



CAST Scheme of Delegated Authority (SoDA)

Approved September 2023

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

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.

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.

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 amend the Articles of Association subject to the written consent of the Diocesan Bishop and the Diocesan/Religious Order Trustees	✓ Advise the members on review and amendment of the Articles of Association	✗	✗	✗
Change the name of the Trust/academies	✓	✗	✗	✗	✗
Appoint/remove directors	✓ Appoint/remove relevant Directors ND	✓ Appoint/remove 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, subject to the approval of the Abbot):	✗

		✓ Stand down a Local 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.		✓ 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 report from directors/SELT	✓ Submit and publish an annual report to members in respect of the Trust's performance ND	✓ Prepare an annual report on the school performance to inform the Trust's annual report	✗	✓
Preserve and develop the religious and educational character, mission and ethos of the Trust	✓ Have oversight of the preservation and development of the religious and educational character, mission and ethos of the Trust and take action where there are shortcomings or any risk to the religious or educational character or reputation.	✓ Preserve and develop the religious and educational character, mission and ethos of the Trust as determined by the Diocesan/Religious Order Trustees in accordance with the Articles of Association, and ensure that it is embedded in each school ND ✓ Attend any Diocesan, CAST, or other provider's, induction training as required.	✓ Preserve and develop the religious and educational character, mission and ethos of the Trust as determined by the Diocesan/Religious Order Trustees in accordance with the Articles of Association, and ensure that it is embedded in each school ✓ Ensure that each school has a medium to long-term vision for its future viability as a Catholic school and that there is a robust strategy in 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	✓ 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

			academies of public 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		
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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 · Overseeing the financial performance of the school and making sure its money is well spent	✕	✓ Ensure clarity of vision, ethos and strategic direction ✓ Hold the senior executive leadership e.g. the chief executive (as appropriate) to account for the educational performance of the academies in the Trust and its pupils, and for the internal organisation, management and control of the academies, including performance management of staff ✓ Oversee the financial performance of 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 effectively ✓ Hold Headteachers to account for the educational performance of the school and its pupils, and for the internal organisation, management and control of the academies, including performance management of staff ✓ Oversee the financial performance of 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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Strategic oversight of governance	✘	✓ Have strategic oversight of governance arrangements and their effectiveness across the Trust and the wider Diocese	✓ Monitor governance arrangements and their effectiveness across the Trust and report to the directors to assist 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	✘	✓ Prepare a succession plan for Senior Executive Leadership Team	✓ Advise the directors on succession planning and development of the Senior Executive Leadership Team and take action as required by the directors ✓ Advise the directors on leadership succession planning	✓ Succession plan for members on the Local CAST Board, including lead roles	✓ Support the LCB on succession planning for local governance
Reserved matters and business of the Trust	✘	✓ Determine the directors' Reserved Matters i.e. non-delegable functions and responsibilities ✓ Prepare an annual schedule of the directors' business	✓ Attend meetings of the directors and provide an Executive Report ✓ Recommend and secure (where appropriate) professional advice on behalf of the directors as requested ✓ Prepare and advise the directors on the annual schedule of directors' business ✓ Prepare an annual schedule of LCB business and advise the LCB on it	✓ Support the Trust by complying with the Schedule of Accountability and CAST Governance Management Plan as determined by the directors	✘

Appointments of administrative nature	x	✓ Appoint/remove a suitably qualified Trust secretary ✓ Appoint/remove a suitably experienced and trained Clerk to the directors and to support clerking arrangements to the LCBs, as appropriate	✓ Support the appointment process for the Trust secretary and the Clerk	x	x
Compliance and/or administrative/ Trust secretarial matters	x	✓ Understand and comply with all duties and requirements of a charity trustee ✓ Meet at least three times per year, once per term ✓ Ensure the update of 'Get Information about school' (GIAS) as required by the Academy Trust Handbook ✓ Receive advice from the Senior Executive Leadership Team regarding the establishment and publication on the Trust's website, of the registers relating to business and pecuniary	✓ Support and advise the directors to ensure they are compliant with the duties and requirements placed upon them as charity trustees ✓ Update GIAS, as required by the Academy Trust Handbook ✓ Ensure that the Trust is compliant with all relevant regulations including charity law, Trust law and education law and report any failings to the directors for action ✓ Advise the directors on the establishment and publication of the registers relating to business and	✓ 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 the statutory expectations	✓ 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 relevant school information.

