



2024 – 2025 Terms of Reference

v 27.04.23

This document is the sixth of twelve core documents, all of which set out increasing levels of detail about how the delegated roles and responsibilities are finally distributed and divided across our Trust.

This document is a key document which sets out the specific interpretation, division and distribution of responsibilities; this is a key document from which everyone in St. Francis of Assisi must work, and in effect it presents not only Terms of Reference but also Formal Instructions for all levels of Trust and School Leadership. This document should come into force on 1st September 2023, and existing policies across the Trust will be adjusted to fit this document as those policies come up for renewal.

1 Articles of Association	DfE & CES agreement on charitable purpose and governance structure
2 Scheme of Delegation	Top level description of power and authority in the Trust
3 Constitution of the LGB	Details LGB size (this doc is Appendix 2 in the Scheme of Delegation)
4 RCDOV Protocols	Diocesan expectations for their relationship with the MAT
5 Roles and Responsibilities	CES produced document detailing delegated roles and responsibilities
6 Terms of Reference (this doc)	Greater practical and procedural detail on roles in the Trust
7 Schedules of Business (Trust Calendar)	Assigning time-specific terms of reference to certain times of the year
8 Core Function and Core Purpose	Outlining our reason for being (mission, vision, strategy) and functions
9 Financial Control Model	Broad descriptions of the operational control of finances
10 Trust Financial Regulations	Fine detail on operational and strategic financial management
11 Trust Scheme of Financial Delegation	Detailed progression of responsibility for financial decision making
12 Policy master list	A list of policies that are Trust-wide, and those which are academy-level

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1.0 Terms of Reference for Directors

Please note that the codes used below relate to those listed and defined in the Roles and Responsibilities (RR) or Scheme of Delegation (SoD) document.

Purpose, protocol for meetings, membership and administration	
Ref, e.g. SoD/RR code	Formal Instructions
Articles 45/46/64	Directors, appointed by the Bishop, must be no fewer in number than 3, and offer an annual CES proforma written undertaking of Service to the Bishop, as well as be appointed for a term of 4 years.
Articles 81	Directors must appoint a Clerk for all meetings, ensuring they are appropriately trained.
Articles 82 & GO4	A Chair, Vice Chair, SEND, H&S and Safeguarding Director shall be elected every year.
Articles 97+	Every September all directors must complete a business and pecuniary interest form, and declare conflicts of interest for every meeting.
Articles 99	Minutes must be signed at the start of every subsequent meeting.
Articles 108+	Directors must meet no fewer than 3 times per year, convening meetings with seven clear calendar days' notice accompanied by an agenda (with papers to follow as soon as is practically possible). Quorum shall be 3 (or, if greater, one third of the total number of directors). Resolutions may be passed in writing outside of meetings, subject to due notice, and with written agreement from each director.
SD2, RI1	<ul style="list-style-type: none"> a. The Trust Board will form a separate Trust Education Committee and a separate Trust Business Committee (which incorporates Risk). Each committee will be chaired by someone other than the Trust Chair, and the membership of each shall be made up of no fewer than 3 directors to be decided by the Trust Chair. The purpose of the Business Committee will be to monitor the strategic delivery of company objectives in relation to the following tables: Finance, Contracts, Admissions, Communications and Information Management, Health & Safety, Risk and Premises / School Estate. The purpose of the Education Committee will to monitor the strategic delivery of company objectives in relation to the following tables: Standards; Curriculum; SEND; Safeguarding; Behaviour, Other Pupil Related Matters, and Staffing. b. The Trust Board Committee will be comprised of all directors and will receive matters arising and reports from the Trust Education and Business committees, as well as discharge all Governance (see table below) functions.

Governance	
Ref, e.g. SoD/RR code	Formal Instructions
GO2	Consider the Articles of Association once per year and decide if Members need advising on any admenments.
GO6	Work with the executive and auditors to create, submit and then publish an Trust Annual Report to the Members in respect of company performance.
GO7	Monitor each academy's vision for their future viability as a Catholic school and their associated strategic school development plan to deliver this vision.

Governance	
Ref, e.g. SoD/RR code	Formal Instructions
GO7	Attend training as required in order to develop the religious character of the company.
GO7	Review any public relations engagements that develop the company's Catholic character in the community.
GO8	Ensure there is clarity of vision, ethos and strategy for the development of the Trust, holding Headteachers and the Executive to account for the performance of each academy and the management of staff.
GO8	Receive assurance from the Trust Business Committee that money is being well spent.
GO9	Ensure the Board have a strategic oversight of the effectiveness of LGB governance – either through being involved with their self-evaluation or receiving external validation as necessary.
GO10	Prepare an annual succession plan to ensure a supply of directors to support the company.
GO11/12/13	<ul style="list-style-type: none"> a. Prepare an annual schedule of directors' business, as well as appointing a trained clerk, CoSec, and ensuring clerking arrangements are in place in each LGB. b. Ensure Diocesan/ESFA/Edubase/GIAS/Companies House records and returns are updated as required (including RCDOw pupil fee returns), along with the receipt of advice from the executive regarding the company website (incl. details of academy governance, accounts and other requirements).
GO13	Review annual business and pecuniary interests forms from Members, LGB and the executive; form a register and keep it under review.
GO14	Administrate the annual review of policies, governor code of conduct returns, terms of reference, schedules of financial delegation, roles and responsibilities, and scheme of delegation.
GO15/16	Review inspection outcomes/compliance (S48 / S5) and direct the brokerage of support for schools as recommended by the executive.
GO17	There must be an annual 360 review of the Chair, as well as an annual self-evaluation of director skill matrices and suitability reported to Members; a Trust Board self-evaluation.
GO18	Deploy the executive taking note of their recommendations in the reports and documents presented to the Trust Board.

Finance	
Ref, e.g. SoD/RR code	Formal Instructions
FI1	<ul style="list-style-type: none"> a. Appoint the auditors, internal and external, and through the CFO issue a letter of engagement. Work with the Members to assure them of the appropriateness of the auditors as necessary, providing a basis for the selection of external and internal auditors. b. Form a Finance sub-committee which will perform the role of an Audit Committee to service the auditing process including governance statement within the annual accounts.
FI2	Ensure there is a CFO, Accounting Officer (who must be the CEO), and work with the CFO and Trust Finance Manager to receive timely reports to assist the Business Committee.
FI3	<ul style="list-style-type: none"> a. Work with the CFO to ensure an annual check of the Academies Handbook 'musts' is internally and externally scrutinised. b. Approve and operate according to the CFO-produced and director-approved Scheme of Financial Delegation, the Financial Control Model, and the Financial Regulations. Ensure the following are included in these documents: <ul style="list-style-type: none"> ○ Authorisation limits ○ General financial control (day to day delegation, staff appointments, virements, debts, receipt of goods)

<u>Finance</u>	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> ○ Organisation (how the various committees and post holders operate, including reference to business interests, conflicts of interest and whistleblowing) ○ The Accounting System ○ Income ○ Payroll ○ Purchasing ○ Tendering ○ Financial Planning ○ Governor allowances ○ Cash management, banking and investments ○ Fixed assets ○ Insurance (including the delegated authority and responsibility of Headteachers, supported by the CFO, to arrange suitable insurance for each academy) ○ VAT returns ○ Internal Control <p>c. Agree the membership fee arrangements, receiving the recommendation from the CEO.</p> <p>d. Administer and communicate (through the executive) the approval of the annual budget for each academy and for the central budget.</p> <p>e. Budget plan on a 3yr rolling basis.</p> <p>f. Receive the monthly management accounts in the three annual Trust Business Committee meetings, and also monthly by email to the Chair. Direct action on executive recommendations as appropriate.</p> <p>g. Submit the budget forecast to ESFA, after having reviewed a minimum of two draft budgets in the Spring and Summer Terms.</p> <p>h. Approve budget changes according to the scheme of financial delegation.</p> <p>i. Monitor cashflow, balance sheet, income and expenditure across the company (monthly) and by individual academy (annually in respect of the balance sheet).</p> <p>j. Ensure the CFO completes benchmarking as part of the monthly financial headteacher summaries and reports on this to the Trust Business Committee.</p> <p>k. Receive financial reviews from the CFO, including a consideration of the effectiveness of the central team (value for money; impact analysis arising from the membership fee in terms of school improvement work, support and challenge, and the financial dividend arising from the membership fee).</p> <p>l. Review all loans to ensure that they are registered with the ESFA, especially those relating to Building Fund parental donations.</p> <p>m. Decide upon Key Performance Indicators for financial control and receive the monthly monitoring reports to review performance against KPI.</p>
FI4	<p>a. Secure a full auditing of the accounts according to ESFA & RCDOE regulation (with RCDOE approving the choice of auditors).</p> <p>b. Ensure the executive put in place timely responses to audits and reviews.</p> <p>c. Publish and submit the annual accounts, assisted by the CEO and CFO. Secure the audit process to include regularity, propriety, compliance, value for money and the governance statement.</p>
FI5	<p>a. Receive, review and then adopt all policies as required by the Trust Policies Master list, and according to the Academies Handbook and DfE Mandatory Policies list (including charging & remissions). Check policies are suitable given the company objects.</p> <p>b. In connection with GO13, form a register of interests.</p> <p>c. Ensure the financial records are kept for a minimum of 6 years in electronic format.</p>

<u>Finance</u>	
Ref, e.g. SoD/RR code	Formal Instructions
FI6	<ul style="list-style-type: none"> a. In combination with the performance management process as set out in Trust policy, conduct an annual review of pay and performance for the CEO. b. Review and then agree pay for all Headteachers (including Executive Headteachers), and the executive.

