  Trust’s, as well as each  -assessment form for  individual school’s,  new academies joining  governance details,  the Trust  including their accounts,  ✔ Ensure that the  are published on the Trust’s  Trust’s, as well as each  and individual school's  individual school’s,  websites.  governance details, | the statutory  expectations | relevant school  information. |
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|  | including their accounts,  ✔ Review Diocesan  are published on the  contribution per pupil  Trust’s website along  with any other details as  required by the DfE,  ESFA, Companies House  or other organisation as  required  ✔ Pay Diocesan  contribution per pupil |  |  |
| --- | --- | --- | --- |
| Documents, policies and procedures | ✔ On an annual  ✔ Advise the  basis, review and amend  directors and the  (if appropriate), in line  academies on Trust-wide  with Diocesan policy:  and school specific policy  ⮚ the policies of the  requirements and take  Trust  action to prepare and/or  ⮚ Code of Conduct  amend any such policies as  ⮚ The terms of  required by the directors  reference for the  ✔ Prepare terms of  directors and their  reference for any  sub-committees  committees of  ⮚ The constitution and  directors and LCBs  terms of reference of the  LCBs  ⮚ Terms of reference  for delegation to the  Senior Executive  Leadership Team  ⮚ Role descriptions for  directors/chair to the  directors/committee  members | ✔ Monitor the  implementation of CAST and school specific  policies as set by the Senior Executive  Leadership Team  ✔ Help to promote and monitor 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 |

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|  | ⮚ This scheme of  delegation and table of  roles and functions  ✔ Approve and  adopt the terms of  reference produced by  the Senior Executive  Leadership Team for  committees of directors  and LCBs |  |  |
| --- | --- | --- | --- |
| Canonical  Inspections  Ofsted | ✔ Comply with any  ✔ Support and assist  denominational  the directors and/or the  inspections pursuant to  LCB to prepare for any  s.48 and any additional  s.48 inspections  canonical inspections,  reviews and visitations  of the Bishop  ✔ Link Directors hold  the Chair of Governors  to account for the  quality of the  governance  arrangements in the  school and for the  impact of governance in  securing a good  standard of education  ✔ Triangulate the  effectiveness of | ✔ Comply with  any denominational  inspections pursuant to s.48 and any additional canonical inspections and visitations of the Bishop | ✔ Comply with  any denominational inspections pursuant to s.48 and any  additional canonical inspections and  visitations of the  Bishop |

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|  | governance through  attendance at an LCB  meeting once per year,  online, or in person  (through Link Director  role)  ✔ Meet with the Chair  of Governors in line  with the Link Director  Protocol |  |  |
| --- | --- | --- | --- |
| School to school  support | ✔ Maintain oversight  ✔ In line with  of the impact of school  Diocesan protocol, broker  to school support  appropriate internal and  external school-to-school  support as necessary to  facilitate excellent Catholic  education across all the  academies in the Trust  ✔ Monitor any  school-to-school support |  | ✔ Implement  school-to-school  support opportunities as directed by the  Senior Executive  Leadership Team |
| Performance  management of  non-executives | ✔ Contribute to  ✔ Perform 360  ✔ Assist and support  360  review of the chair  the directors to carry out  reviews  **ND**  the annual Self-evaluation  ✔ Carry out the  of the board as  annual Self- evaluation  appropriate  of the directors to  ✔Carry out annual  assess the contributions  evaluation of the LCB and  made by the  report to directors  directors’/committee  members and report to  the members for action,  if appropriate **ND** | ✔ Perform annual  360 review of the  LCB chair  ✔ Chair to carry out review of individual  Governors |  |

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| School level matters | ✔ Instruct the  ✔ Monitor school  Senior Executive  life in the academies in the  Leadership Team as  Trust and report any  appropriate in respect  relevant findings to the  of any reports made by  directors for action as  them relating to  appropriate. As part of  matters in the individual  this, monitor Pupil, Parent  academies within the  and Staff Voice across the  Trust  academies in the Trust  ✔ Maintain a Trust  Improvement Plan  and oversee it carried out  in practice | ✔ Ensure the  spiritual wellbeing of pupils at the school  ✔ Support and  challenge the  headteacher in the  implementation of the School Improvement Plan  ✔ With the  headteacher, establish, develop, and monitor pupil, parent and staff voice.  ✔ Establish and  maintain relationships with the parish priest, local Church and parish community to work with them as they contribute to the Catholic  formation of the pupils at the school  ✔ Establish and  maintain a positive  relationship with  parents and members of the wider local  community.  ✔ Assist the  Headteacher to build relationships with  other schools, agencies | ✔ With the LCB,  implement the school development plan as set out by the Senior Executive Leadership Team  ✔ Attend  meetings of the LCB and provide a  headteacher’s report ✔ 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  ✔ Assist the LCB  to develop pupil,  parent and staff voice |
| --- | --- | --- | --- |

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and businesses in the

community to enhance

the quality of Catholic

education provided for

pupils

✔ Support and

work with other LCBs in

the Trust

**Useful Resources:**

● Articles of Association of the Trust – the Trust’s constitutional document which should be based on the February 2015 model available on the DfE website

● Academy Trust Handbook – a key document which sets out the framework for multi-school trust companies reflecting their status as companies, charities and public bodies. Compliance with the Academy Trust Handbook is required through the Trust’s Funding Agreement with the Secretary of State

● Master Funding Agreement – the agreement entered into between the Trust 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 Trust and the Secretary of State which sets out how each of the academies in the Trust will be operated

● Memorandum of Understanding between the Catholic Church and the Department for Education (April 2016) – sets out the key principles to inform he working relationship between the DfE, the CES and the Catholic dioceses with regard to Catholic school becoming academies ● Charity Commission Guidance ‘CC3: the essential trustee: what you need to know, what you need to do’

● CES Governor skills audit

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● CES Governing Body Self- Evaluation Form

● CES Governance Statements

● CES Code of Conduct

● CES Protocol between dioceses and school

● CES ‘A clarification of roles and responsibilities’

● CES Recruitment Resources for Foundation Directors and Foundation Governors

● CES website best practice guidance for governor recruitment

● CES governor recruitment campaign guide

● CES Equality Act Guidance for Catholic school

● CES Guidance on Public Sector Equality Duty in England

● CES Guidance on Public Sector Equality Duty in Wales

● CES ‘Pupils of Other faiths in Catholic school’

● CES ‘Catholic school, Children of Other Faiths and Community Cohesion’

● CES Checklist for External Speakers in school

● CES Protocol for inspection of publicly funded school with a religious character

● List of statutory policies for school (DfE document but link available on the CES website)

| **FINANCE** | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Action**  Appointment of  auditors | **Members**  ✔ Receive  annual accounts of the Trust | **Directors**  ✔ Appoint the  external auditors and issue a letter of engagement for the external auditor’s  contract. Run a tender  exercise to ensure | **Senior Executive**  **Leadership Team (SELT)** | **Local CAST Board**  **(LCB)** | **Headteacher** |

