

Core Purpose and Core Function

This document aims to provide Heads and Local Boards with a brief summary of the Directors' views on why the Trust exists (Core Purpose) and what it is the Trust Central Team does (Core Function). A draft version was discussed with Headteachers on 13th May, and as per the minutes of that meeting on 13th May, all were supportive and wanted to quickly move forward to realise the proposed Function and Purpose. The CEO shared the draft and Heads reaction with Directors on 6th June. As a result, Directors now believe these Core Purposes and Functions are ready for and worthy of their presenting to Local Boards.

Core Purpose

Mission *(our united purpose)*

“Inspired by the teachings of Christ and the example of St Francis, we strive for excellence, cherishing every child in our care as a unique thumbprint of God, enabling all to realise their full potential.”

Strategy *(how we will deliver the mission)*

“The Strategic Plan for the Trust is to enable and invest in an organisation which is always improving the quality of what we do; delivering the highest quality Catholic Education for generations to come. Our Trust is blessed with effective and committed academy leadership, where focussed and challenging local governance is provided for each Academy by the Local Governing Bodies on behalf of the Trust Board. Our Trust values the scrutiny of local governance and trust directors to support and challenge our leaders to deliver the best quality of educational provision and pupil outcomes. Through planned investment and central functions, Academy leaders and Local Governing Bodies will be increasingly liberated to focus on the true heartbeat of each school: the pupils, parents and staff.”

Vision *(what it will look like when we fulfil the mission)*

“The very best possible Catholic education, now and for generations to come.”

Core Function

1. Quality of Education

- a. Managing School performance
 - a. Overseeing standards of education, leadership & management, personal development and behaviour & attitudes
 - b. Understanding, assessing and reporting on all pupil progress data and sub groupings (e.g. Pupil Premium, SEND) across the schools

- c. Establishing agreed benchmarks for school performance
- d. Intervention & planning for issues in schools
- e. Behaviour
 - i. Monitor exclusions
 - ii. Arrange IRP as required
 - iii. Monitor attendance across the schools
- f. Curriculum – assisting Heads to review curriculum across the Trust, including RE Curriculum Directory, SRE, and acts of Worship

2. People

- a. Staffing
 - a. Supporting and conducting investigations
 - b. Monitoring quality and diversity
 - b. Overseeing staffing structures in each school
 - c. Reviewing appointment rates across schools
 - d. INSET and development provision and overview
 - e. Implement & review policies on pay, appraisal, discipline, attendance, grievance and dismissal
 - f. Ensuring uniformity of contracts going forwards
 - g. Co-ordinate HT PM
- b. Meetings
 - a. Headteacher Meeting Prep and Meetings
 - c. County / Local / Diocesan / RSC / Building Consultants / other external parties
 - d. Networking
 - e. Central Team meetings
 - f. Line managing HTs
 - g. Line managing Central Team
 - i. CFO
 - ii. Operations Officer
 - iii. Admin support
 - iv. Contractor 1
 - v. Contractor 2
- c. CPD & coaching
- d. Monitoring equality and diversity
- e. Working with community
 - a. Working with schools on their stakeholder surveys, including staff wellbeing
 - b. Engaging RSC
 - c. Working with Heads on local community engagement projects
 - d. Termly Trust Newsletter for Staff and Parents

3. Strategic leadership

- a. Trust Development Planning
 - a. Creating and managing key objectives from the Trust Development Plan
 - b. Working with schools on their School Development Plans
 - c. Harmonisation planning
 - d. Designing up Central Team function
- b. Working with Trust Board
 - a. Individual meetings with Directors
 - b. Trust Board Meetings
 - c. Writing Executive Reports
 - d. Reporting to RSC, DfE, ESFA, LA

- e. Produce the Annual Report on Company Performance
- c. Vision & values
 - a. Reviewing schools' mission statements, policies, practice – ensuring Catholic character permeates all aspects of school life
 - b. Planning and reviewing opportunities for common good and option for the poor

4. Finance, Sustainability & Compliance

- a. Compliance audit and planning
 - a. Trust
 - b. ESFA / DfE / RSC
 - c. RCDOW
 - d. Auditors
 - e. Accounting Officer role
- b. Admissions
 - a. Receive school's admissions policies, or help co-ordinate a Trust policy
 - b. Review policies and take advice for Directors
 - i. Creation of central policies where desirable
 - ii. Review of policies
 - c. Help schools organise their consultations as required
- c. Administration
 - a. Scheme of Delegation
 - i. Revised versions
 - ii. Reviewing regularly
 - b. Overseeing administration of LGB make up and acting accordingly
 - c. Register of Business interests
 - d. Term dates – help Heads to review and set
 - e. Trust website
 - f. Complaints
 - i. Process complaints
 - ii. Overview complaints across the Trust & schools
- d. Safeguarding
 - a. Monitoring the work of schools (legislation compliance, identifying any training needs, DSP in place)
 - b. Reporting to Directors re procedures in place across schools, incl. helping their governance professional to audit Director Safeguarding and Safer Recruitment training as required
- e. H&S
 - a. Support and advise Heads as required
 - b. Make proposals to Directors as required
 - c. Co-ordinate and support schools with CIF bids and strategy
 - d. Assist with monitoring of school build works
- f. Risk Management – reviewing the Risk Register and ensuring appropriate action
 - a. Support Academies to complete their risk registers
 - b. Develop the Trust risk control strategy and monitoring of it
- g. Finance
 - a. Making payments and entering into contracts
 - b. Report to Directors at least 3 times per year
 - c. Ensuring value for money
 - d. Reviewing monthly monitoring with each Headteacher (or CFO as necessary)
 - e. 3yr budget forecasting reviews and associated strategic planning

- f. Working with CFO to ensure adherence to Academies Handbook
- g. Review CFO's procurement programme
- h. Marketing and pupil roll analysis and intervention