



This document takes the Terms of Reference and places them in specific months across the year to form...

2023 – 2024 Trust Annual Calendar: Schedules of Business for committees, Executive and Headteachers

The following tables do not list every role and responsibility. Instead what follows is a scheduling only of roles and responsibilities that must be undertaken at a certain time of year in order for the operation of the Trust to run smoothly. Any matters which are ongoing / constant (e.g. 'participating in the local fair access protocol', or 'implementing safeguarding policy' etc. etc.) will not appear on this schedule because they are undertaken 'all the time'. Therefore, this document must be read in conjunction with the Trust Terms of Reference which lists all roles and responsibilities in great detail.

v 05.07.23

Formation of committees and sub-committees

Name of committee	Responsibilities (as set out in the Roles and Responsibilities document)	Membership	Meeting dates (LGBs to decide their exact date to suit)
Trust Board Meeting (TBM)	Overall responsibility for the Trust: Governance and all areas.	All directors (6)	12 th Sep, 29 th Nov, 26 th Feb, 23 rd Apr, 19 th Jun
Trust Business Committee (TBC)	Whole Trust: Finance, contracts, admissions, communications & IT management, health & safety, risk and premises / school estate	3 directors (not on TEC), not chaired by Trust Chair	18 th Sep, 22 nd Nov, 6 th Feb, 11 th Jun, 8 th Jul
Trust Education Committee (TEC)	Whole Trust: Standards, curriculum, SEND, safeguarding, behaviour, other pupil related matters, staffing	3 directors (not on TBC), not chaired by Trust Chair	17 th Oct, 10 th Jan, 25 th Apr, 15 th Jul
School Local Full Governing Body (LFGB)	Oversight of whole-school and all matters delegated to LGB: Governance and all areas.	All LGB governors	Sept, Nov, Jan, May, Jul
School Business Committee (SBC)	Whole School: Finance, contracts, admissions, communications & IT management, health & safety, risk and premises / school estate	Half of governors (not in SEC), not chaired by LGB Chair	Nov, Feb, Apr, May, Jun <i>nb SBC will meet at other times as required by the FLGB to discharge their Admissions function</i>
School Education Committee (SEC)	Whole School: Standards, curriculum, SEND, safeguarding, behaviour, other pupil related matters, staffing	Half of governors (not in SBC), not chaired by LGB Chair	Sep, Nov, Jan, Apr, Jun

nb separate 'committees' will need to be formed by the LGB as required, e.g. Pay (Chair, Vice Chair + 1 other), Disciplinary, Student etc.

- LGB Chair & Director (with Exec) meetings: 10th Oct, 1st May
- Headteacher & Exec meetings: 7th Sep, 5th Oct, 9th Nov, 7th Dec, 18th Jan, 22nd Feb, 18th Apr, 16th May, 20th Jun, 11th Jul (all 1:30pm).
- Headteacher conferences: 9th Jan, 6th Jun.
- Safeguarding operational committee (SG lead staff from each school): 9th Oct, 15th Jan, 29th Apr (all 1:30pm).
- Health & safety operational committee (SG lead staff from each school): 9th Oct, 15th Jan, 29th Apr (all 10am).
- Finance briefings (all finance lead staff): every Wednesday in term time, 11am.