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|  |  | appropriate due diligence and value for money  ✔ Appoint an audit  committee to inform the Governance Statement and to provide assurance, as far as possible, using the  Trust’s external auditors **ND** |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Appointment of  finance personnel  Budgeting and  financial control |  | ✔ Appoint an  Accounting Officer **ND**  ✔ Appoint a chief  financial officer in line with the requirements of the Academy Trust Handbook ✔ Appoint a finance committee to bring finance matters to the Board  ✔ Ensure compliance with the requirements in the Academy Trust  Handbook  ✔ Approve and keep under review the financial scheme of delegation **ND** ✔ Determine service charges to the academies relating to the provision of centralised, all centralised services and what must be | ✔ CEO or  designated senior  executive to act as the Accounting Officer  ✔ Take action as  required by the directors to meet all requirements of the Academy Trust  Handbook  ✔ Prepare the  financial scheme of  delegation and take any action as determined by the directors following their review of it  ✔ Support the | ✔ Monitor the  impact of statutory grants on pupil  outcomes and ensure that plans are  displayed on school website in line with statutory reporting timescales  ✔ Monitor the  impact of SEND  monies funding on | ✔ Support the  preparation of the annual budget for the school  with the assistance of  relevant staff in line with any Trust-wide policy or guidance for approval by the Plymouth CAST  Board. This is also  expected to be within the DfE’s framework for |

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|  |  | paid for separately by each school in the Trust  ✔ Approve the  annual balanced budget for the Trust and each  school in the Trust.  Any variation to be noted and in line with the  Academy Trust Handbook. ✔ Approve the  budget plan on a 5 year rolling basis  ✔ Ensure the  budget forecast is  submitted to the ESFA  inline with Academy Trust Handbook deadlines  ✔ Monitor income, expenditure, cash flow and balance sheet of the Trust and academies and take appropriate action where necessary to ensure  appropriate use of funds and to balance the Trust’s books  ✔ Ensure any  variances from the budget are appropriate and adjust budgets as necessary  ✔ Ensure proper | 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 academies within it ✔ Prepare the  budget plan on a 5 year rolling basis in line with ESFA requirements and submit following  approval by the Directors. ✔ Monitor the income, expenditure, cash flow and balance sheet of the Trust and the academies within it and produce monthly budget  monitoring reports for the directors highlighting any concerns or issues ✔Prepare  management accounts for the directors and  summary reports for the Finance Committee or the finance section of the Board meeting.  ✔ Report to the  directors on the financial performance of the Trust | identified pupil’s  outcomes | Integrated Curriculum and Financial Planning. ✔ Monitor, with  support from the  Business Manager,  the income, expenditure and cash flow of the  school and report any issues to the SELT  ✔ Ensure that SEND  monies can be properly accounted for and that evidence of spend can be demonstrated in light of pupil needs  ✔ Implement effective plans that outline the  targeted use of statutory grants on pupil outcomes (PP, Sports Premium,  Recovery grants)  ✔ Ensure that statutory grants are properly  targeted towards the  needs to identified pupils and that impact on  outcomes is clearly  monitored and reported ✔Ensure that Pupil  premium strategy plan and Sports Premium Plan are displayed on school website in line with |
| --- | --- | --- | --- | --- | --- |

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|  |  | financial controls are in place for both the Trust and academies  ✔ Ensure robustness of benchmarking in terms of Trust value for money ✔ Receive a report  on the effectiveness of  central services from the Senior Executive  Leadership Team and take action, as appropriate  ✔ Ensure any  Trust borrowing has  received ESFA approval ✔ Ensure that Trust  financial statements are prepared on a going  concern basis, in line with The Academies Accounts Direction and Academy Trust Handbook | at least 6 times per year and report monthly to Chair of Board  ✔ Ensure proper  financial controls are in place  ✔ Support the  directors to ensure  robustness of  benchmarking in terms of value for money of the Trust and, also, the  individual academies  ✔ Prepare Trust financial statements are prepared on a going concern basis, in line with The  Academies Accounts  Direction and Academy Trust Handbook  ✔ Report to the  directors on the  effectiveness of central services, as appropriate, and take action as  directed by them  ✔ Comply with  the ESFA requirements in respect of borrowing by the Trust  ✔ Open and  effectively operate bank accounts |  | statutory reporting  deadlines  ✔ Ensure that SEND  monies are properly  targeted towards the needs of identified pupils and that Impact on  outcomes is clearly  monitored and reported |
| --- | --- | --- | --- | --- | --- |

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| Accounting  Documents,  policies and  Procedures |  | ✔ Ensure that the  accounts are audited in accordance with the  Diocesan/Religious Order Trustees’ requirements relating to accounting for Church assets  ✔ Submit and publish annual  audited accounts and  report including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement  demonstrating value for money  ✔ 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  ✔ Adopt and review | ✔ Support and advise the directors in respect of the annual accounts and report  ✔ Submit and  publish annual audited accounts and report  including accounting  policies, signed  statement on regularity, propriety and  compliance,  incorporating governance statement demonstrating value for money  ✔Support directors  in local school monitoring and management of  budgets and finances  ✔ Consider any  variances on delegated budget reported by the directors  ✔ Prepare all  financial policies as  required by the Academy Trust Handbook and/or as recommended by the auditors for adoption by the directors  ✔ Prepare a | ✔ Adhere to any  financial policies or guidance issued by the Trust  ✔ Maintain a  register of business and pecuniary  interests for the  school and ensure | ✔ Keep  proper records and  provide information to assist the Trust to prepare the annual accounts or any other accounting  matters  ✔ Adhere to any  financial policies or  guidance issued by the Trust |
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| Staffing |  | the charging and  remissions policy prepared by the Senior Executive Leadership Team  ✔ Ensure a register  of business and pecuniary interests is maintained for Members and Directors and is visible on the Trust website  ✔ 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  ✔ Agree pay for all  headteachers, executive headteachers and Senior Executive Leadership Team members, including CEO, in line with the requirements of the Academy Trust  Handbook, ensuring that all decisions about  executive pay follow a  robust process through the | charging and remissions policy for adoption by the directors; this will be  included in the finance policy  ✔ Maintain a  register of business and pecuniary interests for the Trust  ✔ 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  ✔ Support the  directors to determine pay for all headteachers, executive headteachers and Senior Executive  Leadership Team  members (taking into  account that there may be a conflict of interest) ✔ Set up and | that the Clerk has  published them on the school website in line with statutory  requirements | ✔ Set up and approve staff expenses at the  school in accordance with any Trust-wide policy  ✔ Submit expenses in accordance with  Trust-wide policy |
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|  |  | remuneration committee **ND**  ✔Ensure that employees whose benefits are more than £100k are published on the Trust website as an  extract from the Trust  financial statements for the preceding accounting period. | approve staff expenses for the Senior Executive Leadership Team |  |  |
| --- | --- | --- | --- | --- | --- |
| School level  matters |  |  | ✔ Monitor the  provision of free school meals across the Trust and follow up with LCBs where there are any  issues  ✔ Support and advise schools with marketing strategy resources | ✔ Monitor the  provision for and  uptake of free school meals to those pupils meeting the criteria ✔Review pupil  numbers in the school and ensure that a local marketing strategy is developed with the  Headteacher to ensure effective recruitment to PAN. Commission members of the wider governing body to  support pupil  recruitment and  retention through  strong and cohesive community and parish links. | ✔ Ensure provision and effective promotion of free school meals to those meeting the criteria  ✔ Develop and enact a local marketing strategy to ensure recruitment to PAN. |

