



2026-27 Trust Annual Calendar:

Schedules of Business for committees, Executive and Headteachers

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

The following tables do not list every role and responsibility. Instead, what follows is scheduling only of roles and responsibilities that must be undertaken at a certain time of year 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.) 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 detail.

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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 (7)	24 th Sept , 3 rd dec 22 nd April,30 th June
Trust Business Committee (TBC)	Whole Trust: Finance, contracts, admissions, communications & IT management, risk and premises / school estate	3 or 4 directors (not on TEC), not chaired by Trust Chair	17 th Sept, 25 th Nov, 11 th Feb, 9 th June, 7 th July
Trust Education Committee (TEC)	Whole Trust: Standards, curriculum, SEND, safeguarding, behaviour, other pupil related matters, staffing, health & safety,	3 or 4 directors (not on TBC), not chaired by Trust Chair	14 th Oct, 21 st Jan, 6 th May , 15 th July
School Local Full Governing Body (LFGB)	Oversight of whole-school and all matters delegated to LGB: Governance and all areas.	All LGB governors	Summer Heads report presented by 29 th September (LGB before this date) Autumn Heads report presented by 18 th January (LGB before this date) Spring Heads report presented by 18 th June (LGB before this date)
School Business Committee (SBC)	Whole School: Finance, contracts, admissions, communications & IT and digital standards, health & safety, risk and premises / school estate	Half of governors (not in SEC), not chaired by LGB Chair	As indicated in the following <i>SoBnb 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	As indicated in the following SoB
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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: 12th November and 13th April
- Headteacher & Exec meetings: 10th Sept, 12th Nov, 11th March, 6th May, 1st July
- Headteacher conference: 28th Jan. Headteacher retreat: 10th June
- Safeguarding operational committee (SG lead staff from each school): 12th Oct, , External SG Audit -Spring term, 22nd June
- Health & safety operational committee (H&S lead staff from each school): 16th Oct, 3rd Feb, 16th June
- Admin briefings (: fortnightly starting Wednesday 9th Sep, 11am. Annual Finance Meeting 3rd Dec.
- Trust Professional development day 25th June

September

Directors	Executive	Local Governing Bodies	Headteachers
<u>TBM meeting</u> 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 and upload to Trust website. c. Complete 'Undertaking to Bishop' and Code of Conduct forms. d. Ensure Clerk & CoSec appointed. e. Receive summaries of FLGB minutes and summer SOB compliance. f. Receive a summary of parent, pupil and staff surveys. <u>TBC meeting</u> Finance g. Ensure CFO & Accounting Officer (CEO) appointed. h. Receive monthly management accounts & 3yr rolling budgets (by email). i. Conduct annual appraisal for CEO. Premises j. Review the annual statement of compliance re Premises management. Risk k. Update on Risk register Communications and Information Management k. Receive GDPR and ICO report, including breaches , FOI,Sars and IT and Digital Standards TBC to receive the annual Trust IT baseline report, including DfE digital standards position, school ICT risks, asset register status, infrastructure priorities, cyber security position and key Trust IT projects for the year.	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. Make arrangements for headteacher appraisal. d. Conduct appraisal for the executive (non-CEO) and central team. e. DCEO to read previous term's FLGB minutes and report to directors. f. Complete SOB Compliance check g. Receive LGB SEF and Chair 360 executive summaries from each school. h. Induction of new Governors and C of G Finance i. Commence audit and year end. j. Submit the end of year certificate for teachers' pension audit. Standards k. Set pupil target setting methodology for schools. l. Set out SCR / SEA process to support schools with standards, teaching and learning reviews and quality assurance. m. Set out headteacher appraisal process. n. Attend school SCRm Safeguarding o. Review the central and director's entries into the SCR and provide to schools as required. Risk p. Receive confirmation from LGB that all warranties, indemnities and insurances are procured as required, along with terms and conditions met. GDPR Receive Outcomes of Learning walk and audit	<u>LFGB meeting</u> Governance a. Elect chair, vice chair, chairs of any sub-committees, SEND, H&S, pupil premium, finance & safeguarding lead governors. b. Ensure compliance with LGB constitution and email 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. e. Complete business and pecuniary interests register and upload to school website. f. Ensure all LGB appointments are Diocesan confirmed (thereby incl. the undertaking to bishop) along with signed code of conduct forms. g. Review final draft of the school development plan, checking Catholicity especially, and connection to Trust mission, vision and strategy. h. Review annual exit interview report and email Exec to any issues. i. Review headteacher report. j. Review Headteacher review of survey results. k. Review all warranties / indemnities and insurances are procured as required, and that their terms and conditions are complied with. GDPR Outcomes of Learning walk and audit <u>SEC meeting</u> Standards l. Ensure the school sets academic pupil targets according to Trust/DfE methodology. m. Ensure the academy is ready for inspection, emailing any issues to exec. n. Ensure SENDCo appointment and all training in place as required, reporting issues to exec, by email as required. Review compliance with SE2 from headteacher terms of reference.	Governance a. Produce headteacher report for previous term (Summer)(incl. pupil progress data, quality of education/curriculum review, website compliance & GIAS check & GDPR compliance, SEND provision, safeguarding incl. of vulnerable pupils, compliance with safeguarding annual planner, behaviour-exclusions, complaints, sports & pupil premium, attendance). b. SEND Report c. Provide LGB with a fully detailed schedule of business, working with the exec on any additions to the Trust schedule. d. Ensure GIAS up to date incl. governance. e. Provide a report for LGB on survey results from Summer 2025 (Pupils, Parents, Staff) f. Produce evidence for appraisal, along with draft targets and success criteria for the year. g. To provide Exec with LGB SEF & Chair 360 summaries. Finance h. Contribute to audit and year end process. i. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Standards j. Ensure pupil targets set for each child. k. Engage in SCR visit 1, including curriculum, standards, teaching and learning review. l. Review readiness for inspection and report to LGB. SEND m. Confirm SENDCo appointment to LGB. n. Assure LGB that all SEND training is in place. o. Secure all areas of SE2 from terms of reference. Safeguarding p. Ensure compliance with headteacher terms of