<u>Contracts</u>	
Ref, e.g. SoD/RR code	Formal Instructions
CO1	<ul style="list-style-type: none"> a. Ensure compliance with the Financial Regulations and Scheme of Financial Delegation sections on Contracting. b. Review the tendering policy as developed by the CFO and adopt it. c. Ensuring there is transparency of process and outcome re all related party transactions, particularly that issues around the diocesan pupil fee are communicated to the diocese.
CO2	As far as is practically possible, look to confirm that the company is trading ethically and in a socially responsible way, and that similar expectations are enquired of regarding suppliers.
CO3	<ul style="list-style-type: none"> a. Approve the details around the existence of any service contracts for directors. b. Set delegated levels of financial authority for contracting purposes. c. Work with the executive to gain assurance that the delegated levels of authority are being complied with. d. Take a view on related party transactions, and where necessary, make a decision on their appropriateness.
CO4	Adopt a policy to define and control directors' and governor expenses, noting carefully any conflict of interest.

<u>Standards</u>	
Ref, e.g. SoD/RR code	Formal Instructions
SD1	<ul style="list-style-type: none"> a. Ensure academic pupil targets are set for each child across the Trust, as appropriate, and that their progress towards them is measured termly. b. Receive the termly Headteacher Report which must include a section on Standards (as set out by the executive). c. Receive a summary report from the executive on standards across the Trust, once per term. d. Ensure any relevant information is provided to the Bishop via the Diocesan Director of Education. e. Review the termly Trust-wide report and ensure that the executive include any actions as necessary to rectify standards slipping below the targets set.
SD2	Appoint a Trust Education Committee to execute the Terms of Reference, formed as described in the Purpose & Protocol section.
SD3	Participate as required in the OFSTED and S48 Inspections of academies. Direct the executive as required regarding remedial action as required following any unfavourable inspection outcomes.

Curriculum	
Ref, e.g. SoD/RR code	Formal Instructions
CU1	Ensure the Trust Education Committee includes Curriculum as a standing item delegated to that committee.
CU2/CU3	<ul style="list-style-type: none"> a. Ensure the Trust Curriculum Policy details the approach to be taken to curriculum across the company, and that there are clear expectations within this that can in effect form KPIs to monitor and enforce. b. Ensure that there is a broad and balanced curriculum across the Trust. c. Receive assurance that the Catholic character of each academy permeates the curriculum planning. d. Ensure that the curriculum prepares pupils for their next steps, including taking an active role as productive citizens in modern Britain. e. Ensure academies have compliant practices and policies on SRE, RE & Collective Worship including against diocesan expectations. f. Ensure that Teaching and Learning is monitored and reported on termly as part of the Headteacher Report and annually as part of the Headteacher Appraisal and Standards Review process. g. Ensure that CPD across the Trust delivers sharing opportunities and joined-up development activities, e.g. INSET, cross-school meetings.

SEND	
Ref, e.g. SoD/RR code	Formal Instructions
SE1, Article 82, GO4	Appoint a SEND director for an annual term.
SE2/SE3	<ul style="list-style-type: none"> a. Ensure there is a company-wide SEND policy which includes the detail of each academy's local offer, and which is compliant against SEND regulation. b. Ensure that there is a termly report from the executive on SEND and vulnerable pupils (including their safeguarding), and that this provides assurance of their progress and provision, as well as directing any improvements as necessary.

Safeguarding	
Ref, e.g. SoD/RR code	Formal Instructions
SA1	<ul style="list-style-type: none"> a. Instruct the executive regarding action required where safeguarding is shown or has been found to be below the standard expected. b. Receive an annual safeguarding report from the executive which provides assurance on compliance with the safeguarding policy and Hertfordshire's expectations, as well as reviewing procedures in place for safeguarding.
SA2	<ul style="list-style-type: none"> a. Ensure that the academies have systems in place for ensuring that the single central record (SCR) is up to date and well maintained. b. Ensure that central entries into the SCR are well maintained.
SA3	<ul style="list-style-type: none"> a. Ensure that at least one director on every recruitment panel has safer recruitment training, and that this training is also being made available to governors and senior leaders.
SA4	<ul style="list-style-type: none"> a. Adopt a company-wide Safeguarding/Child Protection policy.

<u>Safeguarding</u>	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> b. Ensure that there is a compliant policy on School Trips within the policies and procedures suite in each academy.

<u>Behaviour</u>	
Ref, e.g. SoD/RR code	Formal Instructions
BE1	<ul style="list-style-type: none"> a. Receive a report on exclusions at each academy, at least once per year. b. Ensure action is taken by the exec if exclusions are overused or appear to be being used ineffectively.
BE2	<ul style="list-style-type: none"> a. Review and adopt a company-wide Behaviour Policy which reflects the Catholic ethos of each school and the Trust. Provide sufficient room for each academy to form their policy in the light of each school charism, but whilst ensuring key behaviour values are in place across the entire Trust. b. Ensure that each academy is directed to comply with the DfE Guidance on Behaviour and Exclusions, and that exclusions are covered within each academy Behaviour policy and/or procedure.

<u>Admissions</u>	
Ref, e.g. SoD/RR code	Formal Instructions
AD1	<ul style="list-style-type: none"> a. Ensure sufficient places are available for Catholics in the area covered by the Trust. b. Ensure that place planning is evaluated by Headteachers and the executive, and that an overarching report on place availability (surplus / demand projections) is received by the Board once per year. c. Communicate with the Diocese as required to assist the Bishop in his obligations on place planning.
AD2/3	<ul style="list-style-type: none"> a. Ensure each academy has delegated authority to determine their own admission arrangements, and that they have processes in place to comply with diocesan guidance and the School Admissions and Appeal Code. b. Review the admissions policies of each academy, before they are published, and which sit underneath an overarching Trust Policy statement on admissions.

<u>Other Pupil Related Matters</u>	
Ref, e.g. SoD/RR code	Formal Instructions
OP1	<ul style="list-style-type: none"> a. Review and adopt a company-wide Complaints Policy, ensuring that this is either based on the DfE model or is DfE compliant. b. Review complaints summaries as provided by the executive. c. Notify the diocese if any complaints are reviewed and which would lead to compromising of the Catholic character of the company.

Other Pupil Related Matters	
Ref, e.g. SoD/RR code	Formal Instructions
OP2	<ul style="list-style-type: none"> a. Ensure Headteachers report termly on the progress, provision and effectiveness of pupil and sports premium, and that the executive produce an annual report on these to be reviewed by the Education Committee. Ensure that report identifies remedial actions where necessary. b. Receive an executive summary of the home-school/academy agreements in place in each academy, either on a termly basis, or if there has been no change, on an annual basis. c. Entrust the academies to set term dates with reference to HCC model dates and each academy. There must be at least one INSET day aligning across all schools and each school must meet for 380 sessions / 190 days.

Staffing	
Ref, e.g. SoD/RR code	Formal Instructions
ST1/ST2	<ul style="list-style-type: none"> a. Ensure that the HR 'committee' function is included within the Business Committee agenda. b. Ensure that there is policy or procedure in place across the academies to effectively deliver recruitment, induction, training/CPD, wellbeing and all other HR processes (including those which might lead to dismissal, and which are therefore covered by the CES Policy Suite which will be adopted across the Trust). c. Ensure that reserved posts are appointed in line with diocesan expectation. d. Consider, determine and appoint Trust-wide posts. e. Review the management structure in place across the Trust (the executive central team). f. Consider and review staffing viability and structure across the academies. g. Approve senior (Head / Deputy) teaching and non-teaching appointments across the academies. h. Take steps to develop Catholic leadership across the Trust and wider-diocese.
ST3/4/7	<ul style="list-style-type: none"> a. Adopt a Pay Policy, and form a Pay Committee from directors for the determination of CEO and other executive pay (compliant with the Academies Handbook). b. Ensure that academies use the CES model policy suite and all model contracts so that there is harmonisation and fair conducting of terms and conditions of employment across the Trust. Ensure academies consult as required before adopting policies. c. Ensure there is a whistleblowing policy.
ST5	<ul style="list-style-type: none"> a. Conduct the performance management of the CEO (who in turn performance manages the CFO) through the director pay committee. b. Performance manage the Company Secretary and Clerk, through the pay committee. c. Support the executive to lead the performance management of Headteachers, supported by the LGB.
ST6	Administer CES policies for the executive, Company Secretary and Clerk, notifying the Diocese of any significant issues which could result in dismissal (including those which prejudice or threaten the Catholic ethos of the company).