Directors	Executive	Local Governing Bodies	Headteachers
<p>TBM meeting Governance a. Elect Chair, Vice Chair, Business Chair & Vice Chair, Education Chair & Vice Chair, Safeguarding, H&S, and SEND directors. b. Complete business and pecuniary interests forms. c. Complete 'Undertaking to Bishop' and Code of Conduct forms. d. Ensure Clerk & CoSec appointed. e. Receive reviews of LGB SEFs, skills matrices and LGB Chair 360 reviews. f. Receive summaries of FLGB minutes.</p> <p>TBC meeting Finance g. Ensure CFO & Accounting Officer (CEO) appointed. h. Receive monthly management accounts & 3yr rolling budgets (by email). i. Conduct annual appraisal for CEO.</p> <p>Risk j. Receive confirmation from the exec that all warranties, indemnities and insurances are procured as required, along with terms and conditions met.</p> <p>Premises k. Review the annual statement of compliance re Premises management.</p> <p>Communications and Information Management l. Receive GDPR and ICO report.</p>	<p>Governance a. Ensure GIAS, Companies House, ICO and other records / registrations are up to date. b. Prepare draft of all Trust policies for review, except for safeguarding which is provided by email as close to 1st Sept as possible. c. Deliver Trust-wide staff, pupil and parent surveys. d. Make arrangements for headteacher appraisal. e. Conduct appraisal for the executive (non-CEO) and central team. f. Review minutes from previous term FLGB and report to directors.</p> <p>Finance g. Complete audit and year end. h. Submit the end of year certificate for teachers' pension audit.</p> <p>Standards i. Set pupil target setting methodology for schools. j. Set out JARV / HiP process to support schools with standards, teaching and learning reviews and quality assurance. k. Set out headteacher appraisal process. l. Work with headteachers to review high-impact project progress.</p> <p>Safeguarding m. Review the central and director's entries into the SCR and provide to schools as required.</p>	<p>LFGB meeting Governance a. Elect chair, vice chair, chairs of any sub-committees, SEND, H&S, pupil premium, finance & safeguarding lead governors. b. Ensure compliance with constitution and report any issues with solutions (supported by headteacher) to exec. c. Adopt the schedules of business and all Trust documentation (scheme of delegation, terms of reference etc.) as provided. d. Appoint clerk and provide details to CEO. e. Provide business and pecuniary interests register to exec. f. Complete undertaking to bishop and code of conduct forms and pass to exec. g. Review final draft of the school development plan, checking Catholicity especially, and connection to Trust mission, vision and strategy. h. Review annual staffing report from Headteacher and provide copy and comments to exec.</p> <p>SEC meeting Standards i. Ensure the school sets academic pupil targets according to Trust/DfE methodology. j. Ensure the academy is ready for inspection, reporting any issues to exec. k. Ensure SENDCo appointment and all training in place as required, reporting issues to exec as required. Review compliance with SE2 from headteacher terms of reference.</p>	<p>Governance a. Produce headteacher report for previous term (incl. pupil progress data, quality of education/curriculum review, SEND provision, safeguarding incl. of vulnerable pupils, compliance with safeguarding annual planner, behaviour-exclusions, complaints, sports & pupil premium, attendance). b. Provide LGB with a fully detailed schedule of business, working with the exec on any additions to the Trust schedule. c. Ensure GIAS up to date incl. governance. d. Analyse results of surveys and provide a report for LGB. e. Produce evidence for appraisal, along with draft targets and success criteria for the year.</p> <p>Finance f. Contribute to audit and year end process. g. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Standards h. Ensure pupil targets set for each child. i. Review readiness for inspection and report to LGB.</p> <p>SEND j. Confirm SENDCo appointment to LGB. k. Assure LGB that all SEND training is in place. l. Secure all areas of SE2 from terms of reference.</p> <p>Safeguarding m. Ensure compliance with headteacher terms of reference SA1-4, incl. DSL/LAC/low-level nominated persons, compliance with policy, training requirements, HCC audits, risk assessments, trips.</p>

October

Directors	Executive	Local Governing Bodies	Headteachers
<p>Finance</p> <p>a. Receive monthly management accounts & 3yr rolling budgets (by email).</p> <p>b. Receive from CEO, and approve, headteacher pay recommendations (by email)</p> <p>TEC meeting</p> <p>Standards</p> <p>c. Receive termly standards report.</p> <p>d. Receive annual exit interview report.</p>	<p>Governance</p> <p>a. Review school development plans, check Catholicity especially.</p> <p>b. Conduct headteacher appraisal.</p> <p>Finance</p> <p>c. Complete audit and year end.</p> <p>d. Complete the land and buildings collection tool.</p> <p>Standards</p> <p>e. Monitor pupil target setting methodology compliance.</p> <p>f. Take part in JARV/HIP 1.</p> <p>g. Work with headteachers to review high-impact project progress.</p> <p>Premises</p> <p>h. Work with the Trust building consultants to ready schools for CIF bid submission.</p> <p>Staffing</p> <p>i. Annual review of exit interview summaries provided by each school.</p>	<p>Governance</p> <p>a. (Chair & Vice Chair) Take part in exec-led headteacher appraisal process.</p>	<p>Governance</p> <p>a. Receive policies and work with LGB to provide exec with any feedback.</p> <p>Finance</p> <p>b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Standards</p> <p>c. Engage in JARV/HIP visit 1, including curriculum, standards, teaching and learning review.</p> <p>Safeguarding</p> <p>d. Assist LGBs with SCR inspection.</p> <p>Health and Safety</p> <p>e. Prepare any particular elements of the H&S policy as required for the school in consultation with the exec.</p> <p>f. Work with LGB to ensure all elements of site-wide inspection and risk assessments are completed as required, adhered to and reviewed. Report issues to exec.</p> <p>g. Conduct an annual accident analysis and report it to the LGB and exec.</p> <p>Risk</p> <p>h. Prepare the risk register for the school.</p> <p>Premises</p> <p>i. Work with building consultants to ready CIF bid submission, and ensure that interim risk assessments are in place to adequately and manage compliance and safety before and during works onsite.</p>