		interests for members/directors/committee members/governors/senior staff members and instruct the Senior Executive Leadership Team as necessary ✓ Ensure the preparation and filing of Trust registers e.g. members/directors/persons with significant control/ secretaries etc ✓ Complete and return to the ESFA a financial management and governance Self - assessment form for new academies joining the Trust ✓ Ensure that the Trust's, as well as each individual school's, governance details, including their accounts, are published on the Trust's website along with any other details as required by the DfE, ESFA, Companies House	pecuniary interests, for members/directors/committee members/governors/senior staff members, and take any action as required by the directors ✓ Prepare and file, or ensure that the Trust secretary/clerk has prepared and filed, Trust registers e.g. members/directors/persons with significant control/secretaries etc ✓ Support the directors to ensure that the Trust's, as well as each individual school's, governance details, including their accounts, are published on the Trust's and individual school's websites. ✓ Review Diocesan contribution per pupil		
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		or other organisation as required ✓ Pay Diocesan contribution per pupil			
Documents, policies and procedures	✕	✓ On an annual basis, review and amend (if appropriate), in line with Diocesan policy: ➤ the policies of the Trust ➤ Code of Conduct ➤ The terms of reference for the directors and their sub-committees ➤ The constitution and 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 ➤ This scheme of delegation and table of roles and functions ✓ Approve and adopt the terms of reference produced by	✓ Advise the directors and the academies on Trust-wide and school specific policy requirements and take action to prepare and/or amend any such policies as required by the directors ✓ Prepare terms of reference for any committees of directors and LCBs	✓ 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

		the Senior Executive Leadership Team for committees of directors and LCBs			
Canonical Inspections	x	✓ Comply with any denominational inspections pursuant to s.48 and any additional canonical inspections, reviews and visitations of the Bishop	✓ Support and assist the directors and/or the LCB to prepare for any s.48 inspections	✓ 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
Ofsted	x	✓ 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 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 of the impact of school to school support	✓ In line with Diocesan protocol, broker 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 360 reviews	✓ Perform 360 review of the chair ND ✓ Carry out the annual Self- evaluation of the directors to assess the contributions made by the directors'/committee members and report to the members for action, if appropriate ND	✓ Assist and support the directors to carry out the annual Self-evaluation of the board as appropriate ✓ Carry out annual evaluation of the LCB and report to directors	✓ Perform annual 360 review of the LCB chair ✓ Chair to carry out review of individual Governors	✗

School level matters	✖	✓ Instruct the Senior Executive Leadership Team as appropriate in respect of any reports made by them relating to matters in the individual academies within the Trust	✓ Monitor school life in the academies in the Trust and report any relevant findings to the directors for action as appropriate. As part of this, monitor Pupil, Parent and Staff Voice across the 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	✓ 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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				other schools, agencies and businesses in the community to enhance the quality of Catholic education provided for pupils ✓ Support and work with other LCBs in the Trust	
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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 the 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
- 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	Members	Directors	Senior Executive Leadership Team (SELT)	Local CAST Board (LCB)	Headteacher
Appointment of auditors	✓ Receive annual	✓ Appoint the external auditors and issue a letter of engagement for	x	x	x

	accounts of the Trust	the external auditor's contract. Run a tender exercise to ensure 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	x	✓ 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	✓ CEO or designated senior executive to act as the Accounting Officer	x	x
Budgeting and financial control	x	✓ Ensure compliance with the requirements in the Academy Trust Handbook ✓ Approve and keep under review the financial scheme of delegation ND ✓ Determine service	✓ 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	✓ Monitor the impact of statutory grants on pupil outcomes and ensure that plans are displayed on school website in line with statutory reporting timescales	✓ 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