Communications and Information Management	
Ref, e.g. SoD/RR code	Formal Instructions
CI1	<ul style="list-style-type: none"> a. Ensure all direction communications from the RSC/DfE/ESFA/LA/OFTED (including warning notices) go to the Diocese through the CEO. b. Through the CEO work with the diocese to respond to media interest, and adhere to the diocesan protocol on handling media enquires.
CI2	Adopt a compliant data protection policy and procedure and cascade this to all schools.

Health and Safety	
Ref, e.g. SoD/RR code	Formal Instructions
HS1	<ul style="list-style-type: none"> a. Adopt a Trust-wide health and safety policy. b. Review the executive summary of academy performance on health and safety.

Risk	
Ref, e.g. SoD/RR code	Formal Instructions
RI1	<ul style="list-style-type: none"> a. As part of the Business Committee, ensure Risk and Audit form part of their agenda and business. b. Adopt a Critical Incident Plan (Disaster Recover / Business Continuity Plan) across the Trust. c. Review the risk register kept by the executive. d. Approve insurance arrangements in accordance with the Trust Financial Regulations Handbook. e. Receive executive assistance on determining the settling of any litigation proceedings. f. Provide indemnities and guarantees as required and appropriate.

Premises / School Estate	
Ref, e.g. SoD/RR code	Formal Instructions
PR2	<ul style="list-style-type: none"> a. Review and maintain buildings and asset management strategies and returns. b. Ensure compliance with ESFA returns and CES / diocesan expectations. c. Ensure the diocesan approval or capital projects before they are undertaken. d. Select, plan and oversee the capital projects and building improvements as agreed by the diocese. e. Ask the diocese for permission regarding any change of use re assets. f. Ensure that LGBs and Headteachers, supported by the executive as requested, are able to maintain land and buildings as fit for purpose.

2.0 Terms of Reference for the Executive

Please note that the codes used below relate to those listed and defined in the Roles and Responsibilities (RR) or Scheme of Delegation (SoD) document.

Purpose and membership	
Ref, e.g. SoD/RR code	Formal Instructions
-	<ul style="list-style-type: none"> a. The executive comprise the CEO and CFO. Their role is to execute all actions within this Executive Terms of Reference document. b. The central team comprise the executive and other roles including: <ul style="list-style-type: none"> a. Primary School Improvement Executive Headteacher (2 days per week, vacant; core purpose is to further the development of 4 key high-impact projects, and to assist with Standards monitoring, tracking and performance reviews). b. Trust Finance Manager (TFM, to replace the current HfL contract – visiting most schools regularly to service various accounting tasks). c. Administrator (1.5 days per week, vacant). d. Contractor (bought-in service to fulfil some of the roles that the interim COO performed during our second year, 2021/22). c. With the exception of the TFM, the central team are managed by the CEO.

Governance – supporting directors and the LGB	
Ref, e.g. SoD/RR code	Formal Instructions
GO6	Assist the directors by preparing an annual report, with input from LGB, Heads and auditors as required.
GO7	<ul style="list-style-type: none"> a. Receive and review School Development Plans which detail the academy’s vision for their future as a Catholic School. b. Deliver PR as required to preserve and develop Catholic character in the community.
GO8	<ul style="list-style-type: none"> a. Prepare and present to directors for their review: the Trust strategic mission, vision and strategy. b. Hold headteachers to account for the performance and management of academies. c. Oversee and ensure that money is being well-spent across the Trust.
GO9	<ul style="list-style-type: none"> a. Receive the annual LGB SEFs, and the Headteacher summary of any issues or development requirements. b. Create an executive report for directors on LGB effectiveness and arrangements.
GO10/11	<ul style="list-style-type: none"> a. Prepare the annual schedule of business for director meetings. b. Produce regular reports for director meetings. c. Produce a draft LGB schedule of business to include all Trust matters and provide to Headteachers for their review. d. Issue advice on request to LGBs and directors regarding governance succession arrangements.
GO12	Assist directors as requested on the CoSec & Clerk appointment.

Governance – supporting directors and the LGB	
Ref, e.g. SoD/RR code	Formal Instructions
GO13	<ul style="list-style-type: none"> a. Ensure an annual review of the ‘musts’ in the Academies Handbook to ensure compliance with requirements. b. Work with Heads and LGBs to ensure that all GIAS are up to date. c. Report any issues and failings on compliance to directors. d. Prepare and file as required with companies house and ESFA. e. Take action as required re business and pecuniary interests forms for directors and LGBs. f. Ensure websites include the necessary company details (e.g. accounts).
GO14	<ul style="list-style-type: none"> a. Prepare Trust policies as required on an annual basis. b. Prepare Terms of Reference for all Director and LGB committees. c. Supply code of conduct to directors and LGB. d. Update Scheme of Delegation, Roles and Responsibilities and other associated documentation as required.
GO15	<ul style="list-style-type: none"> a. Support with inspections as requested by schools. b. Be present for inspection as required. c. Ensure unfavourable inspection outcomes are acted upon robustly, and ensure routine inspection outcomes are actioned.
GO16	Support directors in deciding where school to school or external support is necessary for academies.
GO17	<ul style="list-style-type: none"> a. Assist the directors in their annual self-evaluation. b. Work with the LGB Chair to find a model of LGB-Chair-360-feedback which will be agreeable, helpful and welcomed for them and their board.
GO18	<ul style="list-style-type: none"> a. Monitor school life, including pupil-parent-staff voice. b. Determine and deliver intervention as required. c. Update directors with interventions of a serious nature.

Finance	
Ref, e.g. SoD/RR code	Formal Instructions
FI1	Issue letters of engagement for auditors, as approved by directors.
FI2	Produce timely financial reporting to the Trust Business Committee and Trust Board.
FI3	<ul style="list-style-type: none"> a. Ensure compliance with all elements of the financial procedures outlined in the Academies Handbook; undertake an annual ‘musts’ review (GO13). b. Draft the Financial Regulations and all necessary delegation details for the effective and compliant management of finance. c. Ensure the drafts of regulations and delegation include all director-specified matters in their Terms of Reference FI3b, specifically: <ul style="list-style-type: none"> a. Authorisation limits b. General financial control (day to day delegation, staff appointments, virements, debts, receipt of goods) c. Organisation (how the various committees and post holders operate, including reference to business interests, conflicts of interest and whistleblowing) d. The Accounting System e. Income f. Payroll g. Purchasing h. Tendering i. Financial Planning

<u>Finance</u>	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> j. Governor allowances k. Cash management, banking and investments l. Fixed assets m. Insurance (including the delegated authority and responsibility of Headteachers, supported by the CFO, to arrange suitable insurance for each academy) n. VAT returns o. Internal Control d. Set out and monitor the central budget formed from the membership fee, including analysing the arising impact across Trust schools from this central spend and evaluating the support & challenge, school improvement work and financial dividend arising. e. Set the annual budgets for the Trust and each academy, with support from the LGBs and Headteachers. f. Produce budgets on a rolling 3yr basis. g. Produce regularly monthly management accounts which incorporate the Headteacher monthly financial summaries (see Finance Control Model), being sure that the Trust Board receive these at least 6 times per year. Include directions, executive summaries and actions as necessary. h. Draw up draft Trust and academy budgets, at least 3 times per year (two drafts and one final submission to ESFA). i. Manage the budgets across academies according to the Financial Regulations in force, monitoring cashflow, balance sheets, income and expenditure. j. Benchmark on a regular basis, at least annually and preferably monthly, against KPI as set by directors. k. Comply with all loan requirements as per the ESFA requests. l. Open bank accounts as required.
F14	<ul style="list-style-type: none"> a. Enable and deliver a full audit of the Trust. b. Put in place clear monitored actions arising from audit. c. Assist academies with monitoring of school finance, including analysing variances as submitted by LGBs and Headteachers.
F15	<ul style="list-style-type: none"> a. Prepare all financial policies and procedures (including charging and remissions) and ensure all relevant records are being kept electronically for a minimum of 6 years. b. In line with GO13, maintain the business and pecuniary interests register for directors.
F16	<ul style="list-style-type: none"> a. Provide directors with sufficient information for them to be able to agree pay and expenses as required (including Headteachers and central team / Exec posts as necessary, mindful of conflicts of interest); nobody can be involved in setting and agreeing their own pay).
FI17	Receive monitoring report on free school meals from each Headteacher.

<u>Contracts</u>	
Ref, e.g. SoD/RR code	Formal Instructions
CO1	Prepare all Trust Financial Regulations and documentation to deliver compliance on procurement and tendering, including related party transactions.
CO2	As far as is practically possible conduct the business of the company ethically and with social responsibility, including requesting the same of suppliers.
CO3/4	<ul style="list-style-type: none"> a. Draft and operate within the limits and levels of financial authority across the Trust. b. Monitor all levels to ensure that these limits are effective across the Trust.