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**Useful Resources:**

● CES model Governance Statements for school Trust Companies

| **CONTRACTS** | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Action** | **Members** | **Directors** | **Senior Executive**  **Leadership Team (SELT)** | **Local CAST Board**  **(LCB)** | **Headteacher** |
| Procurement |  | ✔ Adopt a Trust-wide competitive tendering  policy and ensure OJEU procurement thresholds are observed **ND**  ✔ Ensure transparency in relationships with  connected parties | ✔ Prepare a  Trust-wide competitive tendering policy for  adoption by the directors ✔ Develop Trust  wide procurement  strategies and efficiency savings programme (in line with the Trust-wide policy) and review  opportunities for  collaborative procurement ✔ Conduct the  procurement policies and activities of the Trust in accordance with the latest Academy Trust Handbook. |  | ✔ With the Business  Manager, support as  required the provision of data for trust wide  tendering, ensuring data accuracy and timeliness ✔ Ensure the school use of trust wide suppliers and contractors |

Ethical and

environmental considerations in

✔ Ensure the business of the Trust is conducted ethically and in line with corporate social

✔ Conduct the

business of the Trust ethically and in line with corporate social

✔ Conduct the

business of the school ethically and in line with corporate social

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| relationto  procurement |  | responsibility indicatorsto ensurethatall suppliers usedtakeaccountof  economic,social and  environmental factors  insofar as permitted bythe AcademyTrustHandbook | responsibility indicatorsto ensurethatall suppliers usedtakeaccountof  economic,social and  environmental factors insofar as permitted by theAcademyTrust  Handbook |  | responsibility indicatorsto ensurethatall suppliers usedtakeaccountof  economic,social and  environmental factors insofar as permitted by theAcademyTrust  Handbook |
| --- | --- | --- | --- | --- | --- |
| Entering into  contracts |  | ✔Approveanyservice contractsfordirectorsof theTrust(subjecttoany policyonconflictsof  interest/pecuniary  interests/connectedparty transactions)  ✔Setthedelegated levels of authority for  contracts  ✔ Approve contracts in accordance with the agreed Financial  Regulations  ✔ Approve contracts which constitute related party transactions | ✔Enter into  contractsuptothe limits ofdelegationwithinthe agreedFinancial  Regulations andwithinan agreedbudget |  | ✔Enter into  contractsuptothe limits ofdelegationandwithin anagreedbudget |
| Paymentsand  expenses |  | ✔Setupandapprove adirectors’expensespolicy in accordance with the Trust’s conflicts of interest policy | ✔Makepayments  withinagreedfinancial limits |  | ✔Makepayments  withinagreedfinancial limits  ✔ Act as a signatory of a school specific bank account inaccordance withtheTrust’sfinancial regulations, only where |

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|  |  |  |  |  | director permission to hold a school specific  bank account is in place |
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| **STANDARDS** | | | | |
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| **Action** | **Members** | **Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Monitoring  and  reporting |  | ✔ Receive an annual  ✔ Provide an annual  report from the CEO/Senior  report on standards to the  Executive Leadership Team  directors  on standards  ✔ Monitor the KPI figures  ✔ Receive a termly  reported from the  report from the Senior  Headteacher relating to  Executive Leadership  standards and provide a  Team/standards committee  termly report to the  and the headteachers  directors (via standards  regarding standards  committee) regarding  ✔ Report any relevant  standards and raise concerns  information to the Bishop  and provide strategies  in order to provide  ✔ Act  assurances that standards  effectively to ensure high  across the academies in the  standards, draw up and  Trust are being met  implement plans if standards  ✔ Intervene, in a  are not rising, set up support  timely manner, where  strategies and alert the  standards fall below that  directors to any shortcomings  which is expected of the  or fall in standards before they  academies within the Trust  become serious  ✔ Set Trust-wide  ✔ Share external | ✔ Support and challenge the headteacher on updates,  reports and data✔Monitor school’s progress against  achievement targets set by the Trust and National data.  ✔Hold the Headteacher to account for pupil outcomes. | ✔ Ensure that the  school-based Trust  assessment tracking system is updated in line with Trust  guidelines.  ✔Ensure that specified assessment reports are provided to SIO and  LCB as required.  ✔Monitor against  pupil performance and achievement targets set by Senior Executive  Leadership Team and report findings to the relevant SIO and to the LCB by way of  Headteacher report. |

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| Appointment of  committees  Canonical  Inspections |  | performance management  information and intelligence  targets relating to  across the Trust from  standards, if necessary  DfE/Ofsted etc relating to  standards  ✔ Provide oversight of the  target setting for pupil  achievement and progress by  the headteachers and monitor  against targets  ✔ Monitor the KPI figures  reported from the  headteachers relating to  standards and take up any  issues with the LCB and report  to the directors  ✔ Appoint an  ✔ Assist the directors as  education standards  required with regard to any  committee  issue or matter raised by the  standards committee  ✔ Comply with any  ✔ Support and assist  denominational inspections  the directors and/or the LCB  pursuant to s.48 and any  to prepare for any s.48  additional canonical  inspections  inspections, reviews and  ✔ Ensure that any  visitations of the Bishop  inspection outcomes are  carried out in the academies  and/or the Trust as  appropriate | ✔ Comply with  any denominational  inspections pursuant to s.48 and any additional canonical inspections and visitations of the Bishop  ✔ Monitor evidence of  progress since the last  inspection, including how any previous Areas for | ✔ Report  on standards at the  school to the governor designated with  responsibility for  standards, as  appropriate  ✔ Comply with  any denominational  inspections pursuant to s.48 and any additional canonical inspections and visitations of the Bishop.  ✔Provide evidence of progress since last  inspection and how AFI have been addressed. |
| --- | --- | --- | --- | --- |

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|  |  |  | Improvement (AFIs) have been addressed  ✔ Monitor that any  inspection recommendations are carried out in the school as appropriate | ✔ Ensure that any inspection outcomes are carried out in the school as appropriate |
| --- | --- | --- | --- | --- |
| Ofsted |  | ✔ Liaise with Ofsted as  ✔ Liaise with Ofsted as  required by the directors  may be required in a Trust  ✔ Prepare the Trust  level review  for inspection and manage the  process where the impact of  ✔ Direct senior  the Trust is under review  executive leadership as  ✔ Ensure schools are  appropriate where  prepared for inspection and  concerns are raised relating  support the LCBs and  to inspections  headteachers.  ✔ Advise Directors where  any concerns are raised  relating to inspections  ✔Support and challenge the  Headteacher and senior  leaders via the School  Improvement Officer to ensure  that the school is well prepared  for its inspection and has  addressed its previous Areas  For Improvement (AFIs).  ✔A member of the SIO  team/the Director of Education  will be present at inspection  and will represent the Trust. | ✔ Ensure the Local CAST Board is prepared for an  inspection ✔ Monitor  progress made since the last inspection, including  identifying and monitoring how Areas for Improvement (AFIs) have been addressed ✔Members of the Local CAST Board will be present in the event of an Ofsted inspection to answer questions about the school’s progress towards the areas for improvement set at the previous inspection, as well as the school’s current areas of strength and  development. | ✔ To fully comply with the requirements of any Ofsted  inspection and to  produce evidence  demonstrating progress made since the last  inspection and against the Areas For  Improvement (AFIs)  ✔ Prepare and brief staff and appropriate personnel ready for  inspection  ✔ Report any  concerns relating to  inspection to the Senior Executive Leadership Team team  ✔ Ensure the school is prepared for an  inspection |

