

ST CARLO
CATHOLIC ACADEMY TRUST
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ST CARLO CATHOLIC ACADEMY TRUST

TERMS OF REFERENCE FOR COMMITTEES OF THE TRUST BOARD AND LEAD DIRECTOR ROLES

Version	Date	Author	Rationale	Review
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RESOURCES AND AUDIT COMMITTEE

(Audit and Risk Management, Whistleblowing, Finance, Premises, Staffing, Remuneration)

Status

The Committee has been established by the Board of Directors in accordance with Article 100, to carry out the governance functions delegated to it, which are set out in these terms of reference.

In accordance with Article 101, the constitution, membership and proceedings of the Committee shall be determined by the Board of Directors and reviewed by the Board at the first meeting of the academic year.

Composition

Article 101 provides that the membership of any committee may include persons who are not directors as long as the majority of members are directors.

At least 3 Directors.

For audit and risk functions:

- employees of the trust should not be audit and risk committee members, but the chief financial officer should attend to provide information and participate in discussion.
- where the audit and risk committee is combined with another committee, as it is in this case, employees should not participate as Committee members when audit matters are discussed.
- at least one Committee member should have recent or relevant accountancy, or audit assurance, experience.
- any Director may attend a meeting where audit and risk functions are discussed, including those who are not members of the Committee.

The Chief Executive Officer will attend all meetings of the Committee unless otherwise agreed.

The Chief Finance Officer and Chief Operating Officer will attend all meetings of the Committee unless otherwise agreed.

The Committee may ask any other senior executive to attend meetings of the Committee either regularly or by invitation, in order to provide information.

Committee meetings will not be open to the public.

Membership

Members of the Committee will be appointed annually at the first meeting of the Board of Directors.

Current members	
Name	Capacity
George Adams	Foundation Director
Nicole Alexander-Morrell	Foundation Director
Michelle Samuel	Foundation Director
John Sexton	Foundation Director
Evadne Cookman	Foundation Director

Quorum

Not less than three Director members of the committee.

For audit and risk functions:

- unless otherwise determined by the Board of Directors, a quorum shall consist of 2 members of the Committee.

Voting

Article 101 provides that no vote on any matter shall be taken at a meeting of a committee unless the majority of committee members present are directors

Any decisions taken will be determined by a majority of votes of Committee members present and voting – but no vote can be taken unless a majority of those present are directors.

Chair

The Committee chair will be elected at the first committee meeting of the academic year. Any director member may stand as chair of a committee, apart from directors who are employed by the Academy Trust. The term of office for committee chairs is one year.

For audit and risk functions:

- the chair of the Board of Directors should not be chair for audit and risk functions.

The following arrangements for the election of committee chairs have been agreed:

a. Any director may stand as chair of a committee, apart from directors who are employed by the Academy Trust
b. The clerk will conduct the election
c. Candidates may be nominated or may self-nominate
d. A secret ballot will be held if the election is contested. Each nominated candidate will be invited to set out his or her reasons for standing. Candidates will be limited to three minutes. All candidates must leave the room while a discussion and vote takes place. The clerk will count the votes and announce who has been elected. In the event of a tie, the ballot will be re-run. If there is still a tie, the tied candidates will draw lots.

In the absence of the chair from a meeting, the Committee shall choose an acting chair for that meeting from amongst its members.

Vice Chair

The Board of Directors has agreed that committees shall not have vice-chairs, but if the chair is unable to attend a meeting, members shall elect one of their number to serve as the chair for the meeting.

Clerking

Trust Board Governance Professional

In the absence of the trust governance professional the Committee shall choose a clerk for that meeting from amongst Committee members present.

Reporting

Article 106 requires that where any power/function has been delegated to a committee/ individual, that person/committee shall report any action taken or decision made at the next meeting of the directors.

The draft minutes of each meeting will be circulated with the agenda for the next meeting of Board of Directors and will be presented at that meeting by the Committee chair (or in his/her

absence another member of the committee).

Minutes shall be made available for inspection. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

For Audit and Risk functions, the Committee will:

- report back to the Board of Directors regularly every term.
- provide an annual summary report provided by the internal scrutineer / auditor and areas reviewed by internal scrutiny / audit covering key findings, recommendations, and conclusions

Meetings

At least one a term.

General Terms

1. To act on matters delegated by the Board of Directors.
2. To liaise and consult with other committees where necessary.
3. To contribute to the Academy Improvement Plan.
4. To consider safeguarding and equalities implications when undertaking all committee functions.
5. To conduct an annual review of the Committee's work, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and make recommendations on changes to the Board of Directors.

Audit and Risk Management Duties

The duties of the Committee shall be:

External Audit

1. To consider the appointment of the external auditor, the terms of the engagement letter at the start of each audit, the audit fee and any questions of resignation or dismissal and make recommendations to the Board of Directors on these matters.

2. Review and monitor the external auditor's independence, objectivity and the effectiveness of the audit process.

3. To assess the effectiveness and resources of the external auditor to provide a basis for decisions by the Trust's members about the auditor's reappointment, dismissal or retendering. Prepare an annual report outlining the committee's conclusions from its assessment of the external auditor. The report should provide advice to the Trust Board and members, including recommendations on the auditor's reappointment, dismissal, retendering, and remuneration.

4. To discuss with the external auditor before the audit commences the nature and scope of the audit and review the audit plan.

5. To review the annual financial statements on behalf of the Board of Directors making recommendations on their approval or otherwise, focusing particularly on:

    - any changes in accounting policies and practices
    - areas involving a significant degree of judgement
    - significant adjustments resulting from the audit
    - the going concern assumption
    - compliance with accounting standards
    - compliance with legal requirements and the accuracy of information submitted to the

DfE.
- the clarity of disclosures
- the consistency of accounting policies from year to year
- the consistency of the narrative contained in the Board of Directors' Annual Report with the financial accounts.

6. To discuss problems and reservations arising from the audit and any matters the external auditor may wish to discuss (in the absence of the management where necessary)

Internal Audit

1. To consider the appointment of internal auditors and make recommendations to the Board of Directors on these matters.

2. To approve the annual programme of work for the internal audit scrutiny and ensure this covers both financial and non-financial controls.