September

	IT and Digital Standards IT and Digital Standards: Trust IT Manager to produce the annual Trust IT baseline report and agree the reporting route through Executive and Trust Business Committee.		reference SA1-4, incl. DSL/LAC/low-level nominated persons, compliance with policy, training requirements, HCC audits, risk assessments, trips. IT and Digital Standards q. Headteachers to confirm the school SLT digital lead and provide any urgent IT risks, support concerns or digital business continuity issues.
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October

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts & 3yr rolling budgets (by email). b. Receive from CEO, and approve, headteacher pay recommendations (by email) TEC meeting Standards c. Review pupil standards of attainment and progress in each school. d. Review pupil predictions e. SEA and SCR actions and outcomes f. Inspection -Ofsted/Section 48- summary and actions g. Receive annual exit interview report. SEND h. Receive the SEND report and standards i. Policy Health & Safety j. To receive Annual Health & Safety report Safeguarding k. g.to receive the Annual Safeguarding report	Governance a. Conduct headteacher appraisal. b. Receive headteacher report, completing a Termly Exec Summary for Directors . Finance c. Complete audit and year end. d. Complete the land and buildings collection tool. Standards e. Monitor pupil target setting methodology compliance. f. Take part in SEA visit 1. Premises g. Work with the Trust building consultants to ready schools for CIF bid submission. Staffing h. Annual review of exit interview summaries provided by each school. IT and Digital Standards i. Executive and Trust IT Manager to confirm filtering and monitoring responsibilities, escalation routes and review arrangements with DSLs, IT support and school leaders Other j. Work with headteachers to agree term dates and Trust INSET for year commencing in 18 months.	Governance a. (Chair & Vice Chair) Take part in exec-led headteacher appraisal process. Governance a. Receive policies and work with LGB to provide exec with any feedback. Finance b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Standards c. Engage in SEA visit 1, including curriculum, standards, teaching and learning review. Safeguarding d. Assist LGBs with SCR inspection. Health and Safety e. Prepare any particular elements of the H&S policy as required for the school in consultation with the exec. f. Work with LGB to ensure all elements of sitewide inspection and risk assessments are completed as required, adhered to and reviewed. Report any issues to exec by email Termly checklist. g. Conduct an annual accident analysis and report it to the LGB and exec. Risk h. Prepare the risk register for the school. Premises 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. IT and Digital Standards j. Headteachers to confirm local filtering and monitoring responsibilities, review arrangements and any unresolved online safety or technical assurance issues.	