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| School level matters |  | ✔ Oversee the approval  and monitoring of the School  Improvement Plans, reporting  any issues to the Directors | ✔ Ensure that the  school implements the School Improvement Plan as agreed by the School Improvement Team | ✔ In conjunction with the LCB implement the School Improvement Plan as agreed with the School Improvement Team |
| --- | --- | --- | --- | --- |

| **CURRICULUM** | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Members** | **Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Appointment of committees |  | ✔ Appoint an  Education and  Standards Committee to  monitor the quality of  education and  standards |  |  |
| Curriculum |  | ✔ Set KPIs and  ✔ Advise directors on the  ensure the Board  setting of KPIs  enforces these  ✔ Approve the curriculum  proposed by the headteacher  (to the extent that it is  consistent with the Trust-wide  policy) including compliance  with any funding agreement  requirements and take action  where there are any  shortcomings  ✔ Monitor the quality | ✔ Receive assurance from the Headteacher that the curriculum of the school,  including all the subjects of the National Curriculum, is taught in light of the Gospel values and actively promotes the spiritual and moral development of its pupils and is in line with the Plymouth CAST Curriculum Design Principles  ✔ Receive assurance from the Headteacher that RE is | ✔ 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 and is in line with the Plymouth CAST Curriculum Design  Principles |

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|  |  | assurance of teaching and  learning, the curriculum,  inclusion and the sharing of  good practice across the school  and take action where any  issues arise | taught in accordance with the Curriculum Directory and the Bishop’s policy and that it  constitutes 10% of the weekly timetable in the school in  accordance with the tenets and norms of the Catholic church (or 5% for KS5)  ✔ 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  ✔ 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 | ✔ Ensure the  curriculum is broad,  balanced and  appropriately delivered at the school  ✔ Ensure that  religious education is taught in accordance with the teachings,  doctrines, discipline and norms of the Catholic church, both as a core subject and integrated into other subject areas ✔ Ensure that  religious education  constitutes 10% of the weekly timetable of the school in accordance with the tenets and  norms of the Catholic church (or 5% for KS5) ✔ Make provision  for a daily collective act of worship in accordance with the rites, practices,  disciplines and liturgical norms of the Catholic church  ✔ Assist the senior executive leadership with the monitoring of the quality of teaching |
| --- | --- | --- | --- | --- |

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|  |  |  |  | and learning, curriculum inclusion and the sharing of good practice across the school |
| --- | --- | --- | --- | --- |
| Policies and  procedures |  | ✔ Determine a  ✔ Prepare and  Set of curriculum  oversee the implementation of  principles to ensure  a Trust-wide curriculum policy,  provision of a balanced  particularly that each school in  and broadly based  the Trust preserves and  curriculum. This will  develops its Catholic character  include **ND**:  through the curriculum  ⮚ Ensuring that  the Catholic character  of Trust permeates the  curriculum and life at  each of the academies  in the Trust  ⮚ Ensuring that  every pupil is  well-equipped to follow  their vocation as active  citizens in service to  the world  ⮚ the curriculum,  extra-curricular  activities and ethos will  prepare pupils for life in  modern Britain; and  ⮚ A written policy  on relationships and  sex education, in  accordance with any  Diocesan policy and/or | ✔ Ensure the required Trust policies are effectively  implemented in the school | ✔ Implement  required Trust policies and personalise for  school context as  necessary and ensure they are complied with |

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CESpolicy,whichshall

be taught in

accordance with the

social and moral

teachings of the

Catholic church

✔ Determine

a Trust-wide policy on

religious education and

collectiveactsof

worship inaccordance

withtheBishops’

ConferenceCurriculum

Directoryandthe

tenetsandnormsof

theCatholicchurch

✔Ensure

effectiveprocessesare

in place for monitoring

the quality assurance of

teachingand learning,

thecurriculum,

inclusion and the

sharingofgood

practiceacrossthe

schools intheTrust

**Useful Resources**

●CatholicValuesand‘BritishValues’Practical AdvicefromtheCES ●CESresourcesonRelationshipandSexEducation including: ● A model Primary Catholic RSE curriculum

● A model Secondary Catholic RSE curriculum

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● A model policy for relationship & sex education

● Good practice in developing a school RSE policy

● Catholic RSE Quality Standard

● Governor audit for monitoring RSE

● Who is responsible for teaching RSE to children and young people

● Outstanding RSE in a Catholic context - A case study

| **SPECIAL EDUCATIONAL NEEDS & DISABILITIES** | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Members** | **Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Appointments |  | ✔ Appoint a  Appoint a member  Director responsible  of SELT with oversight  for SEND and inclusion  of SEND | ✔ Appoint a lead local governor with oversight of SEND to monitor the impact of SEND funding on  educational outcomes. | ✔ Designate a  teacher to be  responsible for  coordinating SEND  provision |
| Compliance |  | ✔ Ensure training  ✔ Ensure  and legal compliance  compliance with legal  issues  requirements relating  ✔ Review report  to SEND within the  on SEND produced by  academies and the  the Senior Executive  provision of training to  Leadership Team and  ensure such compliance  address any  ✔ Report to the  shortcomings through  Directors on SEND  the Senior Executive  provision across the  Leadership Team as  Trust. Identify any areas  appropriate, ensure  of concern to the  that resulting actions  Directors as well as any  are complete  local SEND offer gaps  ✔ Review KPIs | ✔ Receive assurance that compliance with legal  requirements relating to SEND within the school | ✔ Implement and comply with the legal requirements relating to SEND at the school  ✔ Liaise with the local authority in  respect of pupils who have, or might have, SEND  ✔ Make provision for SEND pupils with or without a statement or EHC Plan |

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|  |  | across the schools for  identification of any  areas of concern for  referral to the directors |  |  |
| --- | --- | --- | --- | --- |

Documents, policies and procedures

✔ Adopt a

Trust-wide SEND policy **ND**

✔Receive assurance that Trust wide SEND audits are undertaken

✔ Prepare the Trust’s and school’s SEND Policy for adoption by the Directors

✔ Provide

oversight of the

implementation of the Trust-wide SEND policy

✔ Receive assurance that the SEND Policy is being implemented and that the school complies with the disability regulations

✔ Implement the SEND policy in the school

✔ Assist the

Senior Executive

Leadership Team with the safeguarding audit at the school

✔ Ensure the

completion of an

annual SEND report and ensure that it is displayed on the

school website in line with statutory

guidance.