3. To act as the body to whom the internal auditor reports on the internal audit function and to discuss any issue that the internal auditor may wish to raise (in the absence of the management where necessary)

4. To review the internal audit function, consider the major findings of internal audit investigations and the management's response, and ensure co-ordination between the internal and external auditors.

5. To receive a short annual summary from the internal auditor for each year ended 31 August outlining the areas reviewed, key findings, recommendations and conclusions – in accordance with the requirements in the Academy Trust Handbook.

Other Assurance Activities

1. Review findings from other assurance activities by third parties, including DfE financial management and governance reviews, funding audits and investigations, and produce an annual report of the committee's conclusions for the Trust Board.

Value for Money

1. Maintain oversight of the value-for-money framework and receive short annual summary on the achievement of value-for-money for each year ended 31 August

Internal Control and Risk Management

1. To keep under review the effectiveness of internal control systems, and in particular review the external auditor's management letter and the management's response

2. To develop and keep under review risk management and measurement strategies across the Academy Trust together with the procedures for monitoring the adequacy and effectiveness of those processes

3. To review the action and implementation of risk management policy across the Academy Trust

4. To consider the Academy Trust's risk profile relative to current and future Academy Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change

5. To receive and review risk management and relevant regulatory information and reports

6. To consider material breaches of the agreed risk limits, review the actions taken in response and to prevent a repeat occurrence

7. To review the effectiveness of the business continuity plan, in accordance with the requirements in the Academy Trust Handbook, testing the underlying assumptions on a periodic basis.

Compliance, whistleblowing and fraud

1. Review the Trust's policies and procedures for detecting fraud and any confirmed incidents.
2. Review the Trust's policies and procedures for the prevention of bribery and policy on gifts and hospitality and review reports of non-compliance.
3. Review the Trust's policies and procedures on whistleblowing, the adequacy and security of these arrangements and ensure they are followed appropriately.
4. To consider any other matters when requested by the Trust Board

Audit and Risk Management Sources of Information

- Academy Trust Handbook
- Academy Trust Governance Guide (section 6, Accountability) DFE Audit Committee Handbook
- DFE Internal Scrutiny in Academy Trusts
- Diocesan Protocols: Crisis Management
- Governorhub Knowledge – Audit and Risk Requirements Internal Financial Controls for Charities
- Charities Commission 'The Essential Trustee: What you need to know, What you need to do'
- St Carlo CAT policies

Finance Duties

The duties of the Committee shall be:

1. Develop a financial strategy for the Academy Trust and consider policies, procedures or plans required to realise such strategy
2. Consider the Academy Trust's indicative funding, once notified by the DfE, and to assess its implications for the Academy Trust, in consultation with the CEO and the Chief Finance Officer, in advance of the financial year, drawing any matters of significance or concern to the attention of the Board of Directors
3. To receive Academies' budgets for approval from local governing bodies
4. Consider and recommend acceptance/non-acceptance of the Academy Trust's budget to the Board of Directors
5. Monitor any variances from the budget and ensure the DfE is notified as required
6. Receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund

or balances and with particular attention to funding for premises works, ensuring the compatibility of all such proposals with the development priorities set out in the Academy Trust development and improvement plans

7. Liaise with and receive reports from the Standards Committee to make recommendations to the committee about the financial aspects of matters being considered by them

8. Monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy Trust, drawing any matters of concern to the attention of the Board of Directors

9. Monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement

10. Oversee preparation of the annual financial statements by the executive, for review and approval by the risk and audit function of the Committee

11. Ensure the Academy Trust's commercial and fundraising activities are carried out effectively

12. Examine and review new initiatives for financial development, including fundraising

13. Oversee significant investment and capital financing decisions

14. Approve and keep under review the Academy Trust's investment policy

15. Approve and keep under review the Academy Trust's reserves policy

16. Approve and keep under review the Academy Trust's building and other relevant insurance arrangements

17. Promptly notify the Board of Directors of all financial matters of which the Committee has knowledge and which may materially affect the current or future position of the Academy Trust

18. Advise generally on the provision of resources and services to the Academy Trust

Finance Sources of Information

- Academy Trust Handbook
- Academy Trust Governance Guide (section 6, Accountability)
- Governorhub Knowledge – Academy Accounts: A Quick Guide
- Governorhub Knowledge – How are Academies Funded Diocesan Protocols: Accounting
- St Carlo CAT Policies

Premises Duties

The duties of the Committee shall be:

1. To develop and monitor a Premises and Capital Strategy for approval by the Board of Directors

2. To ensure that the operation and asset management of Trust premises, is delivered

appropriately, with the interests of pupils and learning at the heart

- maximising Trust premises through the use of structured and innovative solutions for the benefit of education for children
- on an objective basis taking account of need and risk
- in compliance with all relevant professional and regulatory requirements, and
- within the context of a long-term, strategic and sustainable approach that makes best use of the available resource
- best value
- benefit to the community at large

3. To ensure that effective processes are in place for the quality assurance of the Executive's work on premises and capital management, identifying any areas of concern or untapped potential and overseeing appropriate planning and action by the Executive Team

4. To ensure that capital requirements are taken into account in the development, implementation and review of any Trust policies, programmes for reserves and investment and funding decisions

5. To scrutinise, review and where appropriate approve relevant policies, where relevant in liaison with other Board Committees

6. To scrutinise and review reports on health and safety defects and/or implementation of appropriate risk control measures.

Premises Sources of Information

- Academy Trust Handbook
- Good Estate Management for Schools
- Governorhub Knowledge - Health and Safety Responsibilities
- Diocesan Protocols: Capital Works, Use of School Premises
- St Carlo CAT policies

Staffing Duties

The duties of the Committee shall be:

1. To consider, determine and keep under review any staffing structures, strategies and policies

2. To consider, determine and keep under review effective arrangements for consultation with staff as a whole and for negotiation and consultation with appropriately recognised Trade Unions and/or other representatives.