Standards	
Ref, e.g. SoD/RR code	Formal Instructions
SD1/2	<ul style="list-style-type: none"> a. Monitor the setting of pupil targets, according to DfE guidance, by each Headteacher for every pupil in each academy as appropriate. Monitor that progress towards target is reviewed by academies at least every term. b. Monitor and receive termly Headteacher reports, designed by the exec with Headteacher input to include a full return on Standards / KPIs. c. Produce a Trust-wide termly Standards dashboard or report, and include intervention actions to remedy poor performance as required. Work with Headteachers and LGBs to agree interventions where possible.
SD3	<ul style="list-style-type: none"> a. Participate in inspections as required and as requested by Headteachers and/or LGBs. b. Prepare the company for inspection if required. c. Advise Headteachers and LGBs on issues identified within inspections, and ensure that Headteachers develop robust post-inspection plans as necessary.
SD4	<ul style="list-style-type: none"> a. In conjunction with the Trust Development Plan, identify four key School Improvement Projects to run across the Trust every year. b. Receive planned impact projections from Headteachers to ensure measurable and desirable outcomes can be monitored and secured. c. Receive School Development Plans from each academy and ensure that the four key School Improvement Projects are forming a key part (not a bolt on) of the school plan to improve.

Curriculum	
Ref, e.g. SoD/RR code	Formal Instructions
CU2/3	<ul style="list-style-type: none"> a. Create a Trust Curriculum policy which directs the approach in schools, and ensure that from this policy it will be possible to identify measurable KPIs for Quality of Education. b. Ensure the policy specifies a broad and balanced curriculum, and complies with the Funding Agreement for each academy. c. Deliver a Curriculum vision which secures the Catholic character of each academy. d. Monitor academies work on preparing pupils for life in modern Britain, readying all young people to become active and positive members of society. e. Monitor Headteachers' assurance of compliance on SRE, RE and Collective Worship. f. Through the Headteacher report, monitor the performance of Teaching and Learning on a termly basis and compile this into an annual report for Trust Directors. g. Ensure that pupil progress and Teaching and Learning form part of the regular Standards Visits (these are to be co-ordinated by the exec), and the Headteacher appraisal process. h. Monitor and provide opportunities for the academies to work together on joined-up INSET provision at least once per year.

<u>SEND</u>	
Ref, e.g. SoD/RR code	Formal Instructions
SE2/3	<ul style="list-style-type: none"> a. Ensure every Headteacher appoints a SENDCO. b. Receive termly reports from Headteachers on SEND issues and provision. c. Report termly to directors on SEND provision (including vulnerable pupils and their safeguarding), the local offer, performance and any gaps arising. d. Receive assurance from Headteachers that training and compliance are secure in each academy, and report to directors accordingly, taking action where training and/or compliance are not secure.

<u>Safeguarding</u>	
Ref, e.g. SoD/RR code	Formal Instructions
SA1	<ul style="list-style-type: none"> a. Monitor safeguarding through receipt of Headteacher reports and Hertfordshire audits, to ensure that safeguarding is robust and compliant in each school. Report to directors where this is not the case and put remedial actions in place. b. Review that policies, procedures and training in place for safeguarding are effectively managed by each academy. c. Report on the above at least annually to directors.
SA2	<ul style="list-style-type: none"> a. Ensure directors' SCR entries are compliant, and that Trust-wide employees are accurately recorded on the SCR. b. Work with Headteachers to ensure that they have systems in place for their LGB and external review of SCRs.
SA3	<ul style="list-style-type: none"> a. With the help of the clerk, ensure directors review their own safeguarding training (including safer recruitment training) and updates. b. Set out policy for Headteachers so they can ensure that their provision and monitoring of LGB and academy staff safeguarding training are sufficient. c. Check each academy has a DSL, LAC-coordinator, and low-level concerns manager.
SA4	<ul style="list-style-type: none"> a. Prepare the Safeguarding / Child Protection Policy for adoption across the Trust. b. Ensure external (HCC) audits are being used for reviews in each school, and that there is external validation of at least a sample of these audits. c. Ensure that the safety of children off-site (i.e. on trips) is included within an exec. drafted policy (in our case, health and safety policy) subject to individual school implementation and refinement.

<u>Behaviour</u>	
Ref, e.g. SoD/RR code	Formal Instructions
BE1	<ul style="list-style-type: none"> a. Receive a Headteacher report on exclusions as part of the termly Headteacher report. b. Monitor the pattern of exclusions and look for issues. c. Put in place remedial action where necessary.
BE2	<ul style="list-style-type: none"> a. Create an overarching Trust behaviour policy which reflects our Catholic ethos and values. b. Ensure Headteachers create their own academy procedures to reflect this policy, their own school charism and approach, and that exclusions are effectively outlined in the local policies (as well as compliant with DfE guidance).

Admissions	
Ref, e.g. SoD/RR code	Formal Instructions
AD1	Prepare an annual report for directors on the need for school places within the local area.
AD2	<ul style="list-style-type: none"> a. Prepare a Trust Admissions policy which sets out that determination and administration of admissions arrangements rests with each academy. b. Work with Headteachers to help them follow diocesan protocol and ensure compliance with the School Admissions and Appeals Code. c. Support Headteachers and LGBs with any changes that they wish to make, reporting to directors accordingly and prior to any consultations being undertaken. d. Work with schools to identify and support their marketing strategies to ensure that schools do their best to remain full, taking action where this is not the case.

Other Pupil Related Matters	
Ref, e.g. SoD/RR code	Formal Instructions
OP1	<ul style="list-style-type: none"> a. Prepare and publish a Trust wide complaints policy. b. Review complaints on an annual basis, including making recommendations for academy improvements as necessary. c. Notify the diocese and directors of any complaints which could harm the reputation of our Catholic academies and Trust.
OP2	<ul style="list-style-type: none"> a. Using termly Headteacher Reports, review attendance across the academies. b. Unless home-academy arrangements change throughout the year, conduct an annual monitor exercise of how academies use these agreements. c. Receive termly reports from Headteachers in respect of provision and effectiveness regarding pupil and sports premium. d. Work with Headteachers to identify suitable term dates, Trust INSET opportunities, and that each academy sits for 380 sessions.

Staffing	
Ref, e.g. SoD/RR code	Formal Instructions
ST1/2	<ul style="list-style-type: none"> a. Ensure that Trust schools are all provided with the CES central staffing policies suite. b. Design Trust procedures or policy on recruitment, induction, training/CPD, wellbeing and other HR processes as defined in the CES policy suite. c. Appoint staff as required, and in line with diocesan policy, informing the diocese as required re key vacancies (protocol 6, section 3, RCDOV Protocols) including inviting their presence on the panel. d. Involved directors as necessary in appointments. e. Support and be involved in the advertisement and recruitment of all senior posts as necessary. f. Design and deliver programmes that develop Catholic leadership in the Trust and beyond. g. Support Headteacher analysis of staffing structure viability and sustainability.

<u>Staffing</u>	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> h. Review the effectiveness and structure of the central team.
ST3/4/7	<ul style="list-style-type: none"> a. Create a pay policy across the Trust to guard against unharmonised procedures. b. Direct academies to use the CES terms and conditions / contracts tool – ensuring parity of contracts across the Trust. c. Advise directors, as guided by Headteachers, as to any workforce issues across the Trust or in individual academies. d. Draft and publish a whistleblowing policy.
ST5	<ul style="list-style-type: none"> a. Performance manage the executive team. b. Lead the performance management of Heads, involving the LGB and external advisors as necessary.
ST6	<ul style="list-style-type: none"> a. Support directors, LGBs and Headteachers with employment processes, including all which could lead to the suspension or dismissal of any individual, communicating with the diocese as required. b. Inform the diocese in respect of any of these issues, as required.
ST8	Ensure there is effective communication between all levels of the Trust by a) working closely with Headteachers to ensure they are fully equipped to keep their LGBs fully informed, and b) being the conduit for any Headteacher or LGB concerns about a lack of communication.

<u>Communications and Information Management</u>	
Ref, e.g. SoD/RR code	Formal Instructions
CI1/2	<ul style="list-style-type: none"> a. Refer all direct warning communications from RSC/DfE/ESFA/OFSTED/LA to directors (and academy Headteachers / LGBs as appropriate, if concerns come directly to the executive) and the diocese if appropriate. b. Manage media interest as required. c. Source data protection policies for adoption across the Trust, and support schools with issues as they arise, including the storage of data and records. d. Ensure registration with the Information Commissioner Office. e. Maintain and develop the company website.

<u>Health and Safety</u>	
Ref, e.g. SoD/RR code	Formal Instructions
HS1	<ul style="list-style-type: none"> a. Draft and publish a Trust wide health and safety policy for adoption by all academies. b. Monitor and support academies with health and safety issues as assistance is requested by Headteachers or LGBs. c. Use statlog to monitor the appropriate management of health and safety across each academy. d. Receive requests for help from LGBs and Headteachers, especially re: health and safety issues that the academy feel they cannot manage sufficiently without support, or with risk assessments that have mitigation measures not yet able to be fully implemented by the academy. e. Receive accident reports and analysis from schools at least annually.