Directors	Executive	Local Governing Bodies	Headteachers
<p>TBM meeting Governance</p> <ul style="list-style-type: none"> a. Review and approve all Trust policies. b. Receive a summary of parent, pupil and staff surveys. e. Review interests register across the Trust. f. Review undertaking to Bishop & code of conduct forms from LGB. <p>TBC meeting Finance</p> <ul style="list-style-type: none"> g. Receive monthly management accounts & 3yr rolling budgets (by email). <p>Health and Safety</p> <ul style="list-style-type: none"> h. Receive the exec health and safety report (previous term) and Statlog compliance summary, taking actions where necessary. <p>Premises</p> <ul style="list-style-type: none"> i. Receive the exec summary of CIF bid work, and approve / review selections. Receive report from exec where premises safety cannot be adequately managed by the school. 	<p>Governance</p> <ul style="list-style-type: none"> a. Receive headteacher report, analysing all issues for directors (create dashboard). <p>Finance</p> <ul style="list-style-type: none"> b. Review and approve finalised accounts including all items in terms of reference F14c. <p>Standards</p> <ul style="list-style-type: none"> c. Create termly standards report for directors, including actions for intervention as required. d. Work with headteachers to review high-impact project progress. <p>SEND</p> <ul style="list-style-type: none"> e. Receive assurance from LGBs re SEND, and report to directors accordingly. <p>Safeguarding</p> <ul style="list-style-type: none"> f. Receive safeguarding assurance report from LGB. 	<p>LFGB meeting Governance</p> <ul style="list-style-type: none"> a. Ensure all policies are adopted and completed as required. b. Review headteacher report, including safeguarding, SEND provision, vulnerable pupil review, compliance with annual safeguarding planner, pupil progress data and any interventions necessary, and quality of education / curriculum review, behaviour-exclusions, complaints, sports and pupil premium, attendance. c. Review results of surveys and send report to the exec. <p>SEC meeting Standards</p> <ul style="list-style-type: none"> d. Receive JARV/HiP review 1. <p>Safeguarding</p> <ul style="list-style-type: none"> e. Monitor compliance with the SCR. f. Review compliance with the annual safeguarding planner and governance terms of reference SA1-4, reporting any issues to the exec. <p>SBC meeting Risk</p> <ul style="list-style-type: none"> g. Receive the risk register and pass the school annual risk report to the exec. highlighting specifically any issues or risks (including premises / health & safety issues) that cannot be adequately managed by the risk assessments in place and/or by the school (this is done on an ongoing basis, but with an annual official report at this point). <p>Finance</p> <ul style="list-style-type: none"> h. Receive monthly headteacher financial summaries (P1 & P2, incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure. i. Review finalised school accounts. <p>Premises</p> <ul style="list-style-type: none"> j. Review CIF bid submission documents, reporting to the exec re any interim safety issues that cannot be adequately managed. <p>Communications</p> <ul style="list-style-type: none"> k. Conduct a communications review at the school to ensure systems are working well with parents, pupils and staff. Report any issues to exec, including re communications within / across the Trust. <p>Health and Safety</p> <ul style="list-style-type: none"> l. Ensure compliance with all H&S requirements as per policy, for example site-wide inspections / audits and reviews as required, and report any issues arising to the exec. m. Ensure compliance with Statlog, provide Trust Statlog compliance report to exec and highlight any non-compliance. 	<p>Governance</p> <ul style="list-style-type: none"> a. Receive final Trust policies and adopt or complete & adopt as required. <p>Finance</p> <ul style="list-style-type: none"> b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. <p>Health and Safety</p> <ul style="list-style-type: none"> c. Report on Statlog compliance to LGB.