3. To ensure effective measures are in place to promote equality and diversity in employment

4. To consider the details of restructuring programs following any necessary approvals in principle by the Board of Directors

5. To develop strategy and policy in all matters relating to the recruitment, reward, retention, motivation, well-being and development of the Academy Trust's staff

Staffing Sources of Information

- Academy Trust Handbook

- Academy Trust Governance Guide (section 5, Executive Leadership & section 7, Compliance)
- DFE Staffing and Employment Advice for Schools
- Safer Recruitment, Part 3 of Keeping Children Safe in Education
- Governorhub Knowledge – Employment and Conditions
- Governorhub Knowledge - Staff Roles, Structure and Change
- Governorhub Knowledge – Staff Pay, Appraisal and Development
- Governorhub Knowledge - Staff and Headteacher Recruitment
- CES Model policies and employment documents
- Diocesan Protocols: Staffing & Recruitment
- St Carlo CAT policies

Pay Duties

The duties of the Committee shall be:

1. To consider, determine and keep under review a framework or policy for the remuneration (including pension arrangements), benefits and incentives of the Chief Executive Officer and such other members of the Senior Executive Team as the Board of Directors shall from time to time direct

2. In determining that framework, to seek evidence of the remuneration, benefits and incentives paid to senior executives in comparable employment within the wider public, commercial and voluntary sectors

3. To make recommendations to the Board of Directors as to the remuneration, benefit and incentives that should be paid to the Chief Executive Officer and such other senior executives as the Board shall from time to time direct with a view to ensuring that they are encouraged to enhance their performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Academy Trust and its progress towards fulfilling its objectives

4. To make recommendations to the Board of Directors as to the remuneration, benefits and incentives of newly appointed senior executives

5. To determine the policy for and scope of pension arrangements, service agreements, termination payments and compensation commitments for the Chief Executive Officer and such other senior executives as the Board of Directors shall from time to time direct

6. Review any proposed organisational changes to ascertain any changes to the Executive staff whose pay determinations should fall within the remit of the Committee.

7. To consider other topics, as defined by the Board from time to time

Compliance

- Ensure compliance with the requirements on setting executive pay as detailed in the Academies Financial Handbook

- Ensure full compliance with the requirements of the Academies Accounts Direction to

report on executive pay in the Trustees' Annual Report and Accounts.

- Ensure the policy on Executive pay is reviewed annually and receive assurance that the Staff Appraisals policy is operating effectively.

Pay Sources of Information

- Academy Trust Handbook
- Academy Trust Governance Guide (section 5, Executive Leadership & section 7, Compliance)
- Schoolteachers' Pay and Conditions Document DFE Guidance on Setting Executive Salaries
- Governorhub Knowledge - Appraisal of CEOs in a MAT
- Governorhub Knowledge – Staff pay, appraisal & development
- Governorhub Knowledge – Pay for Support Staff

STANDARDS COMMITTEE

(Education, Standards, Performance)

Status

The Committee has been established by the Board of Directors in accordance with Article 100, to carry out the governance functions delegated to it, which are set out in these terms of reference.

In accordance with Article 101, the constitution, membership and proceedings of the Committee shall be determined by the Board of Directors and reviewed by the Board at the first meeting of the academic year.

Composition

Article 101 provides that the membership of any committee may include persons who are not directors as long as the majority of members are directors.

At least 3 Directors.

The Chief Executive Officer will attend all meetings of the Committee unless otherwise agreed.

The Committee may ask any other senior executive to attend meetings of the Committee either regularly or by invitation, in order to provide information.

Committee meetings will not be open to the public.

Membership

Members of the committee will be appointed annually at the first meeting of the Board of Directors.

Current members	
Name	Capacity
George Adams	Foundation Director
Evadne Cookman	Foundation Director
Anne Majcherczyk-Olczak	Foundation Director
Sophia Vardkar	Foundation Director

Quorum

Not less than three Director members of the committee.

Voting

Article 101 provides that no vote on any matter shall be taken at a meeting of a committee unless the majority of committee members present are directors

Any decisions taken will be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are directors.

Chair

The Committee chair will be elected at the first committee meeting of the academic year. Any director member may stand as chair of a committee, apart from directors who are employed by the Academy Trust. The term of office for committee chairs is one year.

The following arrangements for the election of committee chairs have been agreed:

e. Any director may stand as chair of a committee, apart from directors who are employed by the Academy Trust.
f. The clerk will conduct the election
g. Candidates may be nominated or may self-nominate
h. A secret ballot will be held if the election is contested. Each nominated candidate will be invited to set out his or her reasons for standing. Candidates will be limited to three minutes. All candidates must leave the room while a discussion and vote takes place. The clerk will count the votes and announce who has been elected. In the event of a tie, the ballot will be re-run. If there is still a tie, the tied candidates will draw lots.
i. The term of office for committee chairs is one year.

In the absence of the chair from a meeting, the committee shall choose an acting chair for that meeting from amongst its members present.

Vice Chair

The Board of Directors has agreed that committees shall not have vice-chairs, but if the chair is unable to attend a meeting, members shall elect one of their number to serve as the chair for the meeting.

Clerking

Trust Board Governance Professional.

In the absence of the trust governance professional the committee shall choose a clerk for that meeting from amongst Committee members present.

Reporting

Article 106 requires that where any power/function has been delegated to a committee/ individual, that person/committee shall report any action taken or decision made at the next meeting of the directors.

The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Board of Directors and will be presented at that meeting by the chair (or in his/her absence another member of the committee).

Minutes shall be made available for inspection. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

Meetings

At least once a term.

General Terms

1. To act on matters delegated by the Board of Directors.
2. To liaise and consult with other committees where necessary.
3. To contribute to the Academy Improvement Plan.
4. To consider safeguarding and equalities implications when undertaking all committee functions.
5. To conduct an annual review of the Committee's work, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and make recommendations on changes to the Board of Directors.

