



ESCAT Accountability framework

Please Note:

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| RESPONSIBLE | The person that carries out the task or process – they are responsible for getting the job done. |
| ACCOUNTABLE | The person or group that are ultimately accountable for the task or process being completed appropriately. The responsible person is accountable to this group/person. |
| CONSULTED | People that are not directly involved, but who are consulted in the completion of the process or task. |
| INFORMED | Those who need to stay informed about the process or task and will receive appropriate information from those accountable and/or responsible. Where governors/directors are 'informed' this will be through recorded meeting mins available through websites |

| Strategy and Leadership | Members | Trust Board | Strategic Executive Lead CEO | Strategic Executive Lead CFO | LGB | HT | Related Procedure & Comments |
|---|---------|-------------|------------------------------|------------------------------|-----|----|---|
| Agree and review Trust Articles of Association | A | C | C | C | I | I | |
| Agree and regularly review scheme of delegation | A* | A* | C | C | I | I | The Trust Board need to review the Scheme of Delegation on a yearly basis Ideally in the summer term. |
| Set vision and strategic direction of the Trust including mission | I | A | R | C | C | C | This is rooted in the Bishops Strategic vision for education. Trust and school visions must resonate in harmony |
| Set vision and strategic direction for the Schools | | I | I | I | A | R | |
| Oversee implementation of strategic objectives of the Trust | | A | R | R | A | R | |
| Review and challenge the progress of the Trust against its strategic objectives | A | R | R | C | A | R | |

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| Comply with the obligations of the Trust Funding Agreement including the Academies Financial Handbook | A | A | R | A | A | R | |
| Comply with all regulations affecting the Trust inc Canon Law, company and charity law, employment law, health and safety etc | A | A | R | A | A | R | |
| Provide financial oversight, ensuring appropriate financial controls are in place so there is regulatory probity and value for money in relation to the management of public funds | C | A | A (TO THE ESFA AND PARLIAMENT) | A | R | R | Financial controls are determined by the Finance Handbook and through the Trust's Financial Regulations Manual/ Finance Policy. |
| Complete the Register of Business Interests and put in place a procedure to deal with any conflicts of interest and connected party transactions | I | A | R | A | A | R | The Strategic Executive Leader is responsible for maintaining the register as accounting officer |
| Manage and mitigate strategic risk (financial, reputational, compliance, standards at Trust level for Boards and at school level for committee) | | A | R | R | A | R | Directors have the responsibility to establish a Risk and Audit committee. This will examine risk to the trust. Mitigations may result in action in individual schools for which Heads will be responsible |

| Strategy and Leadership | Members | Trust Board | CEO | CFO | Local Academy Committee | HT | Related Procedure & Comments |
|---|---------|-------------|-----|-----|-------------------------|----|---|
| Ensure GDPR compliance | | A | R | A | A | R | |
| Appoint Members * | R*/I | I | I | I | I | I | Bishop delivers this through CASO |
| Appointment and Dismissal of Directors* | A/R* | C | I | I | I | I | Bishop delivers this through CASO and members |
| Succession planning for Directors and Representatives* | R* | A/R | C | C | R | C | |
| Appointment of Accounting Officer and Audit Committee | | A/R | I | R | I | I | |
| Annual self-review of Trust Board and Trust Committees performance | I | A/R | C | C | | | |
| Annual self-review of LGBperformance | | I | C | C | R | C | |
| Role description for Members, Foundation Directors and Foundation Representatives | A/R* | I | I | I | I | I | Bishop delivers this through CASO |
| Appointment of Auditors | | A | I | R | I | I | |
| Appointment of Clerk/Secretary to Board of Directors | | A | I | R | | | |