Health and Safety	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> f. Receive accessibility, equality objectives and diversity-plan reviews from Headteachers for review and reporting to directors.

Risk	
Ref, e.g. SoD/RR code	Formal Instructions
RI1	<ul style="list-style-type: none"> a. Prepare a Critical Incident Plan (Disaster Recover / Business Continuity Plan) for adoption across the Trust. b. Report to directors on readiness for critical incidents. c. Prepare the Trust risk register, and monitor mitigation measures as required. d. Receive risk registers from each academy, guiding Headteachers on example risks to consider, and report to directors accordingly. e. Report to directors on any Trust level warranties / indemnities as required. f. Assist directors in settling any litigation procedures.

Premises / School Estate	
Ref, e.g. SoD/RR code	Formal Instructions
PR1	<ul style="list-style-type: none"> a. Procure Trust-level insurance as required, e.g. Staff absence insurance for the central team. b. Work with schools to assist in their procurement of insurance as required, e.g. through RPA. c. Complete ESFA / RPA / Diocesan returns as required.
PR2	<ul style="list-style-type: none"> a. Ensure diocesan approval of building / capital projects before they commence. b. Recommend premises improvement projects to directors as required and managed locally by Headteachers and LGBs. c. Support Headteachers as requested by them in order to obtain consents, compliance checks, and permissions for all premises improvements. d. Support Headteachers to ensure a local-level of project management for capital projects, as assisted by the Trust Building Consultants. e. Form top-level asset management returns to ESFA. f. Form Trust policy to determine local level responsibilities for all statutory premises management, e.g. asbestos management plans, legionella testing, fire risk assessment, electrical safety etc. etc. to be delivered locally, with oversight from statlog.

3.0 Terms of Reference for Local Governing Bodies

Please note that the codes used below relate to those listed and defined in the Roles and Responsibilities (RR) or Scheme of Delegation (SoD) document.

Purpose, protocol for meetings, membership and administration	
Ref, e.g. SoD/RR code	Formal Instructions
SoD 4.4	The constitution, membership and proceedings of the LGB are determined by directors as follows...
SoD appendix 2	The Local Governing Body (LGB) will form in accordance with the Constitution of the Local Governing Body as set out in Appendix 2 of the Scheme of Delegation: 5 foundation governors (primary) / 8 foundation governors (secondary), 2 parent governors, and 1 staff governor (in addition to the Headteacher as an ex-officio member).
SoD 6.7.1	The LGB may regulate its proceedings as its members see fit (for example, the LGB is free to form other sub-committees who report to the LGB – see 6.7.23-25), subject to...
SoD 6.7.2	...there being a minimum of one meeting per term, and any sub-committee being given a written remit which is consistent and compliant with the overall delegated responsibilities and tasks for LGBs as detailed in this document, the Scheme of Delegation, the Roles and Responsibilities document, and the Articles.
SoD 6.7	<ul style="list-style-type: none"> - Agendas shall be provided to governors seven days before the meeting, accompanied by relevant papers. - Quorum shall be three governors, or where greater, one third of the governors (rounded up if necessary).
SoD 6.1.6	Local governors will, like directors, submit an annual written undertaking of Service to the Bishop.
SoD var.	Terms of office shall be 4 years, as appointed by the Bishop, but nobody may serve more than 12 years (3 consecutive terms) without diocesan and director prior approval.
SoD 6.7.22	All approved and signed minutes shall be provided to directors (via their Clerk) and the Bishop (via the Education Commission) as soon as possible.
SoD 6.7.26	A Chair and Vice Chair should be elected and voted into office, according to the election process described in the Scheme of Delegation. The election item of the meeting should be chaired by a director 6.7.33, but if directors decline to attend, this responsibility is delegated to a Clerk, subject to the comments under 6.7.38 below.
SoD 6.7.38	The directors may appoint a clerk, but this power is delegated to the LGB providing the clerk is suitably qualified and experienced.
SoD	The proceedings of the LGB must be consistent with the Trust Schedule of Delegation. The above are merely highlighted key points.

Governance	
Ref, e.g. SoD/RR code	Formal Instructions
GO5	<ul style="list-style-type: none"> a. Oversee applications to the Bishops so that there are sufficient numbers of governors. b. Appoint and remove governors according to the Schedule of Delegation, but also to include: SEND, H&S, Safeguarding, Pupil Premium, and Finance lead governors. c. The LGB chair or clerk must notify directors about any removal or resignation of governors.
GO6	With assistance from the Headteacher, LGBs should provide the executive with an Annual Report on the performance of the academy. The key areas of the Annual Report as a minimum can comprise a summary of the Headteacher Reports and the headteacher monthly financial summaries / financial position.
GO7	Review the Headteacher's draft of the School Development Plan and ensure it details the academy's vision for the future as a Catholic School, building on the Trust's mission, vision and strategy statement.
GO8	Hold Headteachers to account for the performance and management of academies, and report to the executive (through the Headteacher appraisal) as to the effectiveness of educational and financial leadership and management.
GO9	With the assistance of the Headteacher, undertake an annual governance self-evaluation. Provide an executive summary to the exec, highlighting evidence of overall effectiveness and any areas for improvement.
GO10	With assistance from the Headteacher, develop a succession plan and advise exec what the plan includes and ask for assistance from the Headteacher and exec as required.
GO11	<ul style="list-style-type: none"> a. Receive a draft schedule of LGB business from the Headteacher. b. Determine a final proposed schedule of business, and ensure the Headteacher passes this to the executive for formation of the final approved schedule. Receive any advice requested from the exec re the schedule.
GO12	Appoint a clerk, with assistance from the Headteacher, who is suitably qualified and experienced.
GO13	With assistance from the Headteacher and clerk, ensure that GIAS is up to date, publish business and pecuniary interests on school websites, and ensure reference to Trust website and documentation (including accounts) is on the school website.
GO14	<ul style="list-style-type: none"> a. Review and adopt policies provided by directors through the executive. b. If appropriate, insert school-level detail as required, into policies, then consult (including with unions, locally in the school, if necessary according to the type of policy) and adopt. c. Adopt the Terms of Reference provided by the executive, providing written feedback where anything requires review or greater clarity.
GO15	<ul style="list-style-type: none"> a. Participate in inspections, and comply with inspection requirements. b. Ensure post-inspection actions are planned and monitored, with a copy provided to the executive. Work with the executive and Headteacher to identify the right actions.
GO16	Implement the opportunities provided by the executive for school to school support, and monitor then report back (with the Headteacher) regarding impact.
GO17	<ul style="list-style-type: none"> a. Work with the executive to find a model of LGB-Chair-360-feedback which is agreeable, helpful and welcomed by the Chair and Board. b. Undertake an annual self-evaluation and pass the key findings to the executive.
GO18	<ul style="list-style-type: none"> a. Monitor school life, in particular, developing a School Development Plan and then monitor its implementation. b. Work with the Head to monitor pupil, parent and staff voice, and provide an annual summary of this to the executive. c. Establish and develop good relations with the parish priest and parents, helping the latter to become the primary educators of their child(ren).

Governance	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> d. Build strong relationships with the local community and business to enhance education. e. Be willing to work with other LGBs in the Trust where this is beneficial. f. Accept the role of supporting and challenging the Headteacher.

Finance	
Ref, e.g. SoD/RR code	Formal Instructions
FI2	Appoint a local governor responsible for finance.
FI3/4	<ul style="list-style-type: none"> a. With support from the Headteacher, prepare a draft budget to submit to the exec for approval. b. Monitor that budget according to the forms within the Finance Control Model and the requirements of the Financial Regulations, including the monitoring of cashflow, income, and expenditure, noting any variance. c. With the help of the headteacher, ensure any variance from budget is approved in advance (from the exec or directors, if required) and that the accounting of variance is fully explained to the exec. d. Support the Headteacher to Manage all finances in compliance with the Financial Regulations, as supported by the CFO and Trust Finance Manager. e. Ensure regular benchmarking analysis using the KPI provided by the exec. f. Ensure response to any audit auctions identified. g. Ensure the academy keeps all necessary records to assist with the preparation of accounts and financial management.
FI5	Maintain a register of business and pecuniary interests for the academy, and ensure it is regularly reviewed and published on the academy website.
FI6	<ul style="list-style-type: none"> a. Provide the executive with sufficient information so that they can make a Headteacher pay recommendation to directors. b. Ensure the executive are able to co-ordinate the Headteacher appraisal process, to include the LGB and external review as appropriate.
FI7	Review the provision of adequate free school meals, and ensure the Headteacher reports on this to the executive.

Contracts	
Ref, e.g. SoD/RR code	Formal Instructions
CO1	Assist the Headteacher's to work with the executive at least once per year to review the financial costs and benefits of being a part of the Trust company.
CO2	Ensure that the business of the academy is ethically and socially responsible, ensuring, as far as is possible, that suppliers to the school also do the same.
CO3	Ensure the academy operates within the delegated levels of authority in procuring and contracting.
CO4	Make payments within the agreed financial limits.