November

Directors	Executive	Local Governing Bodies	Headteachers
<u>TBM meeting</u> Governance e. Review and approve all Trust policies. f. GP/EA to review interests register across the Trust on behalf of Directors. g. Review undertaking to Bishop & code of conduct forms from LGB. h. Receive Annual Accounts and Annual Management Letter. i. Receive reviews of LGB SEFs and LGB Chair 360 reviews. <u>TBC meeting</u> Finance j. Receive monthly management accounts & 3yr rolling budgets (by email). k. Receive Annual Accounts and Annual Management Letter. Premises l. Receive the exec summary of CIF bid work, and approve / review selections. Receive report from exec where they are informed by email from the Head that premises safety cannot be adequately managed by the school. Risk m. Receive confirmation from the exec that all warranties, indemnities and insurances are procured as required, along with terms and conditions met. n. Update on Risk register IT and Digital Standards o. TBC to receive a Trust IT risk and service summary, including supplier performance, high-priority infrastructure risks and cyber/security assurance issues.	Governance Finance a. Review and approve finalised accounts. Standards b. Incl. in Exec Summary of Headteacher Reports: actions for intervention as required. Including admissions, exclusions, attendance TLR Impact SEND c. Receive any issues from LGBs re SEND, and report to directors accordingly. Safeguarding d. Review compliance with the Annual Safeguarding Planner. IT and Digital Standards e. Trust IT Manager to provide the Executive with a summary of high-priority IT risks across schools and recommended actions.	<u>LGB meeting</u> Governance a. Ensure all policies are adopted and completed as required. <u>SEC meeting</u> Standards b. Receive SEA review 1. Safeguarding c. Monitor compliance with the SCR. d. Review compliance with the annual safeguarding planner and governance terms of reference SA1-4, reporting any issues to the exec. <u>SBC meeting</u> Risk e. Receive the risk register and email the exec. Re any risks (including premises / health & safety issues) that cannot be adequately managed by the school through risk assessments down to Low (this is done on an ongoing basis, but with an annual official report at this point). Finance f. Receive monthly headteacher financial summaries (P1 & P2, incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure. g. Review finalised Trust ('school') accounts. Premises h. Review CIF bid submission documents, reporting to the exec by email re any interim safety issues that cannot be adequately managed. Communications i. Consider adequacy of communications systems in the school to ensure systems are working well with parents, pupils and staff. Health and Safety j. 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 by email to PSIEH H&S lead. k. Ensure compliance with Statlog, provide Trust Statlog compliance report to PSIEH H&S-lead and highlight any non-compliance.	Governance a. Receive final Trust policies and adopt or complete & adopt as required. Finance b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Health and Safety c. Report on Statlog compliance to LGB.

November

		IT and Digital Standards I. SBC to receive a school-level IT assurance update, including asset register accuracy, device lifecycle issues, broadband/Wi-Fi concerns, support trends, filtering and monitoring assurance and cyber risks.	
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December

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts & 3yr rolling budgets (by email).	Governance a. Review any inspection outcomes and secure actions as needed. Finance b. Create post-audit action plan. Health & Safety c. H&S lead to receive accident analyses from schools and report to directors. Risk d. Update the Trust risk register.		Finance a. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. b. Review contracts re compliance to policy and ethical procedures. Standards Review SDP and SEF

January

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts & 3yr rolling budgets (by email). TEC meeting Standards b. Receive exec summary of SEA visit 1 (curriculum, standards, teaching and learning). c. Standard report of Autumn data d. Receive RAG e. Impact report TLRs f. Ofsted action plan update SEND g. F.Receive report and data Health and Safety g. <u>G.Receive the exec health and safety report (previous term) and Statlog compliance summary, taking actions where necessary.</u>	Finance a. Annual review of ‘musts’ from academies handbook. b. Draft financial documentation to include all terms of reference FI3c. c. Ensure contracts analysis is happening in year (incl. compliance and ethical review). d. Prepare SRMSAT. e. Prepare gender pay gap report. Health and Safety f. Review last term’s Statlog reports from heads and LGBs and report to directors. Termly checklist. Standards g. Review school SDP and SEF h. Review school data targets i. SCR Visit IT and Digital Standards j. Trust IT Manager to prepare the mid-year IT review, including support performance, supplier performance, ticket trends, cyber risk register, backup arrangements, disaster recovery readiness, digital standards progress and budget implications.	LFGB meeting Governance a. Review headteacher report. b. Ensure business and pecuniary interests register is up to date and on website. SEC meeting Standards c. Ensure the academy is ready for inspection, emailing any issues to exec. d. Conduct a mid-point SDP review. e. Conduct a SEF review f. Review school data Safeguarding g. Monitor compliance with the SCR. h. Review compliance with the annual safeguarding planner and governance terms of reference SA1-4, email any issues to the exec.	Governance a. Produce headteacher report for previous term (incl. for this term an analysis of % of eligible staff progressing on pay, and the more usual items of - pupil progress data, quality of education/curriculum review, website compliance & GIAS check & GDPR compliance, SEND provision, safeguarding incl. of vulnerable pupils, compliance with safeguarding annual planner, behaviour-exclusions, complaints, sports and pupil premium, attendance). b. Review readiness for inspection and report to LGB. c. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Safeguarding d. 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. IT and Digital Standards e. Headteachers provide school-level feedback on support performance, infrastructure concerns, device pressures and digital standards priorities for budget planning.