Authority

The Committee is authorised by the Board of Directors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee. The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Duties

The duties of the Committee shall be:

1. To ensure that the highest possible standards and provision are set and maintained across the Academy Trust
2. To receive on a regular basis Trust-wide data on attendance, suspensions and exclusions
3. To receive a termly report from the Executive Team regarding standards and performance of the Academy Trust against key performance indicators
4. To receive a termly report from the Executive Team in respect of RE and Catholic Life, RSHE, Pupil Premium and SEND.
5. To identify any areas of concern in respect of standards and performance and to implement an action plan with the Executive Team
6. To ensure that the Academy Trust's curriculum is balanced and broadly based
7. To scrutinise and review Academy Trust standards policies and the Trust's policy review schedule for recommendation to the Trust Board
8. To ensure that effective processes are in place for the quality assurance and self-evaluation of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy Trust
9. To support the Chief Executive Officer in the creation, implementation and monitoring of the Academy Trust's vision, self-evaluation, strategic development and improvement planning and any post-Ofsted action plan
10. To advise the Trust Board with respect to targets for pupil achievement across the Academy Trust

11. To ensure that effective arrangements are in place across the Academy Trust for pupil support and representation, for monitoring pupil attendance and for pupil discipline

12. To receive termly and annual reports on safeguarding from the executive and Safeguarding Lead Director following regular review of Trust-wide safeguarding procedure and practice

Standards Committee – Sources of Information

- Academy Trust Governance Guide (section 6, Accountability, section 7 Compliance)
- DfE – The National Curriculum
- DfE - Early Years Foundation Stage Statutory Framework (EYFS)
- DfE - Guidance on 16-19 Study Programmes
- RCDOW – Catholic Life Resources RCDOW Religious Education resources RCDOW – Prayer & Liturgy resources
- RCDOW – Relationships and Sex Education Resources
- Religious Education Curriculum Directory (RED – To Know You More Clearly RCDOW – Religious Education Key Policies and Documents
- CSI – S48 Inspection Documents
- Diocesan Protocols: Safeguarding, Care for Creation, Standards, Religious Education, Inspections, Collective Worship, Relationships and Sex Education, Working with Other Schools
- OFSTED – Education Inspection Framework OFSTED – School Inspection Handbook
- The Key – Pupil Premium Quick Read and Links The Key – SEND Overview
- St Carlo CAT polices

HEARINGS COMMITTEE

(Complaints, suspension & dismissal proceedings, appeals)

Status

The Committee has been established by the Board of Directors in accordance with Article 100, to carry out the governance functions delegated to it, which are set out in these terms of reference.

In accordance with Article 101, the constitution, membership and proceedings of the Committee shall be determined by the Board of Directors and reviewed by the Board at the first meeting of the academic year.

Composition

Article 101 provides that the membership of any committee may include persons who are not directors as long as the majority of members are directors.

At least 3 Directors who have no interest that would affect their ability to act impartially. Directors who are employed by the Trust may not be members of this committee.

For complaints, at least 2 directors and a third committee member who is completely independent of the management and running of the Trust.

Committee meetings will not be open to the public.

Membership

2 or 3 members, as required, from the list of current directors will be called upon to conduct proceedings

Quorum

Not less than three members of the committee.

Voting

Article 101 provides that no vote on any matter shall be taken at a meeting of a committee unless the majority of committee members present are directors

Any decisions taken will be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are directors.

Chair

The Committee chair will be elected at each committee meeting. Any director member may stand as chair of a committee.

The following arrangements for the election of committee chairs have been agreed:

a. Any director may stand as chair of a committee.
b. The clerk will conduct the election
c. Candidates may be nominated or may self-nominate
d. A secret ballot will be held if the election is contested. Each nominated candidate will be invited to set out his or her reasons for standing. Candidates will be limited to three minutes. All candidates must leave the room while a discussion and vote takes place. The clerk will count the votes and announce who has been elected. In the event of a tie, the ballot will be re-run. If there is still a tie, the tied candidates will draw lots.

Clerking

Trust Board of Directors' Governance Professional

Reporting

Article 106 requires that where any power/function has been delegated to a committee/ individual, that person/committee shall report any action taken or decision made at the next meeting of the directors.

Meetings

As required.

General Terms

1. To act on matters delegated by the Board of Directors.
2. To contribute to the Academy Improvement Plan.
3. To consider safeguarding and equalities implications when undertaking all committee functions.

Authority

The Committee is authorised by the Board of Directors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee. The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary.

Duties

The duties of the Committee shall be:

Capability, Disciplinary, Grievance, Sickness Absence, Suspension and dismissal proceedings

1. To consider representations from parties and make decisions in accordance with the Delegation Matrix (section D) and the St Carlo Catholic Academy Trust personnel procedures.

Complaints

1. To make any determination or decision under the St Carlo Catholic Academy Trust complaints procedures.

Appeals

1. To consider representations from parties appealing a decision and make decisions in accordance with St Carlo Catholic Academy Trust personnel procedures

Hearings Committee – Sources of Information

- Academy Trust Governance Guide (section7, Compliance)
- Diocesan Protocols: Complaints, Staffing and Recruitment
- The Key – Complaints Procedures Academies
- The Key – Dealing with complaints: A summary The Key – Staff disciplinary hearings
- St Carlo Policies

THE ROLE AND RESPONSIBILITIES OF THE LEAD DIRECTOR - SAFEGUARDING

"As governors and trustees, you are responsible for making sure that safeguarding procedures are properly followed in schools. But that doesn't mean you have to go through your school's central record yourself.

"You need to make sure the overarching culture is right. What is your school doing to identify children that may be at risk of harm? How is your school helping those children and fulfilling its duties? This, too, is when it's more helpful to look up at the big picture, rather than down into the detail."

OFSTED Chief Inspector, Amanda Spielman speech to the National Governance Association, 8 June 2019

Purpose

Section 175 of the Education Act 2002, and the Education (Independent School Standards) Regulations 2014 place a duty on the boards of maintained schools and academy trusts to have arrangements in place to ensure that they:

- carry out their functions with a view to safeguarding and promoting the welfare of children
- have regard to the statutory guidance issued by the Secretary of State in considering what arrangements they need to make for the purpose of that section.