Standards	
Ref, e.g. SoD/RR code	Formal Instructions
SD1/2	<ul style="list-style-type: none"> a. Ensure the Headteacher sets robust targets, according to the prevailing DfE methodology at the time, for every pupil in the academy as required. b. Ensure that progress towards these targets are monitored at least termly, and that a summary, including detailing any remedial / intervention actions, is passed to the executive by the end of the same term. c. Designate a governor to be responsible for standards at the academy.
SD3	<ul style="list-style-type: none"> a. Ensure the academy is ready for inspections, and support the Headteacher in making the necessary preparations. b. Report any concerns about a lack of readiness to the exec, along with a request for any support that is required. c. Participate in inspections as required.
SD4	<ul style="list-style-type: none"> a. Work with the Headteacher to ensure that Trust-wide School Improvement Projects take account of the school development needs, so that there is a strong connection between the school development plan and the trust development plan inclusion of 'high-impact educational-focussed projects'. Report to the executive through the Headteacher at the plan-development stage where the needs of the school are not felt to be adequately included. b. Ensure the school development plan includes the trust development plan objectives in such a way so as to ensure that the academy is supported by the trust plans, rather than the trust plans becoming an 'additional'; ensure the trust development plans are integral to the academy development. c. Monitor the school development plan, and report its impact and any issues to the executive.

Curriculum	
Ref, e.g. SoD/RR code	Formal Instructions
CU2/3	<ul style="list-style-type: none"> a. Review and ensure the curriculum policy for the Trust is able to be fully adopted and developed at the academy to preserve the Catholic character of the school and deliver a broad and balanced curriculum, informed and permeated by Gospel Values. b. Ensure there are KPIs for the monitoring of quality of education, working with the headteacher to identify how trust-wide KPIs will work at the academy. c. Ensure the curriculum prepares pupils to become positive members of society in modern Britain. d. Ensure that the academy is compliant on SRE, RE, Collective Worship and the minimum curriculum time directive for RE (10%). e. Ensure the Headteacher reports to LGB termly, through the HT report and other documents as required by the LGB, in order to monitor standards of teaching and learning. f. With the help of the Headteacher, produce an annual report for the executive on standards, including teaching and learning. g. Ensure that pupil progress, standards, and teaching and learning all form a part of the annual review cycle for the school and the Headteacher. h. Receive a report from Headteachers about Trust-wide INSET and staff development.

<u>SEND</u>	
Ref, e.g. SoD/RR code	Formal Instructions
SE1	<ul style="list-style-type: none"> a. Appoint a governor responsible for SEND and inclusion. b. Ensure the Headteacher has appointed a SENDCO.
SE2	<ul style="list-style-type: none"> a. Review the quality of SEN provision on a termly basis through the Headteacher report. b. Ensure these reports are passed directly by the Headteacher to the exec. Reports must include reviews of vulnerable pupils and how they are safeguarded, the local offer, pupil performance and any gaps in provision or standards. c. Quality assure the work of the Headteacher so that they can be confident in reporting to the exec that training and compliance in respect of SEND are secure in each academy. Ensure that reports to the exec include any intervention or action to remedy any shortcomings.

<u>Safeguarding</u>	
Ref, e.g. SoD/RR code	Formal Instructions
SA1	<ul style="list-style-type: none"> a. Ensure that safeguarding procedures, practices and policies at the academy are compliant and followed, and report any shortcomings to the exec. b. Identify training needs and requirements at the academy and ensure they are fully met, reporting any shortcomings to the exec. c. The above should be reported at least annual to the exec. who will then in turn report to directors.
SA2	<ul style="list-style-type: none"> a. Work with the Headteacher to ensure that the single central record (SCR) is annual audited by an external party, and regularly (termly) reviewed by the LGB to ensure completeness and accuracy. b. Report any issues immediately to the exec.
SA3/4	<ul style="list-style-type: none"> a. Appoint a designated governor for safeguarding / child protection. b. Ensure that at least one governor on every recruitment panel has up to date safer recruitment training. c. Ensure the academy has a DSL, LAC-coordinator, and a low-level concerns manager, and report any shortcomings to the exec. d. Ensure the Hertfordshire audits are being used for reviews in each school, and review the content and outcome of those reviews, according to the Trust Safeguarding Annual Planner, and report any issues to the exec without delay. e. Ensure that any school-specific elements of policy, e.g. on School Trips, secure effective safeguarding for pupils. f. Review and maintain a safeguarding policy for the academy.

<u>Behaviour</u>	
Ref, e.g. SoD/RR code	Formal Instructions
BA1/2	<ul style="list-style-type: none"> a. Convene a committee to review any exclusion. b. Review the overall pattern of exclusion at the academy and report to the exec through the Headteacher report.

<u>Behaviour</u>	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> a. Assist the Headteacher to prepare a Behaviour policy which fits the Trust policy, and is compliant with DfE Guidance on Exclusions. b. Ensure that the school's behaviour management procedures are consistent with, and model, Gospel Values. c. Be ready to assist other LGBs across the Trust in the rare event that LGB panels find it difficult to form with sufficient governors without conflict, e.g. through their position as a parent.

<u>Admissions</u>	
Ref, e.g. SoD/RR code	Formal Instructions
AD1	<ul style="list-style-type: none"> a. Prepare an annual analysis of the need for Catholic school places in the area served by the academy.
AD2	<ul style="list-style-type: none"> a. Act as the Admissions Authority with full delegation to consult, determine, publish and administer admissions (including appeals) in compliance with Trust policy, diocesan requirements, and the School Admissions and Appeals Code. b. Ensure arrangements for pupil recruitment are effective, contributing to the critique and editing of marketing documentation and / or procedures. c. Ensure any proposed changes to the admission arrangements are put to the executive in sufficient time to allow director-review of the proposals prior to any consultations needing to take place. d. Adopt the company wide Admissions Policy.

<u>Other Pupil Related Matters</u>	
Ref, e.g. SoD/RR code	Formal Instructions
OP1	<ul style="list-style-type: none"> a. Adopt the Trust complaints policy. b. Hear complaints at the relevant stage. c. Assist the Headteacher in reporting an annual complaints summary to the exec. d. Immediately notify the exec of any complaints which could harm the reputation of the academy and/or Trust.
OP2	<ul style="list-style-type: none"> a. Consult with directors on the proposed times of academy terms, holidays and sessions. Ensure that there are at least 380 sessions per year and that the school joins with the annual Trust INSET date selected. b. Support the Headteacher in the provision of extended school days as required. c. Ensure effective arrangements are in place for pupil support and representation at the academy. d. Appoint a governor for statutory grants including pupil and sports premium. Monitor the impact of both premiums, advising the exec accordingly, and supporting the Headteacher to identify and manage KPIs. e. Review attendance. f. Monitor that school lunches meet the necessary standard, and take action where this is not the case.

Staffing	
Ref, e.g. SoD/RR code	Formal Instructions
ST1/2	<ul style="list-style-type: none"> a. Support directors in the process to appoint the Headteacher (or any other reserved or senior post as requested by directors). b. Work with the Headteacher to ensure there is a strategic plan which supports an appropriate staffing structure in the academy. c. Ensure the academy adopts and implements all CES staffing policies, including complying with Trust procedures on recruitment, induction, training/CPD, wellbeing and other HR matters as determined in the CES policy suite. d. Appoint staff as required.
ST3/5	<ul style="list-style-type: none"> a. Advise and support directors by engaging with the exec-led Headteacher appraisal process which determines Headteacher pay. b. Support the exec and directors as appropriate to conduct the performance management of the Headteacher. c. Ensure effective use of the Trust appraisal and performance management policies across all staff in the academy. d. Implement the Trust wide pay policy.
ST4	<ul style="list-style-type: none"> a. Ensure the academy uses the CES contract generator tool for all employment contracts. b. Ensure that the terms and conditions of employment across the academy are reviewed and advise the exec where there is the possibility of employment claims and / or unrest in the workforce. Take action as directed by the exec in return.
ST6	Suspend or dismiss teaching and non-teaching staff in consultation with the exec. and (in turn) directors.
ST7	<ul style="list-style-type: none"> a. Ensure all the company HR policies are implemented. b. Monitor and scrutinise policy implementation on appointment, induction, performance management, pay review, disciplinary, grievance, attendance and other relevant matters.
ST8	Ensure Headteachers keep the LGB fully informed of Trust developments, and where there are concerns, report these directly to the exec. or directors accordingly.

Communications and Information Management	
Ref, e.g. SoD/RR code	Formal Instructions
CI1/2	<ul style="list-style-type: none"> a. Refer any direct communications from RSC/DfE/ESFA/LA/OFSTED to the executive. Notify the exec of any warning notices. b. Forward all media interest to the exec and ensure public statements are approved by directors (by working through the exec). c. Ensure systems in place in the academy ensure effective communication with pupils, parents, carers, staff, priests, diocese and the wider community, including a PTA if relevant. d. Ensure the effective implementation of the data protection policy. e. Ensure the effective maintenance of the school website.