February

Directors	Executive	Local Governing Bodies	Headteachers
TBM meeting Governance a. Receive summaries of FLGB minutes. TBC meeting Finance b. Review finance documentation as part of spring review. c. Agree membership fee for the following year. d. Receive monthly management accounts & 3yr rolling budgets (by email). e. Review annual contracts analysis (incl. ethical review). f. Review related party transactions. g. Review 'musts' from Academies Handbook exec summary. h. Receive the SRMSAT. i. Review and approve the gender pay gap report. Health and Safety j. Receive the exec health and safety report and Statlog compliance summary, taking actions where necessary. Governance k. Review post-audit action plan. Health and Safety l. Receive the annual accident analysis report. Termly checklist.report Risk m. Receive the updated Trust risk register. IT and Digital Standards n. TBC to receive the mid-year Trust IT review, including support performance, supplier performance, ticket trends, cyber risk, backup and disaster recovery readiness, digital standards progress and budget implications for the following year.	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 (---RAG d. Review minutes from previous term FLGB and report to directors.- SOB compliance Finance e. Work with Headteachers to discuss membership fee planning. Standards f. Take part in SEA visit 2.	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. c. Receive the accessibility, equality, gender & diversity objectives and plan. Health and Safety d. Ensure compliance with Statlog, provide Trust Statlog compliance. Risk e. Review the risk register scores received from the headteacher and email exec re any risks that are not able to be mitigated to Low. IT and Digital Standards f. SBC to review school IT risks, asset/device lifecycle pressures, unresolved support issues and any risks that cannot be mitigated locally.	Governance a. Support LGB with risk register review. b. Create the accessibility, equality, gender & diversity objectives and plan and submit to LGB. Finance d. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Standards e. Engage with JARV/HiP visit 2. Safeguarding f. Assist LGBs with SCR inspection Health and Safety g. Report on Statlog compliance to LGB. Termly checklist. Risk h. Review the risk register assessment for LGBs. IT and Digital Standards i. Headteachers review the school's IT risk position and confirm whether any support, cyber, filtering/monitoring or infrastructure risks require Trust escalation.

March

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts & 3yr rolling budgets (by email).	Governance a. Review any inspection outcomes and secure actions as needed. Finance b. Prepare draft budget. Standards c. Create termly standards report for directors, including actions for intervention as required. d. RAG review. Safeguarding e. Specific check back to Annual Safeguarding Planner compliance, incl. Audits. IT and Digital Standards f. Executive, CFO and Trust IT Manager to identify IT priorities for draft budgets, including device replacement, infrastructure renewal, licenses, broadband, cyber security, MIS/cloud systems and support contracts.		Finance a. Work with CFO on draft budget. b. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Standards c. Work with the exec to start drafting the TDP for the following year. Curriculum d. Review that the curriculum policy, SRE, RE & collective worship provision is fully compliant. Report issues to LGB. Staffing e. Self-review to check Heads' reports include information to LGB re effectiveness of staffing policy operation, including wellbeing, training / induction, reserved posts, the sustainability of staffing structures in the school, absence reviews, disciplinary issues, other policies used (e.g. grievance) and whether they are working well in the school. Communication and Information Management f. Report annual review of GDPR and ICO events to LGB. g. Headteachers work with the Trust IT Manager to identify school digital technology priorities, risks and budget implications for the following year.