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| **SAFEGUARDING** | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Members Directors** | **Senior Executive**  **Leadership Team**  **(SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Monitoring and  reporting | ✔ Appoint Lead  Director to monitor the  wider Safeguarding  arrangements across  the Trust  ✔Receive assurance  that where there are  identified failings in  Safeguarding audits,  remedial action will be  taken | ✔ Monitor  Safeguarding practice (including compliance with legislation) across the Trust and report to the Directors  ✔ Report to the  directors on the  procedures in place for safeguarding  ✔ Identify and  action training  needs and report  across the Trust | ✔ Ensure that  Safeguarding practices are followed at the  school. Discuss any  areas that may be of concern with the  Headteacher  ✔ Appoint lead  Governor for oversight of Safeguarding in the school  ✔ Identify LCB  training  needs and required action | ✔ Complete and  submit Trust  Safeguarding  monitoring forms (SG forms)  ✔ Identify and action any school and LCB  training needs |
| Compliance | ✔ Ensure  training and legal  compliance  ✔ Ensure the  single central record is  maintained for all  Trust-based and  cross-school  appointments | ✔ Arrange training to ensure legal  compliance  ✔ Monitor  directors compliance with the duty to  maintain the single  central record and take appropriate action  where there are any shortcomings | ✔ Ensure  completion  of the Single Central Record and its regular updating, through, at least, termly reviews | ✔  Ensure completion  of the single central record and its regular updating  ✔ Ensure  compliance with all  relevant regulations e.g. risk assessments, health and safety etc |

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| Recruitment and  appointments relating to safeguarding  Documents, policies, procedures and  training | ✔ Ensure that at  least one Director on  any recruitment panel  has up to date Safer  Recruitment training  ✔ Adopt a  Trust-wide  safeguarding and child  protection policy  bearing in mind local  variance **ND**  ✔ Adopt the  Outdoor Education  Visits and Off-site  Activities Policy **ND** | ✔ Ensure that  each school has  appointed a  Designated  Safeguarding Lead,  Deputy Safeguarding Lead and a Designated Teacher to support  Looked After Children (LAC)  ✔ Make  arrangements for  safeguarding audits to be undertaken across the Trust  ✔ Prepare a  Trust-wide  safeguarding and child protection policy for adoption  ✔ Put in place  effective systems for safeguarding pupils and take appropriate | ✔ Ensure that at  least one person on any recruitment panel has up to date Safer Recruitment training  ✔ Review and  monitor the impact of the safeguarding and child protection policy for the school  (consistent with the Trust policy)  ✔ Review and monitor the culture of  safeguarding in the school and produce termly governor  monitoring Notes of Visit - to include | ✔ Appoint a  designated teacher to support looked after and previously looked after children and to ensure the role is  compliant with  statutory guidance  ✔ Appoint a  designated  safeguarding lead and a deputy designated lead. Ensure they are clearly identified to the school community.  ✔Ensure that at least one member of any panel has had Safer Recruitment training ✔ Implement the safeguarding and child protection policy at the school and ensure that staff have signed to say they have read,  understood and will adhere to it.  ✔Ensure that all staff have been issued the latest version of  Keeping Children Safe in Education, and that staff have signed to say |
| --- | --- | --- | --- | --- |

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|  |  | action where these are not followed  ✔ Carry out a  Trust-wide  safeguarding audit and report the outcomes to the Directors for  action, as appropriate | uptake of training, staff voice, pupil voice and compliance with the Single Central Record. ✔Seek assurance  through the  Hedateacher and  Safeguarding Governor that the SCR is up to date  ✔Contribute to the safeguarding audit at the school | they have read,  understood, and will adhere to it.  ✔ Ensure that the staff are given, and can  access, other key  safeguarding  documents such as  Working Together to Safeguard Children  ✔Monitor staff use of the SSS training  program, ensuring that all staff are undertaking regular training.  ✔Ensure that the  single central record is kept up to date and is monitored at least  termly.  ✔ Enforce a strong  culture of safeguarding and shared  accountability through robust training,  professional curiosity, robust reporting and record keeping.that holds the wellbeing of young people at the centre. |
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| **BEHAVIOUR** | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Members** | **Directors Senior Executive Leadership Team**  **(SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Exclusions  Documents, policies and procedures |  | ✔ Review the use  ✔ Review the  of exclusions across  overall pattern of  the Trust and ensure  exclusions across  that appropriate  academies and report  action is taken by the  to the Directors.  Senior Executive  Convene panels as  Leadership Team  necessary to review  exclusions  ✔ Adopt a  ✔ Prepare a  Trust-wide Positive  Positive Pupil Welfare  Pupil Welfare Policy  Policy and statement  behaviour statement  of principles, to  of principles, to  include exclusions  include exclusions,  that reflect the  Catholic character,  ethos and values of  the Trust **ND** | ✔ Convene a  committee to  consider the exclusion of a pupil in line with current DfE guidance. Minute the meeting and send a copy to  the SIO  ✔ Review the  overall pattern of  exclusions at the  school and challenge the Headteacher  accordingly  ✔ Support the  Headteacher to  prepare a Behaviour Policy in line with the Trust’s Positive Pupil Welfare Policy and  monitor the  effectiveness | ✔ Undertake a  pupil exclusion  for a fixed term or  permanently, as  appropriate,  completing necessary statutory paperwork within set timescales, in line with current  DfE guidance.  ✔ With support  from the LCB,  prepare a Behaviour Policy in line with the Trust’s Positive Pupil Welfare Policy  ✔ Ensure  effective operation of all policies at the  school |

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| **ADMISSIONS** | | | |
| --- | --- | --- | --- |
| **Action**  Place planning | **Members Directors Senior Executive Leadership Team (SELT)**  ✔ Assist the  ✔ Provide regular  Diocese with any  updates to the Board  requirements it may  on pupil numbers  have relating to the  Bishop’s duty to ensure  that there are  sufficient school places  available for the  baptised Catholic  children resident in his  area  ✔ Receive regular  updates from SELT in  relation to pupil  numbers and  admissions  applications and share  with the Diocese to  support the Bishop in  his responsibility  relating to place  planning  ✔ Obtain  Diocesan approval to  expand school places  across the Trust | **Local CAST Board (LCB)**  ✔ Receive regular updates from the  Headteacher in  relation to pupil  numbers  ✔ Support the  Headteacher in the  development of a local marketing strategy and monitor the  effectiveness in  relation to pupil  recruitment | **Headteacher**  ✔ Report to the  LCB on a termly basis on pupil numbers and work with LCB to  develop a school level marketing strategy |

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| Admissions  arrangements | ✔ Act as the  ✔ Prepare the  admission authority for  Trust-wide Admissions  all Plymouth CAST  Policy (taking into  admissions  account any Diocesan  arrangements  guidance and the  ✔ Undertake  school Admissions and  consultation and  Appeals Codes and  determine Trust-wide  local authority  admissions  regulations which will  arrangements  set out the parameters  ✔ Comply with  within which the CAST  Diocesan guidance on  Board may determine  admissions  admissions  ✔ Comply with  arrangements)  the School Admissions  ✔ Provide  and Appeals Codes  oversight, and support,  of the implementation  of admissions  arrangements across  the Trust  ✔ Ensure that the  impact of any proposed  changes to a school’s  admission  arrangements are  considered in light of  the other academies in  the Trust  ✔Report to the  Directors regarding | ✔ Receive assurance that the admissions arrangements are  published on the  school website  ✔ Support the  Headteacher to make arrangements for  hearing admission  appeals  ✔ Ensure  effective arrangements are in place for pupil recruitment  ✔ Contribute to  the development of a school prospectus | ✔ Make  arrangements for  decision-making in  respect of applications for admission to the school (taking into  account the obligation for decisions to be  made via a convened sub-committee [under delegated authority of the admission  authority] with at least 3 members)  ✔ Make  arrangements for  hearing admissions  appeals in line with the Trust-wide policy  ✔ Participate in  local admissions forum ✔ Ensure  participation in the fair access protocol  ✔ Ensure  effective arrangements are in place for pupil recruitment to the  school |