The Board of Directors has strategic leadership responsibility for the safeguarding arrangements in St Carlo CAT schools and must ensure that they comply with their duties under legislation.

The Board of Directors must have regard to the statutory guidance, Keeping Children Safe in Education and it must ensure that policies, procedures and training in our schools are effective and comply with the law at all times. The Board of Directors has agreed to appoint a director to take leadership responsibility for school safeguarding arrangements.

Appointment

A director of the Trust will be appointed to this role at the first meeting of the Board of Directors for a one-year term of office.

Current appointee	
Name	Capacity
Nicole Alexander-Morrell	Foundation Director

Conduct for school visits

All directors and local governors who visit St Carlo CAT schools must follow the Policy on Visits to St Carlo CAT School for Directors and Local Governors (see documents in GovernorHub).

Role and responsibilities

The Lead Director Safeguarding will:

1. Act as the lead person on the St Carlo CAT Board for safeguarding
2. Understand the Trust's responsibilities for safeguarding
3. Actively expand their knowledge in this area by undertaking training relevant to the role and being familiar with the sources of information set out below.
4. Receive half-yearly and annual reports from the St Carlo CAT executive safeguarding lead and meet with them (and others), as necessary to:
    a. Make sure St Carlo Catholic Academy Trust schools have suitable and up-to-date policies for:
        - Child protection
        - Staff code of conduct/staff behaviour
        - Handling allegations of abuse against staff and volunteers
    b. Monitor safeguarding systems and procedures in St Carlo CAT schools
    c. Make sure schools have an appropriate safeguarding response to children who go missing from education
    d. Make sure schools have appropriate online filters and monitoring systems in place
    e. Make sure schools have appointed a designated safeguarding lead (DSL)
    f. Check whether policies and procedures in St Carlo CAT schools are effective and all staff, directors and governors have had the appropriate level of training
    g. Make sure the DSLs have sufficient time, resources and training to carry out their

role effectively

h. Make sure schools promote the educational achievement of looked-after and previously looked-after children
i. Make sure the curriculum covers safeguarding, including online safety
j. Make sure that checks to the single central record (SCR) happen. (Do NOT ask to check the SCR yourself)

2. The Lead Director will report to the Board of Directors on the monitoring work carried out, ensuring that the Board:
   a. Is kept up to date with statutory guidance on safeguarding and child protection and any advice issued locally by safeguarding partners
   b. Is informed about changes that need to be made (e.g. in light of new regulations)
   c. Is informed about the outcome of monitoring activities
   d. Develops its understanding of safeguarding in St Carlo CAT schools and asks challenging questions about safeguarding

The Lead Director for safeguarding will not:

- Produce a safeguarding report to the board, as this is done by the executive lead in consultation with headteachers or DSLs
- Deal with specific safeguarding incidents, but they will be notified by school leaders when they happen

How to conduct this role

The Lead Director Safeguarding will:

1. Scrutinise half-yearly and annual reports from the executive safeguarding lead for information about compliance, safeguarding strengths and any safeguarding priorities and how they will be addressed.
2. Meet twice a year either face-to-face or virtually with the executive safeguarding lead asking for evidence of compliance, safeguarding strengths and any safeguarding priorities and how they will be addressed.
3. Report at least twice yearly, an interim and an annual report, on the outcome of monitoring school safeguarding procedures

Summary of Governance Safeguarding Responsibilities across the Trust

Board of Directors

The Trust Board has strategic leadership responsibility for the Trust's safeguarding arrangements and must comply with its duties under legislation. It must have regard to KCSIE ensuring policies, procedures and training are effective and comply with the law at all times. It will:

- *Receive and scrutinise termly and annual reports from the safeguarding lead director.*
- *Review and change Trust policy, as necessary and act on any recommendations.*
- *Be mindful of safeguarding in all matters discussed*

Lead Director *(this is a summary of the information above)*
The lead director is the board's specialist on safeguarding and will:

- *Keep the board up to date on the latest guidance*
- *Receive and scrutinise reports from the Executive Lead to gain a picture of safeguarding across schools in the Trust, strengths and areas for improvement.*
- *Report to the Trust Board twice a year.*

St Carlo CAT Safeguarding Executive Lead
The St Carlo CAT Executive Lead will:

- *Receive and scrutinise reports from DSLs/Heads. Follow up with anything that stands out as a concern.*
- *Produce a composite twice yearly report representing the picture and identifying trends in Trust schools and present this to the board's safeguarding lead director (see checklist below for example questions).*
- *Ensure a consistent approach to safeguarding across St Carlo CAT schools.*
- *Make recommendations, where necessary.*
- *Respond to any questions from the directors.*

Local Governing Body
The local governing body has local strategic leadership responsibility for the school's safeguarding arrangements and must comply with its duties under legislation. It must have regard to KCSIE ensuring the school's policies, procedures and training are effective and comply with the law at all times. It will:

1. *Receive and scrutinise termly and annual reports from the safeguarding link governor and/or headteacher.*
2. *Act on any recommendations.*
3. *Be mindful of safeguarding in all matters discussed.*

Safeguarding Link Local Governor (if appointed)
The local safeguarding link governor is the specialist on safeguarding for your local governing body and should:

1. *Read Keeping Children Safe in Education (KCSIE) and check that other local governors have done so.*
2. *Undertake safeguarding training annually and make sure other local governors regularly update their training.*
3. *Keep the local governing body up to date with statutory safeguarding and child protection guidance and make recommendations on changes to school policy in the light of new guidance.*
4. *Receive and scrutinise termly and annual reports from the DSL/Head. This means looking for trends and questioning anything that stands out as a concern. From the report, the link governor should expect:*

    - *A picture of the safeguarding context at the school, including how many incidents there have been (anonymised)*
    - *An overview of the safeguarding arrangements in place*
    - *To find out whether the policies, procedures and the single central record are up-to-date and reflect recent changes in legislation*
    - *An indication of the workload of those responsible for managing safeguarding issues, and whether they need more resources*
    - *A sense of whether staff and governors have had all the training they need, including safer recruitment and Prevent training*
    - *A sense of the school's safeguarding strengths, and any safeguarding priorities that will be on an action plan over the next year*
    - *If the report does not provide this information, more information should be requested (use this link for example questions).The link governor should meet the Headteacher/DSL at least annually to discuss safeguarding.*