		charges to the academies relating to the provision of centralised, all centralised services and what must be 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	the directors following their review of it ✓ Support the directors, and carry out any instructions from them, relating to their responsibilities for budget planning and ensuring the ongoing viability of the Trust and the 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	✓ Monitor the impact of SEND monies funding on identified pupil's outcomes	expected to be within the DfE's framework for 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
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		variances from the budget are appropriate and adjust budgets as necessary ✓ Ensure proper 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	the finance section of the Board meeting. ✓ Report to the directors on the financial performance of the Trust 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		and Sports Premium Plan are displayed on school website in line with 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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			the ESFA requirements in respect of borrowing by the Trust ✓ Open and effectively operate bank accounts		
Accounting	✗	✓ 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	✓ 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	✗	✓ Keep proper records and provide information to assist the Trust to prepare the annual accounts or any other accounting matters
Documents, policies and Procedures	✗	✓ Adopt and review all financial policies as required by the Academy	✓ Prepare all financial policies as required by the Academy	✓ Adhere to any financial policies or	✓ Adhere to any financial policies or guidance issued by the Trust

		Trust Handbook and/or as recommended by the auditors and ensure that they meet the Trust's charitable objects ✓ Adopt and review 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	Trust Handbook and/or as recommended by the auditors for adoption by the directors ✓ Prepare a 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	guidance issued by the Trust ✓ Maintain a register of business and pecuniary interests for the school and ensure that the Clerk has published them on the school website in line with statutory requirements	
Staffing	x	✓ Agree pay for all headteachers, executive headteachers and Senior Executive Leadership Team members, including CEO, in line with the requirements of the	✓ Support the directors to determine pay for all headteachers, executive headteachers and Senior Executive Leadership Team members (taking into	x	✓ Set up and approve staff expenses at the school in accordance with any Trust-wide policy

		Academy Trust Handbook, ensuring that all decisions about executive pay follow a robust process through the 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.	account that there may be a conflict of interest) ✓ Set up and approve staff expenses for the Senior Executive Leadership Team		✓ Submit expenses in accordance with Trust-wide policy
School level matters	x	x	✓ 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	✓ 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.

				strong and cohesive community and parish links.	
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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	x	✓ 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	x	✓ 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

			latest Academy Trust Handbook.		
Ethical and environmental considerations in relation to procurement	✗	✓ Ensure the business of the Trust is conducted ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academy Trust Handbook	✓ Conduct the business of the Trust ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academy Trust Handbook	✗	✓ Conduct the business of the school ethically and in line with corporate social responsibility indicators to ensure that all suppliers used take account of economic, social and environmental factors insofar as permitted by the Academy Trust Handbook
Entering into contracts	✗	✓ Approve any service contracts for directors of the Trust (subject to any policy on conflicts of interest/pecuniary interests/connected party transactions) ✓ Set the delegated levels of authority for contracts ✓ Approve contracts in accordance with the agreed Financial Regulations ✓ Approve contracts which constitute related party transactions	✓ Enter into contracts up to the limits of delegation within the agreed Financial Regulations and within an agreed budget	✗	✓ Enter into contracts up to the limits of delegation and within an agreed budget

Payments and expenses	x	✓ Set up and approve a directors' expenses policy in accordance with the Trust's conflicts of interest policy	✓ Make payments within agreed financial limits	x	✓ Make payments within agreed financial limits ✓ Act as a signatory of a school specific bank account in accordance with the Trust's financial regulations, only where director permission to hold a school specific bank account is in place
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STANDARDS					
Action	Members	Directors	Senior Executive Leadership Team (SELT)	Local CAST Board (LCB)	Headteacher
Monitoring and reporting	x	✓ Receive an annual report from the CEO/Senior Executive Leadership Team on standards ✓ Receive a termly report from the Senior Executive Leadership Team/standards committee and the headteachers regarding standards ✓ Report any relevant information to the Bishop in order to provide assurances that standards	✓ Provide an annual report on standards to the directors ✓ Monitor the KPI figures reported from the Headteacher relating to standards and provide a termly report to the directors (via standards committee) regarding standards and raise concerns and provide strategies ✓ Act	✓ 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

		across the academies in the Trust are being met ✓ Intervene, in a timely manner, where standards fall below that which is expected of the academies within the Trust ✓ Set Trust-wide performance management targets relating to standards, if necessary	effectively to ensure high standards, draw up and implement plans if standards are not rising, set up support strategies and alert the directors to any shortcomings or fall in standards before they become serious ✓ Share external information and intelligence across the Trust from 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		Leadership Team and report findings to the relevant SIO and to the LCB by way of Headteacher report.
Appointment of committees	✕	✓ Appoint an education standards committee	✓ Assist the directors as required with regard to any issue or matter raised by the standards committee	✕	✓ Report on standards at the school to the governor designated with responsibility for standards, as appropriate