December

Directors	Executive	Local Governing Bodies	Headteachers
<p>Finance</p> <p>a. Receive monthly management accounts & 3yr rolling budgets (by email).</p>	<p>Governance</p> <p>a. Review any inspection outcomes and secure actions as needed.</p> <p>Finance</p> <p>b. Create post-audit action plan.</p> <p>Other</p> <p>c. Work with headteachers to agree term dates and Trust INSET for year commencing in 18 months.</p> <p>Health & Safety</p> <p>d. Receive accident analyses from schools and report to directors.</p> <p>Risk</p> <p>e. Update the Trust risk register.</p> <p>Standards</p> <p>f. Work with headteachers to review high-impact project progress.</p>		<p>Finance</p> <p>a. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>b. Review contracts re compliance to policy and ethical procedures.</p>

January

Directors	Executive	Local Governing Bodies	Headteachers
<p>Finance</p> <p>a. Receive monthly management accounts & 3yr rolling budgets (by email).</p> <p>TEC meeting</p> <p>Standards</p> <p>b. Receive exec summary of JARV/HiP visit 1 (curriculum, standards, teaching and learning).</p>	<p>Governance</p> <p>a. Annual review of strategic direction (incl. mission, vision & strategy), membership fee, scheme of delegation, terms of reference, roles and responsibilities, and other associated documents.</p> <p>Finance</p> <p>b. Annual review of ‘musts’ from academies handbook.</p> <p>c. Draft financial documentation to include all terms of reference FI3c.</p> <p>d. Prepare annual contracts analysis (incl. compliance and ethical review).</p> <p>e. Prepare SRMSAT.</p> <p>f. Prepare gender pay gap report.</p> <p>Health and Safety</p> <p>g. Review last term’s Statlog reports from heads and LGBs and report to directors.</p> <p>Standards</p> <p>h. Work with headteachers to review high-impact project progress.</p>	<p>LFGB meeting</p> <p>Governance</p> <p>a. Review headteacher report, including safeguarding, SEND provision, vulnerable pupil review, compliance with annual safeguarding planner, pupil progress data and any interventions necessary, and quality of education / curriculum review, behaviour-exclusions.</p> <p>b. Review business and pecuniary interests register and pass to exec.</p> <p>SEC meeting</p> <p>Standards</p> <p>c. Ensure the academy is ready for inspection, reporting any issues to exec.</p> <p>d. Conduct a mid-point sdp review and report issues to the exec.</p> <p>Safeguarding</p> <p>e. Monitor compliance with the SCR.</p> <p>f. Review compliance with the annual safeguarding planner and governance terms of reference SA1-4, reporting any issues to the exec.</p>	<p>Governance</p> <p>a. Produce headteacher report for previous term (incl. pupil progress data, quality of education/curriculum review, SEND provision, safeguarding incl. of vulnerable pupils, compliance with safeguarding annual planner, behaviour-exclusions, complaints, sports and pupil premium, attendance).</p> <p>b. Create a summary of staff appraisal pay progression for LGB and exec.</p> <p>c. Review readiness for inspection and report to LGB.</p> <p>d. Undertake annual website compliance check. Check GIAS. Report to LGB.</p> <p>Finance</p> <p>e. Work with exec to review financial and educational benefit from membership fee, passing report for LGB to CEO.</p> <p>f. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Safeguarding</p> <p>g. Ensure compliance with headteacher terms of reference SA1-4, incl. DSL/LAC/low-level nominated persons, compliance with policy, training requirements, HCC audits, risk assessments, trips.</p>