Health and Safety	
Ref, e.g. SoD/RR code	Formal Instructions
HS1	<ul style="list-style-type: none"> a. Adopt the Trust health and safety policy b. Appoint a local governor to be responsible for health and safety. c. Review the effective implementation of the health and safety policy, reporting any issues immediately to the exec. d. Ensure that appropriate risk assessments are being carried out in the academy. e. Conduct site inspections to review any health and safety issues, including premises security and the safety of equipment. f. Review the accident book at least annually and report any issues to the exec. g. Ensure the effective use of statlog, including regular review to ensure compliance with all requirements. h. Make direct written requests of the exec for help in respect of any health and safety issue that cannot be managed sufficient without further support, or where there are risk assessments in place which identify issues which are not able to be sufficiently mitigated by the Headteacher or LGB. i. Review the academy accessibility, equality objectives and diversity plan.

Risk	
Ref, e.g. SoD/RR code	Formal Instructions
RI1	<ul style="list-style-type: none"> a. Adopt and check compliance with the Trust Critical Incident Plan (disaster recovery / business continuity plan). Ensure the school is ready for any such eventuality under the plan. b. Immediately report any critical incidents to the exec., by phone and then in writing. c. Review the Risk Register (termly) in place for the academy and report to the exec on any risk that is not able to be sufficiently managed. Monitor mitigation measures on the academy risk register. d. Prepare a risk report for the exec, once per year, to report on the effectiveness of risk management. e. Report any litigation or foreseeable litigation to the executive.

Premises / School Estate	
Ref, e.g. SoD/RR code	Formal Instructions
PR1	<ul style="list-style-type: none"> a. Ensure that the academy Headteacher procures all necessary insurance, including with RPA as well as any other additional insurances as required (e.g. motoring, engineering etc.). b. Ensure all compliance with insurance obligations and requirements of the academy.
PR2	<ul style="list-style-type: none"> a. Monitor the arrangements for effective supervision of building maintenance and minor works, and take up any issues with the exec. b. Seek approval from directors for any changes to fixed assets use. c. Assist the Headteacher with their responsibility to ensure there is compliance with all compliance requirements for building works (as assisted by the Trust Building Consultants, Barkers LLP), statutory testing, and other health and safety requirements e.g. asbestos / legionella / fire risk assessment, electrical safety etc. etc.

Premises / School Estate	
Ref, e.g. SoD/RR code	Formal Instructions
PR3	Ensure the Trust lettings policy is implemented.

4.0 Terms of Reference for Headteachers

Please note that the codes used below relate to those listed and defined in the Roles and Responsibilities (RR) or Scheme of Delegation (SoD) document.

Purpose and membership	
Ref, e.g. SoD/RR code	Formal Instructions
-	<ul style="list-style-type: none"> a. The Headteacher is the lead employee in the school. b. The Trust has no plans to vary the requirement for a Headteacher in every school. This is a core commitment, but it recognises that during Headteacher vacancies for example, the Headteacher role could be executed by a Head of School or an Executive Headteacher. c. This document is not a job description for the Headteacher, it is a presentation of how the Schedule of Delegation and Roles & Responsibilities combine to direct how certain Trust and Academy functions are delegated and/or performed.

Governance – supporting the LGB	
Ref, e.g. SoD/RR code	Formal Instructions
GO6	<ul style="list-style-type: none"> a. Prepare the annual report on academy performance and present it to LGB (including as a minimum all items as required in the Trust Headteacher Report as well as the monthly financial summaries). b. Provide a copy to the Exec.
GO7	Create a draft school development plan (SDP) to include all elements of preserving the future strength and viability of the academy as a Catholic school.
GO8	Support LGBs, the exec and directors as requested and required.
GO9	Assist the LGB to undertake an annual self-evaluation, highlighting overall effectiveness or governors and any areas for improvement.
GO10	Advise the LGB on leadership succession and planning for the future.
GO11	<ul style="list-style-type: none"> a. Receive and adopt a draft schedule of all Trust business for the LGB from the exec. b. Report any areas of difficulty re the schedule to the exec. c. Ensure the LGB have a finalised schedule of business for the year.
GO12	Assist the LGB to ensure an appropriate clerk is appointed.
GO13	Assist the LGB to ensure that GIAS, school websites (including publishing of business and pecuniary interests, and Trust website references, plus documentation links to includes accounts) are all correct and compliant.

Governance – supporting the LGB	
Ref, e.g. SoD/RR code	Formal Instructions
GO14	<ul style="list-style-type: none"> a. Receive policies from the executive, reviewing and advising the executive as required, and ensure all final version of policy are adopted and implemented. b. Tailor and personalise policy as required. c. Adopt the Terms of Reference provided by the executive, providing written feedback where anything requires review or greater clarity.
GO15	Ensure the academy is ready for inspection, including having implement actions arising from previous inspections.
GO16	Implement opportunities for school to school support as identified by the executive, and provide feedback to the executive.
GO17	Assist the LGB Chair with the 360 if required.
GO18/GO7	<ul style="list-style-type: none"> a. Prepare a draft SDP. b. Attend all LGB meetings. c. Produce termly HT reports as required. d. Advise the LGB on its schedule of business. e. Build relationships with the local church (including parish priest) schools and business / agencies to enhance the education provided at the school. f. Help the LGB to develop pupil, parent and staff voice.

Finance	
Ref, e.g. SoD/RR code	Formal Instructions
FI3	<ul style="list-style-type: none"> a. Ensure the preparation of an annual draft budget. b. Monitor income, expenditure, cashflow and report issues to the exec and LGB. c. Prepare monitoring reports (headteacher monthly monitoring proforma) for the LGB and feed issues to directors via the exec. d. Ensure all financial controls are in place, including how to request a variance from budget, as well as accounting for variance as required. e. Comply with the Financial Regulations in place. f. Ensure there is regular benchmarking against KPIs provided by the exec. g. Coordinate school level response to audit outcomes.
FI4	Keep all necessary financial records.
FI5	Ensure LGB maintains the business and pecuniary interests register, and that the academy operates according to all financial regulations (FI3).
FI6	Set up, submit and approve staff expenses as per policy.
FI7	Ensure the provision of free school meals.

Contracts	
Ref, e.g. SoD/RR code	Formal Instructions
CO1	Work with the executive at least once per year to review the financial costs and benefits of being part of the Trust company.
CO2	Conduct the business of the academy ethically and with social responsibility, ensuring as far as possible that suppliers do the same.

<u>Contracts</u>	
Ref, e.g. SoD/RR code	Formal Instructions
CO3	Enter into contracts up to the limits of delegation and the approve budget.
CO4	<ul style="list-style-type: none"> a. Make payments within the agreed financial limits. b. Act as bank signatory in accordance with policy.

<u>Standards</u>	
Ref, e.g. SoD/RR code	Formal Instructions
SD1	<ul style="list-style-type: none"> a. Report at least once per term on KPI figures for pupil progress / quality of education to the exec and LGB. b. Set targets for pupil attainment according to the prevailing DfE methodology in place at the time. c. Monitor pupil progress towards target and report findings to the LGB and exec. d. Clearly identify any remedial or intervention work required to ensure pupils are on track / KPI targets will be met, communicating these to the exec in a timely fashion so that they can be involved and / or support as required.
SD2	Report on standards to the lead governor and all LGB as described in this document.
SD3	<ul style="list-style-type: none"> a. Prepare the school for inspection. b. Report any concern about a lack of readiness, to the exec in writing, along with a request for any support that is required.
SD4	<ul style="list-style-type: none"> a. Work with the exec to help them shape a trust development plan (TDP) which reflects the needs of the school such that the SDP will not include TDP-strategies as a 'bolt on' but as an integral part of the school improvement priorities and processes in place at the school. Report to the LGB and on to the executive if any of the school improvement needs are not adequately included in the TDP or SDP. b. Monitor progress towards the delivery of SDP objectives, reporting accordingly to the LGB and up to the exec as required.

<u>Curriculum</u>	
Ref, e.g. SoD/RR code	Formal Instructions
CU2/3	<ul style="list-style-type: none"> a. Ensure the curriculum in place at the academy includes the national curriculum taught in the light of Gospel Values, and actively promotes spiritual, moral, social and cultural elements. b. Ensure the curriculum delivers fully-compliant RS, SRE, Collective Worship and curriculum time for RE in line with diocesan requirements. c. Implement curriculum policies in place across the Trust, editing as required and as appropriate for the academy. d. Ensure the Catholic character of the school permeates the curriculum, and that pupils are prepared effectively to be positive members of modern British society. e. Ensure there are KPIs in place for the monitoring of curriculum / quality of education. f. Report on curriculum termly to the LGBs and exec through the Headteacher report. g. Report to the LGB about Trust-wide staff informal and formal CPD (e.g. Trust INSET and other meetings).