5. *Report to the local governing body twice a year.*

School Designated Safeguarding Lead (DSL) or Headteacher

1. *Produce a half-yearly and annual safeguarding report (see The Key for possible format) for the executive lead, local governing body (LGB) and/or safeguarding link local governor.*
2. *Respond to any questions they may have.*
3. *Meet with the link governor and executive lead, as required.*

Sources of information

- Diocesan Protocols: Safeguarding
- The Key – Online Training for Lead Director Safeguarding The Key – Safeguarding Monitoring Checklist
- The Key - Questions to Ask About Safeguarding
- The Key – What should the Head or DSLs Annual Safeguarding Report contain
- The Department for Education's statutory safeguarding guidance, Keeping Children Safe in Education
- The DfE's guidance on mental health and behaviour in schools
- The Home Office's Prevent duty guidance
- St Carlo CAT policies

THE ROLE AND RESPONSIBILITIES OF THE LEAD DIRECTOR - SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND)

"There should be a member of the governing body or a sub-committee with specific oversight of the school's arrangements for SEN and disability.

"School leaders should regularly review how expertise and resources used to address SEN can be used to build the quality of whole-school provision as part of their approach to school improvement."

Special Educational Needs and Disability Code of Practice: 0 to 25 Years

Purpose

The Academy Trust has legal duties in relation to pupils with SEND, which are set out in the Children and Families Act 201452 and the statutory guidance, SEND code of practice: 0-25 years. The Trust must also 'take such steps as it is reasonable to have to take to avoid the substantial disadvantage' to a disabled person caused by a provision, criterion or practice applied by or on behalf of a school, or by the absence of an auxiliary aid or service.

The SEND Code of Practice requires the Trust to appoint a director with specific oversight of schools' arrangements for SEND. The expertise and resources used to address SEND should be regularly reviewed to make sure that the quality of provision within our schools and across the Trust meets pupils' needs and improves outcomes (section 6.1-6.7).

The Board of Directors, as governing body of the St Carlo Catholic Academy Trust, has agreed to appoint a director to take leadership responsibility for monitoring school SEND arrangements.

Appointment

A director of the Trust will be appointed to this role at the first meeting of the Board of Directors for a one-year term of office.

Current appointee	
Name	Capacity
John Sexton	Foundation Director

Conduct for school visits

All directors and local governors who visit St Carlo CAT schools must follow the Policy on Visits to St Carlo CAT School for Directors and Local Governors (see documents in GovernorHub).

Role and responsibilities

The Lead Director SEND will:

1. Act as the lead person on the St Carlo CAT Board for SEND.
2. Understand the Trust's responsibilities, as governing board, under the special educational needs and disability (SEND) Code of Practice
3. Actively expand their knowledge in this area by undertaking training relevant to the role and being familiar with the sources of information set out below.
4. Know about the range of different special educational needs and disabilities of pupils in St Carlo CAT schools.
5. Be familiar with the local and national policy context for SEND
6. The Lead Director SEND will receive half-yearly and annual reports from the SEND executive lead and meet with them, as necessary, to make sure that schools:
    a. Make the necessary special educational provision for pupils with SEND
    b. Meet the needs of pupils with SEND
    c. Make reasonable adjustments in line with the Equality Act 2010
    d. Ensure that all pupils with SEND participate in everyday school activities together with pupils without SEND
    e. Have appointed a SEND Co Ordinator (SENCO) who is appropriately trained.
    f. Contribute to the Trust's SEND Information Report and Policy and that the Trust's SEND information report and policy is up to date, compliant and published on the website
7. The Lead Director SEND will report to the Board of Directors on the monitoring work carried out, ensuring that the Board:
    a. Knows about SEND pupils and provision in St Carlo CAT schools and any concerns
    b. Considers SEND in budget discussions
    c. Asks challenging questions about SEND provision and strategies

How to conduct this role

The Lead Director SEND will:

1. Scrutinise half-yearly and annual reports from the SEND executive lead for information about compliance, strengths and priorities and how they will be addressed.
2. Meet twice a year either face-to-face or virtually with the SEND executive lead to discuss and monitor:
    - All aspects of SEND provision
    - How schools use their SEND budget and resources

- The progress that pupils with SEND make compared with pupils without SEND.

2. Scrutinise the Trust's SEND Information Report and Policy making sure it is up to date, compliant and published on the website
3. Report twice yearly, an interim and an annual report, on the outcome of monitoring school SEND arrangements.

Summary of Governance SEND Responsibilities across the Trust

Board of Directors *The St Carlo CAT board of directors exercises strategic oversight of SEND provision in all St Carlo CAT schools and monitors the arrangements and resources used to address SEND to make sure that the quality of provision within our schools and across the Trust meets pupils' needs and improves outcomes. The Board will:* • *Receive and scrutinise reports from the SEND lead director.* • *Review and change Trust policy, as necessary and act on any recommendations.* • *Be mindful of SEND priorities in the Trust Improvement Plan and generally in all matters discussed.*
Lead Director *(this is a summary of the information above)* *The Lead Director is the board's specialist on SEND and will:* • *Scrutinise reports from the SEND executive lead for information about compliance, strengths and priorities and how they will be addressed.* • *Meet with the SEND executive lead to discuss and monitor policy, provision, resources and progress:* • *Report to the Trust Board twice yearly.*
SEND Executive Lead *The St Carlo CAT Executive Lead will:* • *Receive and scrutinise mid-year and annual written or verbal reports from SENDCOs/Heads. Follow up with anything that stands out as a concern.* • *Produce a composite mid-year and annual report representing the picture for Trust schools and present this to the board's SEND lead director (see example questions below).* • *Make recommendations, where necessary.* • *Respond to any questions from the directors.*