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| Documents, policies and procedures | admissions  arrangements across  the academies in the  Trust  ✔ Ensure effective  arrangements are in  place for pupil  recruitment to the  academies in the Trust  ✔ Provide advice  and guidance to  directors regarding the  requirements of the  school Admissions and  Appeals Codes  ✔ Execute consultation  activities and publish  admissions  arrangements as  required and in  accordance with the  Trust Admissions Policy  ✔ Review and  ✔ Work with the  determine the Trust  Diocese and LA to  wide Admissions  produce a Trust-wide  Policies prepared by  admissions policy for  SELT, ensuring  adoption by the  compliance with all  directors and ensure  Diocesan  that it complies with all  requirements. **ND**  Diocesan requirements  ✔ Ensure all  policies are reviewed by  the directors and are | ✔ Support the  implementation of and compliance with the Trust’s Admissions  Policy | ✔ Ensure  compliance with the Trust’s Admissions  Policy |
| --- | --- | --- | --- |

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|  | compliant with the  School Admissions and  Appeals Codes |  |  |
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**Useful Resources:**

● Diocesan guidance on admissions

● CES Guidance on admissions

● CES Guidance on equality

| **OTHER PUPIL RELATED MATTERS**  **Action Members Directors Senior Executive**  **Local CAST Board (LCB) Headteacher**  **Leadership Team (SELT)**  Complaints ✔ Adopt a  ✔ Prepare a  ✔ Support and challenge  ✔ Hear  Trust-wide complaints  Trust-wide and school  the headteacher to  complaints at the  policy and receive  specific complaints  Implement the  relevant stage  reports from the  policies for adoption by  school complaints policy as  Senior Executive  the directors and  set by the Senior Executive  Leadership Team  publish the policy on  Leadership Team  regarding the level of  the Trust’s and school’s  ✔ Hear complaints at  complaints across the  website following  the relevant stage  Trust **ND**  adoption  ✔ Notify the  ✔ Review the level  Diocese of any school  of complaints across  level complaints. The  the Trust and report to  directors *must* notify  the directors outlining  the Diocese of any  the changes initiated as  complaints or issues  necessary to address  that could bring into  any issues  disrepute the Catholic  character of the Trust |
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|  | and/or the academies  within it |  |  |
| --- | --- | --- | --- |
| School level matters | ✔ Review data  ✔ Monitor the  provided by the Senior  levels of attendance in  Executive Leadership  the schools and the use  Team/LCB relating to  of home-school  pupil premium and  agreements and report  sports premium and  termly to the directors  take action to address  ✔ Monitor the  any issues, as  impact of the pupil  appropriate  premium/sports  ✔ Set the times  premium across the  of school sessions and  Trust and report to the  the dates of school  Directors  terms and holidays in  conjunction with the  LCBs  ✔ Ensure that the  school meets for 380  sessions in a school  year  ✔ Appoint a Lead  Director for Statutory  Grants | ✔ Consider the times of school sessions and the dates of school terms and holidays times. Receive assurance that information is published on the website ✔ Review attendance and pupil absences  ✔ Support the  Trust and the headteacher in the extended school  provision in the school  ✔ Ensure effective  arrangements are in place for pupil support and  representation at the  school  ✔ Ensure that local  governance has oversight of Statutory Grants  ✔ Monitor the impact of the Pupil Premium and the Sports Premium plans in the school  ✔ Monitor that the  school lunch provision  meets the required  national nutritional  standards though seeking assurance from the  Headteacher. | ✔ Consult with  Directors via SIOs on the times of school sessions and the dates of school terms and holidays times  ✔ Comply with  times of school  sessions and the dates of school terms and holidays as set by the directors  ✔ Ensure statutory information in relation to the school day,  session times and  term dates are  published on the  school website  ✔ Maintain a  register of pupil  attendance and report on attendance and  pupil absences (as  part of the KPIs) to the LCB  ✔ Determine key priorities and KPIs  against which pupil progress can be  measured |

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✔ Review and

maintain home-school

agreements which

should reflect support

for the school’s

Catholic character

✔ Ensure

effective deployment

of the Statutory

Grants and monitor

their impact, reporting

any issues to the LCB

✔ Ensure that the

school lunch provision

meets the appropriate

nutritional standards

and can be evidenced

by the provider,

provide assurances to

the LCB

| **STAFFING** | | | |
| --- | --- | --- | --- |
| **Action** | **Members Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Appointments | ✔ Oversee  ✔ Take any action  recruitment, induction,  relating to staff  training, CPD, wellbeing,  appointments across the  dismissals and other HR  Trust as required by the  processes for all staff  directors  within the Trust at a  ✔ Ensure that the | ✔ Where  appropriate, support the  Directors in the  external recruitment process for school  leadership, reserved | ✔ With advice and support as advised by the SELT, and support from LCB, as  requested, appoint teaching and |

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|  | strategic level in Board  directors involve the  business  Diocese at the appropriate  ✔ Ensure that  stages in any recruitment  reserved  process for reserved posts  posts are filled by  practising Catholics in  observance of the  Bishops’ Memorandum  ✔ 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 academies  and is in accordance  with the Bishop’s  Memorandum  ✔ Ensure that the  Diocese (and the Abbot,  in the case of St Mary’s,  Buckfast) is involved in  recruitment selection  and appointment being  made, relating to any  senior posts which  directly affect the  Catholic mission of the  Trust and its academies  ✔ Determine  appointments to be  made across one or | posts and teaching  positions | non-teaching staff on behalf of the Directors |
| --- | --- | --- | --- |

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|  | moreschool intheTrust  in line with any  Diocesan protocol |  |  |
| --- | --- | --- | --- |
| Staffing structures | ✔ Determine and  ✔Withdirectors  review any overarching  approval,determinethe  management structures  senior leadershipand  across the Trust and  high-level non-teaching  budget in accordance  structuresforeachschool  with Diocesan policy **ND**  and advise the directors on  ✔ Determine and  thefinancial viabilityand  review staffing  sustainabilityofthose  structures across the  structureswhilstensuring  Trust to ensure financial  thattheeducational  viability and  outcomes of the pupilsare  sustainability whilst  protected  ensuring that  ✔Monitorand  the educational  reviewstaffingchanges  outcomes of the pupils  acrosstheTrustandreport  are protected  any issuestothedirectors  ✔ Approve any  ✔Supportthe  senior  headteacherstodetermine  leadership and high  staffingstructuresatthe  level non-teaching  school  structures as  ✔ Takeactionas  determined by the  requiredbythedirectorsto  Senior Executive  developCatholic leadership  Leadership Team  withintheTrustandthe  ✔ Develop Catholic  widerDiocese  leadership within the  Trust and the wider  Diocese | **x** | ✔Determine  staffingrequirements withintheschool and budget, inagreement withSBMandSELT  and in linewiththe Trustfinancial KPIs |
| Pay | ✔Establishapay✔Reviewpayacross | X |  |