February

Directors	Executive	Local Governing Bodies	Headteachers
<p>TBM meeting Governance a. Spring Review of delegation documentation and strategic direction. b. Receive summaries of FLGB minutes.</p> <p>TBC meeting Finance c. Review finance documentation as part of spring review. d. Agree membership fee for the following year. e. Receive monthly management accounts & 3yr rolling budgets (by email). f. Review annual contracts analysis (incl. ethical review). g. Review related party transactions. h. Review 'musts' from Academies Handbook exec summary. i. Receive the SRMSAT. j. Review and approve the gender pay gap report.</p> <p>Health and Safety k. Receive the exec health and safety report and Statlog compliance summary, taking actions where necessary.</p> <p>Governance l. Review post-audit action plan.</p> <p>SEND m. Receive the SEND report.</p> <p>Health and Safety n. Receive the annual accident analysis report.</p> <p>Risk o. Receive the updated Trust risk register.</p>	<p>Governance a. Produce headteacher & staff appraisal summary for directors. b. Provide company & academy website compliance checks to directors. c. Receive headteacher report, analysing all issues for directors (create dashboard). d. Review minutes from previous term FLGB and report to directors.</p> <p>Standards e. Receive sdp reports from LGBs and report any issues to directors. f. Take part in JARV/HiP visit 2. g. Work with headteachers to review high-impact project progress.</p>	<p>SBC meeting Finance a. Receive updated monthly headteacher financial summaries (incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure. b. Review post-audit action plan.</p> <p>Communications c. Review the Headteacher website compliance check.</p> <p>Health and Safety / Accessibility d. Receive the accessibility, equality, gender & diversity objectives and plan and provide a summary to the executive. e. Ensure compliance with Statlog, provide Trust Statlog compliance report to exec and highlight any non-compliance.</p> <p>Risk f. Review the risk register scores received from the headteacher and report any updates to the exec.</p>	<p>Governance a. Contribute to exec strategic direction and documentation review. b. Support LGB with register review.</p> <p>Finance c. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Standards d. Engage with JARV/HiP visit 2.</p> <p>Safeguarding e. Assist LGBs with SCR inspection</p> <p>Health and Safety f. Create the accessibility, equality, gender & diversity objectives and plan and submit to LGB. g. Report on Statlog compliance to LGB.</p> <p>Risk h. Review the risk register assessment for LGBs.</p>

March

Directors	Executive	Local Governing Bodies	Headteachers
<p>Finance</p> <p>a. Receive monthly management accounts & 3yr rolling budgets (by email).</p>	<p>Governance</p> <p>a. Review any inspection outcomes and secure actions as needed.</p> <p>b. Finalise draft schedules of business, scheme of delegation and associated documentation (above) for following year.</p> <p>Finance</p> <p>c. Prepare draft budget.</p> <p>d. Complete financial and educational impact from membership fee review.</p> <p>Standards</p> <p>e. Create termly standards report for directors, including actions for intervention as required.</p> <p>f. Oversee the identification of four Trust-wide high impact projects (incl. CPD / Trust INSET / HT resilience programme) with predetermined outcomes.</p> <p>g. Work with headteachers to review high-impact project progress.</p> <p>Safeguarding</p> <p>h. Receive safeguarding assurance report from LGB.</p>		<p>Finance</p> <p>a. Work with CFO on draft budget.</p> <p>b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Standards</p> <p>c. Work with the exec to identify four Trust-wide high impact projects (to incl. CPD / Trust INSET / HT resilience programme) with predetermined success criteria that are integral (not bolt on) to meeting the school's development needs.</p> <p>Curriculum</p> <p>d. Review that the curriculum policy, SRE, RE & collective worship provision is fully compliant. Report issues to LGB and be ready to engage with exec review process.</p> <p>Staffing</p> <p>e. Report an annual review to the exec re the effectiveness of staffing policy operation, including wellbeing, training / induction, reserved posts, absence reviews, disciplinary issues, other policies used (e.g. grievance) and whether they are working well in the school.</p> <p>f. Review the sustainability of staffing structures in the school.</p> <p>Communication and Information Management</p> <p>g. Report annual review of GDPR and ICO events to LGB.</p>