Local Governing Body *The local governing body exercises local strategic oversight of its school's SEND provision and monitors the arrangements and resources used to address SEND to make sure that the quality of provision meets pupils' needs and improves outcomes. The local governing body will:* • *Receive and scrutinise half-yearly and annual reports from the Headteacher or SENDCO.* • *Act on any recommendations.* • *Be mindful of SEND priorities in the School Improvement Plan and generally in all matters discussed.*
SENDCO or Headteacher • *Monitor and produce a half-yearly and annual report for the St Carlo CAT executive lead and local governing body on SEND pupils, provision, progress and resources* • *Respond to any questions they may have* • *Meet with the executive lead, as required.*

Sources of information

- Diocesan Protocols: Standards, Working with Other Schools The Key – Online Training for Lead Director SEND
- The Key – SEND Example Question to Ask
- The Key – One page summary of schools' SEND duties The Key – Compliance with SEND legislation: An Overview
- The Key – Summary of SEND Code of Practice
- The Key – The SEND Policy and Information Report The Key – Education, Health and Care Plans
- The Key – What should the Head or DSLs Annual Safeguarding Report contain SEND code of practice: 0-25 years.
- The Equality Act
- St Carlo CAT policies

THE ROLE AND RESPONSIBILITIES OF LEAD DIRECTORS - CATHOLIC EXECUTIVE OFFICER (CEO) PERFORMANCE REVIEW

Purpose

The Board of Directors is ultimately responsible for appraising the CEO following the terms and conditions of the post-holder's contract and the Trust's performance management policy and arrangements. The Chair of Board should lead the performance management process supported by other directors and an external adviser.

Appointment

A minimum of two directors of the Trust will be appointed to this role at the first meeting of the Board of Directors for a one-year term of office.

Current appointees	
Name	Capacity
Evadne Cookman	Foundation Director
Anne Majcherczyk-Olczak	Foundation Director

Meetings

At least two meetings each year: one in the Autumn term to review progress against the previous year's targets and set targets for the new academic year, and a second meeting to conduct an interim review of progress mid-year.

Quorum

Two directors.

Clerking

Trust Board Governance Professional, as required.

Reporting

Article 106 requires that where any power/function has been delegated to a committee/individual, that person/committee shall report any action taken or decision made at the next meeting of the directors.

Role and responsibilities

1. Appoint an external adviser for advice and support on the CEO'S appraisal.
2. Consult the external adviser on setting the CEOs objectives and the appraisal of the CEO.
3. Inform the CEO of the standards against which their performance will be assessed.
4. Set targets for the CEO.
5. Appraise the performance of the CEO, assessing their performance of their role and responsibilities against the relevant standards and their targets.
6. Assess the CEOs professional development needs and the actions needed to address them.
7. Make a recommendation on the CEOs pay to the Resources and Audit Committee, where relevant.
8. Give the CEO a written report of their appraisal which includes the assessments and recommendation above.

Sources of information

- School Teachers Pay and Conditions Document
- Academy Trust Governance Guide (section 5) The Key – Appraisal of CEOs in a MAT
- NGA - CEO & Headteacher performance management

THE ROLE AND RESPONSIBILITIES OF THE DESIGNATED DIRECTOR WHISTLEBLOWING

Purpose

The St Carlo Catholic Academy Trust is committed to the highest possible standards of openness, probity and accountability. To this end, the Trust has adopted a Whistleblowing Policy which sets out the process to be followed if serious concerns are raised about suspected fraud, wrong-doing and impropriety.

The purpose of this lead role is to provide a designated point of contact to investigate and progress relevant disclosures in accordance with the Whistleblowing Policy.

Appointment

One director of the Trust will be appointed to this role at the first meeting of the Board of Directors for a one-year term of office.

Current appointee	
Name	Capacity
Sophia Varadkar	Foundation Director

Meetings

As required.

Reporting

Article 106 requires that where any power/function has been delegated to a committee/individual, that person/committee shall report any action taken or decision made at the next meeting of the directors.

Role and responsibilities

1. To investigate a disclosure in accordance with the Whistleblowing Policy, seeking to establish the facts and decide whether there are grounds for proceeding with a formal investigation.
2. To proceed with a formal investigation if appropriate.
3. To communicate with relevant parties in accordance with the provisions of the Whistleblowing Policy.
4. To seek advice from other parties as necessary.
5. To refer the matter to auditors or the police if appropriate.
6. To produce a report for the Board of Directors who will consider the recommendations and decide what action, if any, to take.

Sources of information

- DFE Academy Trust Handbook (Whistleblowing)
- Academy Trust Governance Guide (7.18) https://www.gov.uk/whistleblowing
- The Key – How to review your whistleblowing policy
- The Department for Education's statutory safeguarding guidance, Keeping Children Safe in Education
- St Carlo CAT policies

THE ROLE AND RESPONSIBILITIES OF THE LEAD DIRECTOR - RELIGIOUS EDUCATION AND CATHOLIC MISSION

Religious Education is the "core of the core curriculum" in a Catholic school

Pope St John Paul II

Purpose

Our Catholic ethos is central and permeates everything we do as a Trust. The objects clause of the Articles makes it clear that our purpose is to advance the Catholic religion in our schools and to conduct ourselves in accordance with the teachings of the Church. Guided by the Diocesan Bishop, we serve as witness to the Catholic faith in Our Lord Jesus Christ.

The Trust is responsible for and has a legal duty to preserve and develop its Catholic character through its mission, ethos, religious education and collective worship.

The Trust Board has agreed to appoint a director to take leadership responsibility for monitoring Religious Education and Catholic life across the Trust.

Appointment

A director of the Trust will be appointed to this role at the first meeting of the Board of Directors for a one-year term of office.

Current appointee	
Name	Capacity
Anne Majcherczyk-Olczak	Foundation Director

Conduct for school visits

All directors and local governors who visit St Carlo CAT schools must follow the Policy on Visits to St Carlo CAT School for Directors and Local Governors (see documents in GovernorHub).