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|  | Committee (RemCom).  the academies to guard  Ensure that work  against equal pay claims  relating to pay and  and to seek opportunities  conditions is covered by  for harmonisation of pay,  the Board’s annual cycle  where appropriate  of business |  |  |
| --- | --- | --- | --- |
| Terms and  conditions of  employment | ✔ Ensure  ✔ Review the terms  harmonisation of terms  and conditions of  and conditions of  employment across the  employment across the  academies and advise the  Trust to avoid the risk of  directors where there is a  employment claims  possibility of employment  taking into account legal  claims and/or unrest in the  requirements relating  workforce and take any  to, in particular, equal  action to ensure that this  pay, discrimination and  risk is minimised/removed  TUPE transfers | x |  |
| Performance  management | ✔ Conduct the  ✔ Senior executive  performance  leader/CEO to conduct the  management review of  performance management  the senior executive  review of the other  leader/ CEO **ND**  executive leaders  ✔ Conduct the  performance management  review of the Trust  Secretary and Clerk | ✔ Support the SELT by completing a CAST  Headteacher Appraisal feedback form and  share with the SIO  prior to the  Headteacher’s  appraisal. | ✔ Conduct the  performance  management and pay progression of staff in the school in line with the school’s pay policy  and appraisal policy |
| Suspension and  dismissals | ✔ Suspend and  ✔ Senior executive  dismiss executive  leader/CEO to assist the  leadership posts in line  directors to suspend and  dismiss all other executive | x | ✔ Suspend or  dismiss teaching and non-teaching staff in consultation with the |

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| Documents, policies and procedures | with employment law  leadership posts, as  and HR regulations  required by the directors  ✔ Suspend and  ✔ With the approval of  dismiss the Trust  the Directors, suspend and  secretary and clerk  dismiss the Headteachers  ✔ Notify the Diocese  (including any Executive  of any suspension or  Headteacher or Head of  action taken under a  School), Deputy  disciplinary policy which  Headteacher, Head of  could result in dismissal  Religious Education and Lay  of a staff member,  Chaplain employed by the  particularly where any  Trust in line with  misconduct may bring  employment law and HR  the Catholic character  regulations and inform the  of the Trust and its  Diocese of any action taken  academies into  disrepute  ✔ Work towards the  ✔ Prepare a pay policy  adoption  for adoption by the  of CES employment  directors  documents (with  ✔ Advise the directors  amendments where  on suitable Trust-wide  appropriate), including  policies and procedures  the model contracts of  and ensure their effective  employment and  implementation, in  workplace policies, in  particular the CES model  observance of the  employment documents  Bishops’ Memorandum.  pursuant to the Bishops’  ✔ Ensure  Memorandum.  consultation  with staff and trade  union  officials/representatives | ✔ Ensure the Trust’s policies on all HR  matters are  implemented in the school  ✔ 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 | Senior Executive  Leadership Team  ✔ Implement the Trust’s policies and procedures in the  school  ✔Conduct exit  interviews for any staff member that leaves the school and provide information to CAST HR |
| --- | --- | --- | --- |

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|  | before adoption of  workplace policies, as  appropriate  ✔ Adopt a pay  policy  ✔ Work towards the  adoption of Trust-wide  staff policies and  procedures **ND**  ✔ Put in place an  appropriate  whistleblowing  procedure | dealing with  disciplinary matters, grievances and  dismissal  ✔ Ensure that exit  interviews are being conducted. Monitor trends in staff turnover via Headteacher  reports |  |
| --- | --- | --- | --- |
| Miscellaneous | ✔ Ensure that there is  effective communication  between all levels of  governance in the Trust  ✔ Approve applications  for early retirement,  secondment and leave of  absence | ✔ | ✔ Advise SELT on applications for early retirement,  secondment and leave of absence |

**Useful Resources:**

● The Bishops’ Memorandum on Appointment of Teachers in Catholic school

● 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

● Employment Law/HR advice from Trust/school provider

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| **COMMUNICATIONS AND INFORMATION MANAGEMENT** | | | |
| --- | --- | --- | --- |
| **Action** | **Members Directors Senior Executive Leadership Team**  **(SELT)** | **Local CAST Board (LCB)** | **Headteacher** |
| Compliance | ✔ Notify the  ✔ Refer any direct  Diocese of any  communications from  warning notice or  Regional Directors to  other notice of failing  the Directors  or shortcoming  ✔ Notify the  received from the  Directors of any  Regional  warning notice or  Director/DfE/ESFA/loc  other notice of failing  al authority/Ofsted  or shortcoming  etc  received from the  ✔ Work with the  Regional  Diocese to respond to  Director/DfE/ESFA/loc  any media interest  al authority/Ofsted etc  and ensure that any  for further reporting  public statements  to the Diocese  and/or responses to  ✔ Ensure  media enquiries are  compliance with all  approved by the  data protection  Diocese  legislation and good  ✔ Appoint a suitably  practice across the  qualified person to act  academies  as Data Protection  ✔ Develop and  Officer for the Trust  implement an  integrated ICT strategy  to ensure  compatibility of  systems across all the  academies in the Trust | ✔ Ensure systems are in place are in line with the Trust’s strategy at the  school for effective  communication with pupils, parents or carers, staff, parish priests, Diocese and the wider community  including the support of a local parent teacher  association (if established) | ✔ Refer any direct communications from Regional  Director/DFE/ESFA/Ofs ted/local authority to the LCB/Senior  Executive Leadership Team  ✔ Notify the  LCB/Senior Executive Leadership Team of  any warning notice or other notice of failing or shortcoming  received from the  Regional  Director/DfE/ESFA/loca l authority/Ofsted etc for further reporting to the directors  ✔ Forward any  media interest to the Senior Executive  Leadership Team/LCB and ensure that any public statements  and/or responses to |

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| Documents, policies and procedures | to facilitate maximum  efficiency and  cohesiveness and  report any issues to  the directors  ✔ Support the  individual academies  on the effective safe  storage of data  ✔ Maintain  accurate and secure  staff records for the  Senior Executive  Leadership Team  ✔ Ensure that  registration with the  Information  Commissioner’s Office  is up to date  ✔ Maintain and  develop the Trust’s  website  ✔ Register the  Trust with the  Information  Commissioner’s Office  and maintain such  registration  ✔ Adopt data  ✔ Prepare a  protection policies  Trust-wide data  and procedures to  protection policy for  comply with  adoption by the  legislation relating to  directors | ✔ Support and challenge the Headteacher to ensure the  effective implementation of the data protection | media enquiries are approved by the SELT ✔ Ensure the  publication of school information, ensuring that all electronic  communication,  including web pages, are up to date  ✔ Maintain  accurate and secure staff records for the school  ✔ Ensure  compliance with all  data protection  legislation and good practice at the school ✔ Liaise with the Senior Executive  Leadership Team on the accessibility plan for the school  ✔ Implement and comply with the  school’s data  protection policy |
| --- | --- | --- | --- |

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|  | data protection and  freedom of  information | policies and procedures in the school |  |
| --- | --- | --- | --- |

**Useful Resources:**

● CES Guidance Note on the Data Protection Act 1998

● CES Guidance Note on Freedom of Information

● CES Press Release: Writing Best Practice Guide

● CES model Diocesan Communications Protocol

● Refer to Data Protection Guidance and Toolkit (Gov.uk site)

| **HEALTH & SAFETY** | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Members Directors** | **Senior Executive**  **Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Headteacher** |