Canonical Inspections	x	✓ Comply with any denominational inspections pursuant to s.48 and any additional canonical inspections, reviews and visitations of the Bishop	✓ Support and assist the directors and/or the LCB to prepare for any s.48 inspections ✓ Ensure that any 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 Improvement (AFIs) have been addressed ✓ Monitor that any inspection recommendations are carried out in the school 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. ✓ Ensure that any inspection outcomes are carried out in the school as appropriate
Ofsted	x	✓ Liaise with Ofsted as may be required in a Trust level review ✓ Direct senior executive leadership as appropriate where concerns are raised relating to inspections	✓ Liaise with Ofsted as required by the directors ✓ Prepare the Trust for inspection and manage the process where the impact of the Trust is under review ✓ Ensure schools are prepared for inspection and support the LCBs and headteachers. ✓ Advise Directors where any concerns are raised relating to inspections ✓ Support and challenge the Headteacher and senior	✓ 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	✓ 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

			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.	well as the school's current areas of strength and development.	✓ Report any concerns relating to inspection to the Senior Executive Leadership Team team ✓ Ensure the school is prepared for an inspection
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 ensure the Board enforces these	✓ Advise directors on the setting of KPIs ✓ 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 assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the school and take action where any issues arise	✓ 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 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 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 ✓ 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

				✓ 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	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 and learning, curriculum inclusion and the sharing of good practice across the school
Policies and procedures	✕	✓ Determine a Set of curriculum principles to ensure provision of a balanced and broadly based curriculum. This will include ND: ➤ Ensuring that the Catholic character of Trust permeates the curriculum and life at	✓ Prepare and oversee the implementation of a Trust-wide curriculum policy, particularly that each school in the Trust preserves and develops its Catholic character through the curriculum	✓ 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

		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 CES policy, which shall be taught in accordance with the social and moral teachings of the Catholic church ✓ Determine a Trust-wide policy on religious education and collective acts of worship in accordance with the Bishops' Conference Curriculum Directory and the			
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		tenets and norms of the Catholic church ✓ Ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the schools in the Trust			
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Useful Resources

- Catholic Values and 'British Values' Practical Advice from the CES
- CES resources on Relationship and Sex Education including:
- A model Primary Catholic RSE curriculum
- A model Secondary Catholic RSE curriculum
- 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 Director responsible for SEND and inclusion	✖ Appoint a member of SELT with oversight 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 and legal compliance issues ✓ Review report on SEND produced by the Senior Executive Leadership Team and address any shortcomings through the Senior Executive Leadership Team as appropriate, ensure that resulting actions are complete	✓ Ensure compliance with legal requirements relating to SEND within the academies and the provision of training to ensure such compliance ✓ Report to the Directors on SEND provision across the Trust. Identify any areas of concern to the Directors as well as any local SEND offer gaps ✓ Review KPIs across the schools for identification of any areas of concern for referral to the directors	✓ 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
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	✓ 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

			oversight of the implementation of the Trust-wide SEND policy		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

Recruitment and appointments relating to safeguarding	✘	✓ Ensure that at least one Director on any recruitment panel has up to date Safer Recruitment training	✓ Ensure that each school has appointed a Designated Safeguarding Lead, Deputy Safeguarding Lead and a Designated Teacher to support Looked After Children (LAC)	✓ Ensure that at least one person on any recruitment panel has up to date Safer Recruitment training	✓ 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
Documents, policies, procedures and 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	✓ 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	✓ 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	✓ 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

			and take appropriate action where these are not followed ✓ Carry out a Trust-wide safeguarding audit and report the outcomes to the Directors for action, as appropriate	Visit - to include uptake of training, staff voice, pupil voice and compliance with the Single Central Record. ✓ Seek assurance through the Headteacher and Safeguarding Governor that the SCR is up to date ✓ Contribute to the safeguarding audit at the school	staff have signed to say 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	✕	✓ Review the use of exclusions across the Trust and ensure that appropriate action is taken by the Senior Executive Leadership Team	✓ Review the overall pattern of exclusions across academies and report to the Directors. Convene panels as necessary to review exclusions	✓ 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	✓ 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.
Documents, policies and procedures	✕	✓ Adopt a Trust-wide Positive Pupil Welfare Policy behaviour statement of principles, to include exclusions, that reflect the Catholic character, ethos and values of the Trust ND	✓ Prepare a Positive Pupil Welfare Policy and statement of principles, to include exclusions	✓ Support the Headteacher to prepare a Behaviour Policy in line with the Trust's Positive Pupil Welfare Policy and monitor the effectiveness	✓ 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