April

Directors	Executive	Local Governing Bodies	Headteachers
<p>Finance</p> <p>a. Receive monthly management accounts & 3yr rolling budgets (by email).</p> <p>TBM meeting</p> <p>Governance</p> <p>b. Undertake annual governance SEF, skills matrix review (provide to members), and review director recruitment plan. Arrange external governance evaluation.</p> <p>c. Review headteacher and staff appraisal.</p> <p>d. Review interests register across the Trust.</p> <p>e. Receive financial and education impact from membership fee (from CEO report).</p> <p>f. Receive the accessibility, equality, gender & diversity objectives and plan</p> <p>TEC meeting</p> <p>Standards</p> <p>g. Receive termly standards report.</p> <p>h. Receive exec summary of JARV/HiP visit 2 (curriculum, standards, teaching and learning).</p>	<p>Governance</p> <p>a. Review minutes from previous terms FLGB and report to directors.</p> <p>Finance</p> <p>b. Prepare draft budget.</p> <p>Curriculum</p> <p>c. Engage with headteachers to prepare a Trust-wide curriculum policy to deliver a broad, balanced, Catholic character-led, Gospel values based provision (incl. SMSC).</p> <p>Risk</p> <p>d. Rescore the risk register as required.</p> <p>e. Review the critical incident plan and report any issues to directors.</p> <p>Standards</p> <p>f. Work with headteachers to review high-impact project progress.</p>	<p>SBC meeting</p> <p>Finance</p> <p>a. Receive updated monthly headteacher financial summaries (incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure.</p> <p>SEC meeting</p> <p>Standards</p> <p>c. Review the headteacher’s informal report on Trust-wide development projects, and report to exec if they are not felt to be of sufficient focus or value.</p> <p>d. Receive JARV/HiP visit 2 report.</p> <p>b. Receive special curriculum headteacher report on curriculum, SRE, RE & collective worship, ensuring a report goes to exec re any issues over compliance.</p> <p>Staffing</p> <p>e. Receive the headteacher review and provide a copy of the report, along with any comments, to the exec.</p> <p>f. Receive headteacher report on staff appraisals and ensure that the policies in place are working effectively, reporting any issues to the exec.</p>	<p>Governance</p> <p>a. Produce headteacher report for previous term (incl. pupil progress data, quality of education/curriculum review, SEND provision, safeguarding incl. of vulnerable pupils, compliance with safeguarding annual planner) and monitoring report on free school meals, behaviour-exclusions, complaints, sports & pupil premium, attendance.</p> <p>b. Support the chair and exec to find a 360-process which works for the LGB chair.</p> <p>Finance</p> <p>c. Work with CFO on draft budget production.</p> <p>d. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>SEND</p> <p>e. Review the local offer and appropriateness of policy and report any changes to LGB.</p> <p>Safeguarding</p> <p>f. Ensure compliance with headteacher terms of reference SA1-4, incl. DSL/LAC/low-level nominated persons, compliance with policy, training requirements, HCC audits, risk assessments, trips.</p> <p>Admissions</p> <p>g. Produce an admissions strategy report for LGB, including analysis of recruitment, future demand and compliance with admissions determination procedures and Trust policy.</p> <p>Health and Safety</p> <p>h. Report on Statlog compliance to LGB.</p>