Health & Safety ✔ Adopt a Trust Health and Safety

policy **ND**

✔ Appoint a Lead

Director for Health and

Ssafety

✔ Prepare a

Trust Health and Safety policy for the Directors’ approval

✔ Monitor and support the

implementation of the Trust-wide health and safety policy and report any issues to the

directors

✔ Agree

and monitor an

Accessibility Plan for

✔ Support the

implementation of a Health &

Safety Policy

✔ Appoint a local Governor with

oversight of Health and Safety

✔ Review the

implementation of the Health and Safety Policy and ensure that

appropriate risk

assessments are being

✔ Implement the CAST

Health and Safety

Policy for the school ✔ Monitor the

record of accidents and agree appropriate actions with the

LCB/Senior Executive Leadership Team

✔ Ensure suitable risk assessments are prepared and

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each school in

consultation with the Headteachers,

reporting any issues to the Directors

carried out in the

school

✔ Monitor the school’s use of EVOLVE to record all off-site trips

✔ Monitor the school’s use of OSHENS to

record

pupil/staff/visitor

accidents/incidents ✔ Conduct site

inspections alongside the Headteacher to review any health and safety issues and the security of premises and equipment



appropriate actions

taken

✔ Ensure consistent use of EVOLVE to

record all off-site trips ✔ Ensure consistent use of OSHENS to

record

pupil/staff/visitor

accidents/incidents

✔ Conduct site

inspections to review any health and safety issues and the security of premises and

equipment

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| **AUDIT AND RISK** | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Members** | **Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board**  **(LCB)** | **Headteacher** |
|  |  | ✔ Appoint an Audit  ✔ Prepare a Business Continuity  and Risk Committee  Plan for the Trust and the academies  ✔ Adopt the Business  within it and report to the directors on  Continuity Plan for the  how the plan is being implemented in  Trust and the academies  each school  within it and monitor that  ✔ Prepare and maintain a  each school has  Trust-wide risk register  implemented such plans  ✔ Ensure that any necessary  ✔ Review risk  actions are taken to eliminate/reduce  management and the risk  any identified risks  register kept by the Senior  ✔ Provide the directors with all  Executive Leadership  relevant information and  Team, termly and in line  requirements relating to warranties  with Academy Trust  and indemnities as prescribed by the  Handbook (current  Trust Handbook and/or the ESFA  version)  ✔ Appoint internal auditors in line  ✔ Approve insurance  with the requirements of the Trust  Handbook and prepare an annual plan  arrangements in  for approval by the Audit and Risk  accordance with  Committee.  Diocesan/Religious Order  ✔ Ensure that all agreed  Trustees’ requirements  recommendations from internal and  ✔ Commence or  external audits are followed up.  settle any litigation  proceedings **ND**  ✔ Provide any  relevant and appropriate  guarantees and  indemnities as authorised  by the members/Diocesan | ✔ Ensure the  school has a robust and up to date  Business Continuity Plan in place | ✔ Prepare and  implement  and ensure the  Business Continuity Plan for the school |

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|  |  | Trustees/ReligiousOrder  Trusteesand in  accordancewithany  requirementsprescribed  bytheTrustHandbook  and/ortheESFA  Agreeascheduleof  internal audit work in line  withtherequirementsof  theTrustHandbookand  ensuredeliveryofthe  agreedplanthrough  regularmonitoring  ✔Monitorthe  performanceofthe  Internal Audit Service |  |  |
| --- | --- | --- | --- | --- |

**Useful Resources**

●ChurchSchemeRulesonRPAforChurchAcademies

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| **SCHOOL ESTATE** | | | |
| --- | --- | --- | --- |
| **Action** | **Members Directors Senior Executive Leadership Team (SELT)** | **Local CAST Board (LCB)** | **Head Teacher** |
| Insurance | ✔ Approve  ✔ Procure buildings  insurance arrangements  and related insurance for  in accordance with  the Trust and all the  Diocesan/Religious Order  academies within it  Trustees’ requirements  ensuring compliance with  Diocesan/Religious Order  Trustees’ requirements | ✔ Ensure  compliance  with all insurance  obligations/requirements at the school | ✔ Ensure compliance with all insurance  obligations/requirements at the school |
| School land and buildings | ✔ Ensure that the  ✔ Make any  Trust follows the Joint  proposals relating to the  CES and National Society  school estate to the  document “The  directors in accordance  Accounting Treatment of  with any requirements  Land Occupied by Church  set by the  Academies” as published  Diocesan/Religious Order  from time to time  Trustees  ✔ Review and  ✔ Provide evidence  maintain any buildings  of compliance with all  strategy and asset  statutory requirements  management planning  for works e.g. planning  arrangements in  approval, listed buildings  accordance with any  consent, buildings  requirements set by the  regulations consent etc  Diocesan/Religious Order  ✔ Prepare any  Trustees, including  buildings strategy and  seeking their agreement  asset management  to any such plans as  planning arrangements in  appropriate  accordance with any  ✔ Select, plan and  requirements set by the  Diocesan/Religious Order | x | ✔ Monitor  the arrangements for the effective supervision of building maintenance and minor works and take up any issues with the Senior Executive  Leadership Team team |

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|  | overseeanycapital  Trusteesandensurethat  projects and buildings  agreementhasbeen  improvements as agreed  soughtfromthem,as  bytheDiocesan/Religious  appropriate  OrderTrusteesand in  ✔Withagreement  accordancewithall  fromthe  Diocesan protocols  Diocesan/ReligiousOrder  ✔ Apply to the  Trustees,advisethe  Diocesan/ReligiousOrder  directorsandmanage, in  Trusteesforpermission  conjunctionwiththem,  forchangeofuseof  anycapital andbuilding  assets  improvement grants  ✔Ensure landand  ✔ Prepare a report  buildingsaremaintained  for the directors to share  andfitforpurpose  withthe  Diocesan/ReligiousOrder  Trusteesontheoverall  state of the school estate  ✔Ensureall  statutory testingand  maintenance  requirementsare  compliedwithe.g.  asbestos management  plan,firerisk  assessments,water  hygiene,electrical safety  etc  ✔Applytothe  Diocesan/ReligiousOrder  Trusteesforany  funding/consentto |  |  |
| --- | --- | --- | --- |

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|  | building works before  undertaking any works |  |  |
| --- | --- | --- | --- |

Lettings ✔ Adopt a Trust-wide Lettings Policy in

accordance with the

Diocesan/Religious Order

Trustees’ requirements

**ND**

**Useful resources**

✔ Prepare a

Trust-wide Lettings Policy in accordance with the Diocesan/Religious Order Trustees’ requirements for adoption by the Directors

✔ Ensure any

Trust-wide Lettings Policy is implemented at the school

✔Monitor to ensure that all external lettings are fully compliant with the requirements of Keeping Children Safe in

Education, the Trust Lettings Policy and Child Protection and

Safeguarding Policy

✔ Implement and comply with the

Trust-wide Lettings Policy in the school

✔Ensure that all external lettings fully comply with the requirements of Keeping Children Safe in Education, the Trust Lettings Policy and Child Protection and

Safeguarding Policy.

● 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

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