ADMISSIONS					
Action	Members	Directors	Senior Executive Leadership Team (SELT)	Local CAST Board (LCB)	Headteacher
Place planning	x	✓ Assist the Diocese with any requirements it may have relating to the Bishop's duty to ensure that there are sufficient school places available for the baptised Catholic children resident in his area ✓ 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	✓ Provide regular updates to the Board on pupil numbers	✓ 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	✓ Report to the LCB on a termly basis on pupil numbers and work with LCB to develop a school level marketing strategy

		Diocesan approval to expand school places across the Trust			
Admissions arrangements	x	✓ Act as the admission authority for all Plymouth CAST admissions arrangements ✓ Undertake consultation and determine Trust-wide admissions arrangements ✓ Comply with Diocesan guidance on admissions ✓ Comply with the School Admissions and Appeals Codes	✓ Prepare the Trust-wide Admissions Policy (taking into account any Diocesan guidance and the school Admissions and Appeals Codes and local authority regulations which will set out the parameters within which the CAST Board may determine admissions arrangements) ✓ Provide 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	✓ 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

			the other academies in the Trust ✓ Report to the Directors regarding 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		effective arrangements are in place for pupil recruitment to the school
Documents, policies and procedures	✘	✓ Review and determine the Trust wide Admissions Policies prepared by SELT, ensuring compliance with all	✓ Work with the Diocese and LA to produce a Trust-wide admissions policy for adoption by the directors and ensure	✓ Support the implementation of and compliance with the Trust's Admissions Policy	✓ Ensure compliance with the Trust's Admissions Policy

		Diocesan requirements. ND	that it complies with all Diocesan requirements ✓ Ensure all policies are reviewed by the directors and are 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 Leadership Team (SELT)	Local CAST Board (LCB)	Headteacher
Complaints	x	✓ Adopt a Trust-wide complaints policy and receive reports from the Senior Executive Leadership Team regarding the level of complaints across the Trust ND ✓ Notify the Diocese of any school level complaints. The directors <i>must</i> notify	✓ Prepare a Trust-wide and school specific complaints policies for adoption by the directors and publish the policy on the Trust's and school's website following adoption ✓ Review the level of complaints across the Trust and report to the directors outlining	✓ Support and challenge the headteacher to Implement the school complaints policy as set by the Senior Executive Leadership Team ✓ Hear complaints at the relevant stage	✓ Hear complaints at the relevant stage

		the Diocese of any complaints or issues that could bring into disrepute the Catholic character of the Trust and/or the academies within it	the changes initiated as necessary to address any issues		
School level matters	✖	✓ Review data provided by the Senior Executive Leadership Team/LCB relating to pupil premium and sports premium and take action to address any issues, as appropriate ✓ Set the times of school sessions and the dates of school terms and holidays in conjunction with the LCBs ✓ Ensure that the school meets for 380 sessions in an school year ✓ Appoint a Lead Director for Statutory Grants	✓ Monitor the levels of attendance in the schools and the use of home-school agreements and report termly to the directors ✓ Monitor the impact of the pupil premium/sports premium across the Trust and report to the Directors	✓ 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	✓ 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

				school lunch provision meets the required national nutritional standards though seeking assurance from the Headteacher.	part of the KPIs) to the LCB ✓ Determine key priorities and KPIs against which pupil progress can be measured ✓ 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
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STAFFING