May

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts & 3yr rolling budgets (by email). TBM meeting Governance b. Undertake annual governance SEF, skills matrix review (provide to members), and review director recruitment plan. Arrange external governance evaluation. c. Review headteacher and staff appraisal. d. Review Directors' interests register and update website if necessary. e. RAG review f. Receive the accessibility, equality, gender & diversity objectives and plan.	Governance a. Review minutes from previous terms FLGB and report to directors. Finance b. Prepare draft budget. Curriculum c. Engage with headteachers to prepare a Trust-wide curriculum policy necessitates a broad, balanced, Catholic character-led, Gospel values based provision (incl. SMSC). Risk / Premises d. Rescore the Trust risk register as required. e. Consider external monitoring / testing of H&S compliance across the Trust. f. Arrange Barkers annual visits Standards g. Review school SDP and SEF h. Review school data targets i. SCR Visit IT and Digital Standards j. Executive to review Trust IT priorities against the draft budget, Trust risk register and DfE digital standards requirements. k.	SBC meeting Finance a. Receive updated monthly headteacher financial summaries (incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure. SEC meeting Standards c. Receive JARV/SEA visit 2 report. b. Receive special curriculum headteacher report on curriculum, SRE, RE & collective worship, ensuring a report goes to exec re any issues over compliance. Staffing e. Receive the headteacher review on sustainability of staffing structure. . f. Receive headteacher report on staff appraisals and ensure that the policies in place are working effectively, emailing any issues to the exec.	Governance a. Produce headteacher report for previous term (incl. pupil progress data, quality of education/curriculum review, website compliance & GIAS check & GDPR compliance, 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. b. Support the chair and exec to find a 360-process which works for the LGB chair. Finance c. Work with CFO on draft budget production. d. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. SEND e. Review the local offer and appropriateness of policy and report any changes to LGB. Safeguarding 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. Admissions g. Produce an admissions strategy report for LGB, including analysis of recruitment, future demand and compliance with admissions determination procedures and Trust policy. h. Review effectiveness of Marketing materials and approach.

May

			Health and Safety i. Report on Statlog compliance to LGB. IT and Digital Standards j. Headteachers ensure School Development Plans reflect any significant digital technology priorities, including infrastructure, devices, systems, training and continuity needs.
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May

Directors	Executive	Local Governing Bodies	Headteachers
Finance a. Receive monthly management accounts (by email). TEC meeting Standards b. Receive termly standards report. c. Receive exec summary of JARV/SEA visit 2 (curriculum, standards, teaching and learning). SEND d. To receive termly report and standards Health & Safety f. Statlog compliance g. f. Termly report	Finance a. Review post audit-action plan, reporting any issues to directors. b. Complete the draft year end certificate for teachers pensions. c. Submit Annual Confirmation Statement. Curriculum d. Engage with headteachers to prepare a Trust-wide curriculum policy necessitates a broad, balanced, Catholic character-led, Gospel values-based provision (incl. SMSC). Standards e. Summary of Support and Challenge visits – School improvement actions IT and Digital Standards f. Trust IT Manager to prepare the draft annual IT and Digital Standards report, including progress against the Trust IT Plan, DfE digital standards, cyber security actions, filtering and monitoring assurance, service performance, asset management and procurement recommendations.	SBC meeting Finance a. Consider draft budget. b. Review post-audit action plan. Health and Safety c. Ensure compliance with Statlog, provide Trust Statlog compliance email exec in the situation of any non-compliance. Admissions 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. Email exec re any significant issues. LFGB meeting Governance e. Review headteacher report. f. Complete CES governance SEF, skills matrix and succession planning. g. LGB to work with CEO on 360 LGB chair review. Communications and Information Management h. Review Headteacher annual GDPR and ICO report (should be included within headteacher report) IT and Digital Standards i. IT and Digital Standards: LGB/SBC to review school digital technology assurance, including GDPR/ICO links, filtering and monitoring assurance, device lifecycle issues, support concerns and local risks requiring Trust escalation.	Finance a. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Standards b. review SDP and SEF c. SCR meeting with Exec Safeguarding d. Assist LGB with SCR inspection. Behaviour e. Review school behaviour procedures and check compliance with DfE regulation. Premises f. Barkers annual visit