Curriculum	
Ref, e.g. SoD/RR code	Formal Instructions
	h. Produce an annual report for the LGB covering standards to include teaching and learning.

SEND	
Ref, e.g. SoD/RR code	Formal Instructions
SE1	Designate a teacher to be responsible for coordinating SEND; a SENDCo
SE2	<ul style="list-style-type: none"> a. Implement and comply with the legal requirements relating to SEND. b. Liaise with the LA re SEND pupils. c. Make provision for SEND with and without EHCPs. d. Overview, provide and evaluate the local offer. e. Review the quality of SEND provision termly through the Headteacher report, providing a copy to the exec. f. Ensure these reports include reviews of all vulnerable pupils, including how they are safeguarded, and how to close any gaps in protection, performance or provision.
SE3	<ul style="list-style-type: none"> a. Ensure all training and compliance in relation to SEND. b. Assist the exec with a (SEND) safeguarding audit as in SE2, f, above.

Safeguarding	
Ref, e.g. SoD/RR code	Formal Instructions
SA1	<ul style="list-style-type: none"> a. Implement and comply with safeguarding procedures, policies and practices at the academy. b. Identify any LGB and staff training needs and ensure all training is kept up to date. c. Report any shortcomings on the above to the exec and LGB. d. Create an annual Safeguarding Report to the exec and LGB.
SA2	<ul style="list-style-type: none"> a. Secure an annual external review of the single central record (SCR), and work with the LGB to ensure a termly review of completeness and accuracy of the SCR. Report any issues to the exec immediately. b. Ensure compliance with all relevant regulations, risk assessments and health & safety implications.
SA4	<ul style="list-style-type: none"> a. Ensure the Trust Safeguarding Planner is fully implemented. b. As part of this, ensure all HCC safeguarding audits are completed, reporting any issues to the exec and LGB without delay. c. Ensure there is a DSL (clearly identified to staff, along with other qualified staff to assist as required, e.g. deputy DSL), LAC-coordinator and a low-level concerns manager. Report any issues to the exec immediately. d. Advise the LGB on sufficient local adjustments to safeguarding or health & safety policy, e.g. School Trips, advising the exec accordingly. e. Secure effective safeguarding for pupils.

<u>Behaviour</u>	
Ref, e.g. SoD/RR code	Formal Instructions
BE1	<ul style="list-style-type: none"> a. Manage behaviour in the academy, including exclusion as required. b. Review whether exclusions usage is effective, and identify remedial actions where this is not the case.
BE2	<ul style="list-style-type: none"> a. With the LGB, prepare and effectively operate a behaviour and exclusions policy and procedure that is in line with Trust policy and advice, and which reflects the school charism and approach. b. Ensure all procedures and policy reflect our Catholic ethos and are in line with DfE Guidance. c. Report termly to the exec on the use of behaviour sanctions including exclusion.

<u>Admissions</u>	
Ref, e.g. SoD/RR code	Formal Instructions
AD1	Advise the LGB in respect of the need for future places at the academy.
AD2	<ul style="list-style-type: none"> a. Provide advice and guidance to the LGB as to the requirements of the School Admissions and Appeals Code being fully met. b. Make arrangements for determining admissions and hearing appeals. c. Participate in the local admissions forum and fair access protocol (FAP). Where FAP is not being used fairly, inform the exec. d. Ensure effective arrangements are in place for recruiting pupils into the academy. e. Ensure any proposed changes are presented to the exec before any consultation is undertaken.
AD3	Ensure compliance with the Trust admissions policy.

<u>Other Pupil Related Matters</u>	
Ref, e.g. SoD/RR code	Formal Instructions
OP1	<ul style="list-style-type: none"> a. Implement the Trust complaints policy. b. Hear complaints at the appropriate stage. c. Produce an annual complaints summary for the LGB to present to the exec. d. Immediately notify the exec of any complaints which could harm the reputation of the academy and/or Trust.
OP2	<ul style="list-style-type: none"> a. Determine KPIs for attendance, and review attendance termly via the Headteacher report. b. Manage and intervene to secure KPIs on attendance are met. c. Work with the exec on terms, holidays, and sessions, ensuring 380 sessions per year. d. Ensure the Trust annual INSET day is scheduled in the calendar. e. Review and maintain any home-academy agreements, as well as provision and monitoring of the usefulness and impact of pupil and sports premium. Report on these to the LGB. f. Ensure extended school provision as required. g. Deliver regulatory-compliant school lunches.

<u>Staffing</u>	
Ref, e.g. SoD/RR code	Formal Instructions
ST1	<ul style="list-style-type: none"> a. Aided by the LGB as required, appoint teaching and non-teaching staff. b. Involve the exec in all senior post recruitment. c. Work with the exec to help shape and deliver Catholic leadership development. d. Work with the exec to recruit reserved posts.
ST2	Determine the staff requirements at the academy and keep within budget.
ST3/5	Manage the performance and pay-review process for all academy employees.
ST4	<ul style="list-style-type: none"> a. Implement the CES contract generator tool for all employment contracts. b. Advise the LGB and exec where there is the possibility of employment claims and / or unrest in the workforce. Take action as directed by the exec to minimise or remove this risk.
ST6	Work with the exec on any cases which could result in formal measures against an employee, including suspension or dismissal.
ST7	Implement all Trust HR policies, including the CES policy suite and ensuring adequate procedures are in place for recruitment, induction, training/CPD, wellbeing, whistleblowing and all HR matters.
ST8	Communicate with the CEO (and then the Trust Chair if necessary) over any issues of communication which are not working for the academy.

<u>Communications and Information Management</u>	
Ref, e.g. SoD/RR code	Formal Instructions
CI1/2	<ul style="list-style-type: none"> a. Refer any direct communications from RSC/DfE/ESFA/LA/OFSTED directly to the LGB and exec. b. Forward any media interest directly to the exec and LGB, for exec to coordinate. c. Ensure no media statement is made without approval from the exec. d. Implement effective communication systems in the academy for pupils, parents, carers, staff, priests, diocese, the wider community and any PTA. e. Implement the trust data protection policy. f. Implement effective operation of the school website. g. Maintain accurate staff records. h. Comply with all data protection legislation.

<u>Health and Safety</u>	
Ref, e.g. SoD/RR code	Formal Instructions
HS1	<ul style="list-style-type: none"> a. Implement the Trust health and safety policy, preparing bespoke sections as necessary and in consultation with the exec. b. Conduct site inspections to review and health and safety issues. c. Monitor the accident book at least annually and agree any appropriate actions with the exec, reporting to LGB. d. Ensure all necessary risk assessments are in place for reasonably foreseeable eventualities, and that all mitigation measures are put in place. Where risk mitigation is not able to be put in place, inform the exec in writing without delay, and work with the LGB and Trust Building Consultants to identify a solution.

Health and Safety	
Ref, e.g. SoD/RR code	Formal Instructions
	<ul style="list-style-type: none"> e. Inform the executive and LGB in writing without delay re any health or safety issue that cannot be satisfactorily locally (i.e. by the academy) managed. f. Review the security and safety of premises and equipment. g. Ensure that Statlog is fully used in the academy so that compliance oversight is effective at the Headteacher and LGB level. h. Draw up an accessibility, equality objectives and diversity-plan with help or advice from the exec.

Risk	
Ref, e.g. SoD/RR code	Formal Instructions
RI1	<ul style="list-style-type: none"> a. Adopt the Trust Critical Incident Plan. b. Prepare the academy to use the plan. c. Report any critical incident to the exec and LGB without delay, by phone and then in writing. d. Prepare a Risk Register for the academy, and ensure that mitigation measures are implemented and reviewed each term. Any risks that aren't able to be sufficiently mitigated must be passed to the exec and LGB in writing without delay. e. Assist the LGB to prepare an annual risk report for the exec. f. Report any foreseeable litigation to the exec and the LGB. g. Report any accidents requiring hospital treatment (immediately or thereafter) immediately to the LGB and exec. h. Secure any warranties or indemnities required at the academy, providing copies to the exec.

Premises / School Estate	
Ref, e.g. SoD/RR code	Formal Instructions
PR1	<ul style="list-style-type: none"> a. Procure all necessary insurance for the academy, with exec support if required, including RPA and other insurances as required (e.g. motoring, engineering etc. etc.). b. Secure compliance with all insurance obligations / requirements of the academy / insurers.
PR2	<ul style="list-style-type: none"> a. Monitor all building and premises projects to ensure full compliance (and any requisite pre or post-certification) with statutory requirements and regulations. Use the Trust Building Consultants for support, and report any concerns to the exec and LGB without delay. b. Make proposals to the Building Consultants for CIF projects, working with the consultants to create and submit bids as required. c. Ensure clauses included into all JCT contracts for Capital Works to ensure Associated Loss is in excess of the standard £250k. d. Be responsible for securing compliance with statutory testing and premises issues, including health and safety, e.g. asbestos management, legionella, fire risk assessment, electrical safety and other requirements etc. e. Propose any changes of use for assets to the LGB.