May

Directors	Executive	Local Governing Bodies	Headteachers
<p>Finance</p> <p>a. Receive monthly management accounts (by email).</p>	<p>Finance</p> <p>a. Review post audit-action plan, reporting any issues to directors.</p> <p>b. Complete the draft year end certificate for teachers pensions.</p> <p>Curriculum</p> <p>c. Engage with headteachers to prepare a Trust-wide curriculum policy to deliver a broad, balanced, Catholic character-led, Gospel values based provision (incl. SMSC).</p> <p>Staffing</p> <p>d. Review operation of staffing policies reports from headteachers and LGBs, and being to prepare documentation for the following academic year.</p> <p>e. Review management teams in place in each school – checking staffing structure suitability and viability.</p> <p>f. Review provision of Catholic leadership development programmes.</p> <p>Standards</p> <p>g. Work with headteachers to review high-impact project progress.</p>	<p>SBC meeting</p> <p>Finance</p> <p>a. Consider draft budget.</p> <p>b. Review post-audit action plan.</p> <p>Health and Safety</p> <p>c. Ensure compliance with Statlog, provide Trust Statlog compliance report to exec and highlight any non-compliance.</p> <p>Admissions</p> <p>d. Review headteacher admissions report, ensuring compliance with the diocesan determination timeline, Trust policy, and the provision of effective arrangements to recruit and administer admissions. Report annual admissions review to exec.</p> <p>LFGB meeting</p> <p>Governance</p> <p>e. Receive consultation from directors re Trust documentation (scheme of delegation etc.). Take part in strategic direction discussion.</p> <p>f. Review headteacher report, including safeguarding, SEND provision, vulnerable pupil review, compliance with annual safeguarding planner, pupil progress data and any interventions necessary, and quality of education / curriculum review, behaviour-exclusions, complaints, sports and pupil premium, attendance.</p> <p>g. Complete CES governance SEF, skills matrix and succession planning.</p> <p>h. LGB to work with CEO on 360 LGB chair review.</p> <p>i. Review headteacher’s draft annual report</p> <p>Communications and Information Management</p> <p>j. Review Headteacher annual GDPR and ICO report and provide copy with comments to exec.</p>	<p>Governance</p> <p>a. Produce draft annual report according to Trust proforma (to include standards & curriculum).</p> <p>Finance</p> <p>b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Standards</p> <p>c. Begin drafting school development plan, and ensure it includes success criteria from the four Trust high-impact improvement projects for next year. Work with exec where impact from Trust wide projects need amplification.</p> <p>d. Assist LGB with SCR inspection.</p> <p>Behaviour</p> <p>e. Review school behaviour procedures and check compliance with DfE regulation. Produce exclusions report. Provide a copy to LGB and exec.</p>

Directors	Executive	Local Governing Bodies	Headteachers
<p>TBM meeting Governance</p> <p>a. Receive any consultation response from LGBs on Trust documentation. Publish final documentation for following year.</p> <p>b. Receive summaries of FLGB minutes.</p> <p>TBC meeting Finance</p> <p>c. Finalise finance documentation as part of the above review, ensuring FI3 from terms of reference included.</p> <p>d. Receive monthly management accounts & 3yr rolling budgets (by email).</p> <p>Health and Safety</p> <p>e. Receive the exec health and safety report and Statlog compliance summary (previous term), taking actions where necessary.</p> <p>Risk</p> <p>f. Receive the updated risk register.</p>	<p>Governance</p> <p>a. Receive headteacher report incl. free school meals review, analysing all issues for directors (create dashboard).</p> <p>Finance</p> <p>b. Prepare final budget.</p> <p>c. Decide upon KPI for following year.</p> <p>Standards</p> <p>d. Create termly standards report for directors, including actions for intervention as required.</p> <p>e. Review draft school development plans, noting carefully the intended success criteria for Trust-wide high impact projects.</p> <p>f. Work with headteachers to review high-impact project progress.</p> <p>SEND</p> <p>g. Receive reports from LGBs and create any adjustments to the SEND compliance and provision policy.</p> <p>Behaviour</p> <p>h. Prepare annual exclusions report.</p> <p>i. Receive school behaviour policies, ensuring Catholic ethos protected and compliance with DfE guidance.</p> <p>j. Prepare overarching behaviour policy for Trust.</p> <p>Admissions</p> <p>k. Prepare annual report on admissions, overviewing future demand and provision of places.</p> <p>l. Prepare Trust admissions policy.</p> <p>m. Support schools with any admissions consultations required in the autumn.</p> <p>n. Review marketing materials.</p> <p>Communications and Information Management</p> <p>o. Review annual GDPR and ICO report from schools and report to directors.</p>	<p>SEC meeting Safeguarding</p> <p>a. Monitor the compliance with policy, HCC annual audits and training requirements, safeguarding offsite (e.g. trips), and produce an annual report for the exec making any recommendations as necessary.</p> <p>b. Procure and review a SCR annual external inspection, and an annual external validation of a sample of HCC safeguarding audits.</p> <p>c. Review compliance with the annual safeguarding planner and governance terms of reference SA1-4, reporting any issues to the exec.</p> <p>Behaviour</p> <p>d. Review headteacher's behaviour procedures (permeated by Gospel-values driven ethos), compliance with DfE regulation and exclusions report. Report issues to the exec.</p> <p>Standards</p> <p>e. Work with the Headteacher to ensure that the school development plan draft secures strong enough high-impact outcomes from the four Trust-wide projects, and that these are integral to (not bolt on) meeting the school's development priorities.</p> <p>SEND</p> <p>f. Review the headteacher report on SEND provision and policy, providing a copy to the exec.</p> <p>SBC meeting Finance</p> <p>g. Receive updated monthly headteacher financial summaries (incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure.</p> <p>h. Review financial and education impact from membership fee (from CEO report).</p> <p>Risk</p> <p>i. Review all warranties / indemnities and insurances are procured as required, and that their terms and conditions are complied with.</p> <p>Premises</p> <p>j. Audit and test the headteacher annual premises statement, either through already-implemented H&S site-audits (such as for fire-risk-assessment, asbestos management, electrical safety and legionella testing etc.) or by reviewing the communication from buildings consultants and the existence and adequacy of risk assessments in place for building / premises works. Provide assurance to the exec.</p>	<p>Governance</p> <p>a. Write summary report of LGB SEF for exec.</p> <p>Finance</p> <p>b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.</p> <p>Safeguarding</p> <p>c. Produce an annual report confirming operational compliance with policy, safeguarding offsite (e.g. trips), SCR external review, completion of HCC annual audits and actions arising, and training compliance.</p> <p>Premises</p> <p>d. Annual confirmation to the exec and LGB: that the school uses the diocesan and Trust retained building consultant; that all buildings / premises projects will be monitored by the headteacher to be fully compliant, supported by the building consultants; and that all 'testing' issues across the premises are complied with, incl. but not limited to asbestos, legionella, fire risk assessment, electrical safety.</p>