Action	Members	Directors	Senior Executive Leadership Team (SELT)	Local CAST Board (LCB)	Headteacher
Appointments	x	✓ Oversee recruitment, induction, training, CPD, wellbeing, dismissals and other HR processes for all staff within the Trust at a strategic level in Board business ✓ Ensure that reserved 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	✓ Take any action relating to staff appointments across the Trust as required by the directors ✓ Ensure that the directors involve the Diocese at the appropriate stages in any recruitment process for reserved posts	✓ Where appropriate, support the Directors in the external recruitment process for school leadership, reserved posts and teaching positions	✓ With advice and support as advised by the SELT, and support from LCB, as requested, appoint teaching and non-teaching staff on behalf of the Directors

		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 more school in the Trust in line with any Diocesan protocol			
Staffing structures	x	✓ Determine and review any overarching management structures across the Trust and budget in accordance with Diocesan policy ND ✓ Determine and review staffing structures across the Trust to ensure financial viability and sustainability whilst ensuring that the educational outcomes of the pupils are protected ✓ Approve any senior leadership and high level non-teaching	✓ With directors approval, determine the senior leadership and high-level non-teaching structures for each school and advise the directors on the financial viability and sustainability of those structures whilst ensuring that the educational outcomes of the pupils are protected ✓ Monitor and review staffing changes across the Trust and report any issues to the directors ✓ Support the	x	✓ Determine staffing requirements within the school and budget, in agreement with SBM and SELT and in line with the Trust financial KPIs

		structures as determined by the Senior Executive Leadership Team ✓ Develop Catholic leadership within the Trust and the wider Diocese	headteachers to determine staffing structures at the school ✓ Take action as required by the directors to develop Catholic leadership within the Trust and the wider Diocese		
Pay	x	✓ Establish a pay Committee (RemCom). Ensure that work relating to pay and conditions is covered by the Board's annual cycle of business	✓ Review pay across the academies to guard against equal pay claims and to seek opportunities for harmonisation of pay, where appropriate	X	x
Terms and conditions of employment	x	✓ Ensure harmonisation of terms and conditions of employment across the Trust to avoid the risk of employment claims taking into account legal requirements relating to, in particular, equal pay, discrimination and TUPE transfers	✓ Review the terms and conditions of employment across the academies and advise the directors where there is a possibility of employment claims and/or unrest in the workforce and take any action to ensure that this risk is minimised/removed	x	x
Performance management	x	✓ Conduct the performance management review of	✓ Senior executive leader/CEO to conduct the performance management	✓ Support the SELT by completing a CAST Headteacher Appraisal	✓ Conduct the performance management and pay

		the senior executive leader/ CEO ND	review of the other executive leaders ✓ Conduct the performance management review of the Trust Secretary and Clerk	feedback form and share with the SIO prior to the Headteacher's appraisal.	progression of staff in the school in line with the school's pay policy and appraisal policy
Suspension and dismissals	✕	✓ Suspend and dismiss executive leadership posts in line with employment law and HR regulations ✓ Suspend and dismiss the Trust secretary and clerk ✓ Notify the Diocese of any suspension or action taken under a disciplinary policy which could result in dismissal of a staff member, particularly where any misconduct may bring the Catholic character of the Trust and its academies into disrepute	✓ Senior executive leader/CEO to assist the directors to suspend and dismiss all other executive leadership posts, as required by the directors ✓ With the approval of the Directors, suspend and dismiss the Headteachers (including any Executive Headteacher or Head of School), Deputy Headteacher, Head of Religious Education and Lay Chaplain employed by the Trust in line with employment law and HR regulations and inform the Diocese of any action taken	x	✓ Suspend or dismiss teaching and non-teaching staff in consultation with the Senior Executive Leadership Team
Documents, policies and procedures	✕	✓ Work towards the adoption of CES employment documents (with amendments where appropriate), including	✓ Prepare a pay policy for adoption by the directors ✓ Advise the directors on suitable Trust-wide policies and procedures	✓ Ensure the Trust's policies on all HR matters are implemented in the school ✓ Monitor and	✓ Implement the Trust's policies and procedures in the school ✓ Conduct exit interviews for any

		the model contracts of employment and workplace policies, in observance of the Bishops' Memorandum. ✓ Ensure consultation with staff and trade union officials/representatives 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	and ensure their effective implementation, in particular the CES model employment documents pursuant to the Bishops' Memorandum.	scrutinise the implementation of the Trust's policies at the school for HR matters including the appointment, induction and performance management of staff, pay review process, and procedures for dealing with disciplinary matters, grievances and dismissal ✓ Ensure that exit interviews are being conducted. Monitor trends in staff turnover via Headteacher reports	staff member that leaves the school and provide information to CAST HR
Miscellaneous	x	x	✓ 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