Role and responsibilities

The Lead Director Religious Education (RE) and Catholic Life will

1. Act as the lead person on the St Carlo CAT Board for RE and Catholic Life.
2. Understand the Trust's responsibilities, as governing board, for the preservation and development of the religious and educational character, mission and ethos of Trust schools respecting that each school has its own unique charism.
3. Actively expand their knowledge in this area by undertaking training relevant to the role and being familiar with the sources of information set out below.
4. Receive half-yearly and annual reports from the CEO, who is the RE and Catholic Life St Carlo CAT executive lead person, and meet with them (and others), as necessary, to learn:
    a. About the Catholic character, mission and life of St Carlo CAT schools and how this is embedded in all aspects of school life and leadership
    b. About provision and resources for Religious Education and pupil outcomes
    c. About provision and resources for Relationships and Sex Education (RSHE)
    d. About teaching in other subjects, which supports Gospel values and spiritual and moral growth
    e. About the arrangements for collective worship and pupil participation and engagement
    f. How pupils deepen their understanding and relationship with their Catholic faith and its moral and Catholic social teaching and the impact on pupils' everyday lives
    g. About the spiritual life of the school and the ways in which it informs the moral and spiritual development of pupils
    h. About monitoring and self-evaluation processes (Catholic SEF), priorities for RE and Catholic life and how they are being implemented
    i. About the relationship with the wider St Carlo CAT community – pupils, parents, staff, parishes – and how this enhances the quality of Catholic education and

Catholic formation.

5. The Lead Director will report to the Board of Directors on the monitoring work carried out, ensuring that the Board:
    a. Knows about the provision of Religious Education, Relationships and Sex Education (RSHE), acts of collective worship and Catholic life in St Carlo CAT schools and any concerns
    b. Considers RE and Catholic life in discussions and exercises strategic leadership to fulfil its Catholic mission
    c. Asks challenging questions about the development of the RE and RSHE curriculum and Catholic formation.

How to conduct this role

The Lead Director will:

1. Scrutinise half-yearly and annual reports from the St Carlo CAT Executive Lead (the CEO) for information about compliance with requirements, priorities, strengths and weaknesses and action plans.
2. Meet twice a year either face-to-face or virtually with the St Carlo CAT Executive Lead (the CEO) to discuss and monitor RE, the Catholic development of pupils in other subjects and areas of school life, collective worship, preparedness for S48 RE inspections and response to outcomes
3. Attend St Carlo CAT and school Masses and services by arrangement.
4. Report to the Trust board at least twice yearly on the outcome of monitoring school RE and Catholic life.

Summary of Governance RE and Catholic Life Responsibilities across the Trust

Board of Directors

Within parameters set by the Diocesan Bishop, the St Carlo CAT board of directors has overall responsibility for setting, developing, embedding and monitoring the religious and educational character, mission and ethos of the Trust and its schools. It will:

- *Exercise strategic leadership in this area*
- *Exercise a monitoring role, which includes receiving and scrutinising reports from the RE and Catholic Life lead director*
- *Review and change Trust policy, as necessary, act on any recommendations and take action where there are shortcomings or any risk to the religious character*

- *Be mindful of RE and Catholic life priorities in the Trust Improvement Plan and generally in all matters discussed.*

Lead Director *(this is a summary of the information above)*
The Lead Director is the board's specialist on RE and Catholic Mission and will:

- *Scrutinise half-yearly and annual reports from the St Carlo CAT RE & Catholic Life Executive Lead for information about compliance with requirements, priorities, strengths and weaknesses and action plans.*
- *Meet with the St Carlo CAT RE & Catholic Life Executive Lead to discuss and monitor RE and Catholic life*
- *Report to the Trust board twice yearly.*

St Carlo CAT Catholic Life and RE Executive Lead (the CEO)
The St Carlo CAT Executive Lead will:

- *Monitor and produce composite half-yearly and annual reports representing the picture for Trust schools and present this to the Board's RE and Catholic Life lead director.*
- *Respond to any questions from the lead director.*
- *Make recommendations, where necessary.*
- *Respond to any questions from the board or its committees*

Local Governing Body
The local governing body is responsible for setting, developing, embedding and monitoring the religious and educational character, mission and ethos of the school, bearing in mind Trust policy and in compliance with national and diocesan policy. It will:

- *Exercise strategic local leadership in this area*
- *Exercise a monitoring role, which includes receiving and scrutinising reports from the Headteacher or RE link local governor (if appointed).*
- *Review and change school policy, as necessary, act on any recommendations and take action where there are shortcomings or any risk to the religious character of the school.*
- *Be mindful of RE and Catholic life priorities in the School Improvement Plan and generally in all matters discussed.*

Catholic Life and RE Link Local Governor *(if appointed)*
The Link Local Governor will:

- *Report half-yearly and annually to the local governing body.*
- *Respond to any questions they may have.*
- *Meet twice a year either face-to-face or virtually with the Headteacher and/or others (e.g. subject leader, chaplain) to discuss and monitor the RE curriculum, the Catholic development of pupils in other subjects and areas of school life, collective worship, preparedness for S48 RE inspections and response to outcomes*
- *Visit lessons and/or attend school Mass, by arrangement with the Headteacher*

Headteacher and/or others (subject leader, chaplain)
If a link local governor for RE and Catholic Life has been appointed

- *Meet twice a year either face-to-face or virtually with the link local governor to report on the RE curriculum, the Catholic development of pupils in other subjects and areas of school life, collective worship, preparedness for S48 inspections and response to outcomes*
- *Respond to any questions from the local governing body*

Sources of information

- St Carlo CAT Mission St Carlo CAT Policies
- RCDOW – Catholic Life Resources RCDOW Religious Education resources RCDOW – Prayer & Liturgy resources
- RCDOW – Relationships and Sex Education Resources
- Religious Education Curriculum Directory (RED – To Know You More Clearly RCDOW – Religious Education Key Policies and Documents

- Catholic Schools Inspectorate
- Diocesan Protocols: Safeguarding, Care for Creation, Standards, Religious Education, Inspections, Collective Worship, Relationships and Sex Education, Working with Other Schools (see governorhub)
- Academy Trust Governance Guide (7.72) School Standards and Framework Act 1998
- DfE RE and Collective Worship in Academies and Free Schools The Key – Section 48 inspections
- The Key – The role of the RE link governor