July

Directors	Executive	Local Governing Bodies	Headteachers
<p>TBC meeting</p> <p>Finance</p> <ul style="list-style-type: none"> a. Review and approve budget forecast for submission to ESFA. b. Appoint auditors with permission from members. c. Receive monthly management accounts & 3yr rolling budgets (by email). d. Approve KPI for next year. <p>Admissions</p> <ul style="list-style-type: none"> e. Receive admissions report ensuring provision of sufficient places, compliance with regulation, and effective admissions arrangements across the Trust. f. Review admissions policy for the Trust. <p>TEC meeting</p> <p>Standards</p> <ul style="list-style-type: none"> g. Receive termly standards report. <p>SEND</p> <ul style="list-style-type: none"> h. Receive the SEND proposal from the exec. ready for new policy to be proposed next academic year. <p>Curriculum</p> <ul style="list-style-type: none"> i. Review curriculum policy proposed for following year, esp. terms of reference CU2/3. <p>Staffing</p> <ul style="list-style-type: none"> j. Receive staffing analysis report from exec. and consider any recommendations as necessary. 	<p>Governance</p> <ul style="list-style-type: none"> a. Begin compiling draft Annual Report. b. Review LGB governance SEFs and skills matrices; report on effectiveness. c. Review any inspection outcomes and secure actions as needed. <p>Finance</p> <ul style="list-style-type: none"> d. Issue letters of engagement to auditors. <p>Safeguarding</p> <ul style="list-style-type: none"> e. Receive the LGB annual report and monitor compliance, producing an annual safeguarding report for the Trust board. f. Review director's tracking of their own training. g. Check each academy will have a DSL, LAC-co-ordinator and low-level concerns manager for policy insertion during August. <p>Risk</p> <ul style="list-style-type: none"> h. Receive confirmation from LGB that all warranties, indemnities and insurances are procured as required, along with terms and conditions met. <p>Premises</p> <ul style="list-style-type: none"> i. Receive LGB confirmation of premises management, and report to directors including highlighting any issues accordingly. 	<p>LFGB meeting</p> <p>Governance</p> <ul style="list-style-type: none"> a. Provide exec with final annual report. 	<p>Finance</p> <ul style="list-style-type: none"> a. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. <p>Risk</p> <ul style="list-style-type: none"> b. Procure all warranties / indemnities / insurance as required, and ensure that their terms and conditions are complied with. c. Review the critical incident plan, ready the school according to the plan, and report any issues to exec and LGB. <p>Staffing</p> <ul style="list-style-type: none"> d. Produce annual exit interview summary for LGB

August

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts (by email). b. Email approval of the safeguarding policy.	Safeguarding a. Prepare safeguarding policy for adoption as close to 1 st September as possible.		