June

Directors	Executive	Local Governing Bodies	Headteachers
TBM meeting Governance a. Receive draft Trust documentation. Publish final documentation for following year. b. Receive summaries of FLGB minutes and SOB compliance c. Draft SOB 2026-27 d. Dates for meetings 2026-27 TBC meeting	Governance 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. b. Receive headteacher report. Finance c. Prepare final budget. Premises d. Review bakers annual visit report. Agree CIF bids	SEC meeting Safeguarding a. Monitor the compliance with policy, HCC annual audits and training requirements, safeguarding offsite (e.g. trips).. b. Procure and review a SCR annual external inspection, and an annual external validation of a sample of HCC safeguarding audits.	Governance a. Ensure surveys are administered locally using the Trust questions (parents, staff, pupils). b. Write summary report of LGB SEF. Finance Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis.
Finance c. Finalise finance documentation as part of the above review, ensuring FI3 from terms of reference included. d. Receive monthly management accounts & 3yr rolling budgets (by email). e. Approve Trust Budget. Health and Safety f. Receive the exec health and safety report and Statlog compliance summary (previous term), taking actions where necessary. Risk g. Receive the updated risk register.	e. Decide upon KPI for following year. Standards f. Create termly standards report for directors, including actions for intervention as required. Behaviour g. Prepare annual exclusions report. H&S - Termly checklist. Admissions h. Review admissions, overviewing future demand and provision of places as per Management Accounts. i. Prepare Trust admissions policy. j. Support schools with any admissions consultations required in the autumn. Communications and Information Management k. Ensure GDPR and ICO report from schools reports through to directors from headteacher reports. Safeguarding To review Supervision and arrange for next year IT and Digital Standards l. Trust IT Manager to finalise the annual digital	c. Review compliance with the annual safeguarding planner and governance terms of reference SA1-4, emailing any issues to the exec. Behaviour d. Review headteacher's behaviour procedures (permeated by Gospel-values driven ethos), compliance with DfE regulation and exclusions report. Email any issues to the exec. SEND e. Review the headteacher report on SEND provision and policy. SBC meeting Finance f. Receive updated monthly headteacher financial summaries (incl. benchmarking / KPI), and monitoring of variance, cashflow, income and expenditure. Premises g. 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. Inform Exec by email of any material issues.	Safeguarding d. 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. GDPR Learning walk and audit Premises e. Ensure 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. Standards f. Begin drafting school development

June

	standards position, implementation priorities and reporting summary for Executive, TBC and Trust Board as required.		plan, and ensure it includes success criteria from the TDP. IT and Digital Standards g. Headteachers review critical incident and digital business continuity arrangements before the end of the academic year, including key contacts, system access, backup expectations and local escalation routes.
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July

Directors	Executive	Local Governing Bodies	Headteachers
TBC meeting Finance 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. Admissions e. Receive admissions report ensuring provision of sufficient places, compliance with regulation, and effective admissions arrangements across the Trust (as per Monthly Management Accounts summary pupil planning figures). f. Review admissions policy for the Trust.	Governance a. Begin compiling draft Annual Report (for Accounts). b. Review LGB governance SEFs and skills matrices; report on effectiveness. c. Review any inspection outcomes and secure actions as needed. d. To analyse annual school survey outcomes Finance e. Review engagement to auditors. Safeguarding f. Receive the LGB annual report and monitor compliance, producing an annual safeguarding report for the Trust board. g. Check each academy will have a DSL, LAC-coordinator and low-level concerns manager for policy insertion during August. h. To review audits i. to update Safeguarding calendar		Finance a. Complete monthly financial summary sheet (incl. KPI, benchmark, variance analysis) with income & expenditure analysis. Risk 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 email any issues to exec and LGB. Staffing d. Produce annual exit interview summary for LGB. Governance e. To review Stakeholder survey's and send to Exec
Governance g. Review Directors' training log. Risk h. To receive update on Risk register TEC meeting Standards i. Receive termly standards report. j. RAG j. TLR Impact k. Ofsted actions overview SEND l. receive the SEND proposal from the exec. ready for new policy to be proposed next academic year. m. End of year report	IT and Digital Standards Executive and Trust IT Manager to confirm IT KPIs, supplier review priorities and the digital standards action plan for the following academic year.		IT and Digital Standards Headteachers to confirm critical incident and digital continuity readiness, including arrangements for staff leavers, account changes, device returns and summer works.

July

Curriculum n. Review curriculum policy proposed for following year, esp. terms of reference CU2/3. Safeguarding o. Draft Calendar Health & Safety p. Annual report q. Statlog compliance report on termly checklist IT and Digital Standards r. Trust Board/TBC to receive a summary of strategic IT risks, major projects, cyber/security assurance and investment requirements where appropriate.			
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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. Standards b. Finalise all SCR priorities c. Review all school summer data d. Specific school CPD plan and trust support		