COMMUNICATIONS AND INFORMATION MANAGEMENT					
Action	Members	Directors	Senior Executive Leadership Team (SELT)	Local CAST Board (LCB)	Headteacher
Compliance	x	✓ Notify the Diocese of any warning notice or other notice of failing or shortcoming received from the Regional Director/DfE/ESFA/local authority/Ofsted etc ✓ Work with the Diocese to respond to any media interest and ensure that any public statements and/or responses to media enquiries are approved by the Diocese ✓ Appoint a suitably qualified person to act as Data Protection Officer for the Trust	✓ Refer any direct communications from Regional Directors to the Directors ✓ Notify the Directors of any warning notice or other notice of failing or shortcoming received from the Regional Director/DfE/ESFA/local authority/Ofsted etc for further reporting to the Diocese ✓ Ensure compliance with all data protection legislation and good practice across the academies ✓ Develop and 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/Ofsted/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/local 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

			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		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
Documents, policies and procedures	✘	✓ Adopt data protection policies and procedures to comply with	✓ Prepare a Trust-wide data protection policy for	✓ Support and challenge the Headteacher to ensure the	✓ Implement and comply with the school's data protection policy

		legislation relating to data protection and freedom of information	adoption by the directors	effective implementation of the data protection policies and procedures in the school	
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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	x	✓ Adopt a Trust Health and Safety policy ND ✓ Appoint a Lead Director for Health and Safety	✓ 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	✓ 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	✓ 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

			✓ Agree and monitor an Accessibility Plan for each school in consultation with the Headteachers, reporting any issues to the Directors	Policy and ensure that appropriate risk assessments are being 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	risk assessments are prepared and 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
	x	✓ Appoint an Audit and Risk Committee ✓ Adopt the Business Continuity Plan for the Trust and the academies within it and monitor that each school has implemented such plans ✓ Review risk management and the risk register kept by the Senior Executive Leadership Team, termly and in line with Academy Trust Handbook (current version) ✓ Approve insurance arrangements in accordance with Diocesan/Religious Order Trustees' requirements ✓ Commence or settle any litigation proceedings ND ✓ Provide any relevant and appropriate guarantees and indemnities as authorised	✓ Prepare a Business Continuity Plan for the Trust and the academies within it and report to the directors on how the plan is being implemented in each school ✓ Prepare and maintain a Trust-wide risk register ✓ Ensure that any necessary actions are taken to eliminate/reduce any identified risks ✓ Provide the directors with all relevant information and requirements relating to warranties and indemnities as prescribed by the Trust Handbook and/or the ESFA ✓ Appoint internal auditors in line with the requirements of the Trust Handbook and prepare an annual plan for approval by the Audit and Risk Committee. ✓ Ensure that all agreed recommendations from internal and external audits are followed up.	✓ 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

		by the members/Diocesan Trustees/Religious Order Trustees and in accordance with any requirements prescribed by the Trust Handbook and/or the ESFA Agree a schedule of internal audit work in line with the requirements of the Trust Handbook and ensure delivery of the agreed plan through regular monitoring ✓ Monitor the performance of the Internal Audit Service			
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Useful Resources

- Church Scheme Rules on RPA for Church Academies

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

		oversee any capital projects and buildings improvements as agreed by the Diocesan/Religious Order Trustees and in accordance with all Diocesan protocols ✓ Apply to the Diocesan/Religious Order Trustees for permission for change of use of assets ✓ Ensure land and buildings are maintained and fit for purpose	Trustees and ensure that agreement has been sought from them, as appropriate ✓ With agreement from the Diocesan/Religious Order Trustees, advise the directors and manage, in conjunction with them, any capital and building improvement grants ✓ Prepare a report for the directors to share with the Diocesan/Religious Order Trustees on the overall state of the school estate ✓ Ensure all statutory testing and maintenance requirements are complied with e.g. asbestos management plan, fire risk assessments, water hygiene, electrical safety etc ✓ Apply to the Diocesan/Religious Order Trustees for any funding/consent to		
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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	✓ 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.

Useful resources

- 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