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| Appointment of Chair of Trust Trust Board | I | A/R | | | | | |
| Appointment of Clerk/Secretary to Trust | | A | R | I | I | | The decision regarding clerk to the board is that of the Board the recruitment process may be delegated to a central team |

| Strategy and Leadership | Members | Trust Board | CEO | CFO | Local Academy Committee | HT | Related Procedure & Comments |
|---|---------|-------------|-----|-----|-------------------------|----|---|
| Appointment of Chair of LGB or sub committee | | C | R | I | R | I | Local decisions |
| Trust-wide policies approved | | A | R | R | C | C | Many of these are CES policies. They are approved by directors after consultation with LGBs |
| Trust Policies ratified by Directors | | A | C | C | R | R | The majority of the work here is completed at a school level with the responsibility passed to LGBS and Heads |
| Review and approval of individual School policies | | A | I | I | A | R | LGBS are responsible and accountable for a specific group of policies defined in the scheme of deligation |
| Prepare and agree Terms of Reference for Trust Board Committees | | A/R | C | C | I | I | In the Scheme of delegation |

| Catholic Life of the Trust and its school | Members | Trust Board | CEO | CFO | Local Academy Committee | HT | Related Procedure & Comments |
|--|---------|-------------|-----|-----|-------------------------|----|---|
| Have oversight of the preservation and development of the Catholic and educational character, mission and ethos of the Trust | A/R* | A | R | | | | Bishop sets this though the strategic mission/vision for education |
| Understand and report on the context of each school | | A | R | I | A | R | The CEO reports to the trust using information provided by Heads. Decsiosn made at a local level by LGBS can have an influence on the context of each school |
| Preserve and develop the Catholic and educational character, mission and ethos of the Trust | | A | I | I | A | R | LGBmembers are accountable for ensuring the promotion of Catholic education in their local area and for ensuring the Catholic life of the school is nurtured and grown. |
| Monitor each School's medium- and long-term position as a Catholic school | A | I | C | | C | R | |

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| Ensure schools fulfil the Bishop's Conference requirements for teaching of Religious Education | I | A | R | | A | R | |
| Provide effective guidance and training relating to the Catholic nature of the school and the teaching of Religious Education | R* | A | I | | A | R | Bishop delivers this through executive officers. |
| Inspect the Catholic nature of the schools under the Section 48 framework | A* | A | C | | C | R | Bishop delivers this through executive officers. |
| Develop and implement Trust-wide safeguarding arrangements including all appropriate policies | | A | R | I | A | I | |
| Develop and implement individual school safeguarding arrangements including all appropriate policies | | A | C | I | A | R | |
| Monitor and review safeguarding arrangements including all appropriate policies | I | A | R | I | A | R | Local Academy governors are accountable for safeguarding arrangements at a local level. |

| Educational Effectiveness | Members | Trust Board | CEO | CFO | LGB | HT | Related Procedure & Comments |
|---|---------|-------------|-----|-----|-----|----|--|
| Overall Trust Development Plan | I | A | R | C | C | C | This will also include the development of the overall series plan to work across ESCAT |
| Individual school Development Plan in line with strategic aims of the Trust | | I | I | | A | R | LGBS responsible however CEO to monitor to ensure key priorities are being addressed. |
| Setting and reviewing the performance of the Trust and the schools | I | A | R | | A | R | Trust Directors are accountable for monitoring standards across the Trust, Local Academy Committees are accountable for monitoring standards for an individual school. |
| Quality of teaching- ensuring the appropriate levels of support, challenge and intervention to support delivery of educational outcomes | | A | R | | A | R | |
| Setting the curriculum for the schools and reviewing its effectiveness | | C | A/I | | A | R | CEO accountable for strategic intent of curriculum across the trust |

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| Pupil Premium – reviewing and challenging value for money in terms of educational outcomes and narrowing the gap | | A | R | I | A | R | Trust Directors are accountable for monitoring the impact and strategic use of pp funding across the Trust. LGBs are accountable for monitoring the impact and use of pp funding within a school. |
| Set Admissions Policy | I | A | R | I | A | R | Bishop provides support and oversight through CASO. Schools follow admissions code. Members informed through CASO |
| Admissions application decisions and appeals | | A | I | | A | R | LGBs are required to consider admissions appeals using external panels as determined by the policy. |
| Pupil care including attendance, exclusion, punctuality and disciplinary matters for each school | | I | I | | A | A/R | Local Academy Committees are accountable for monitoring the provision. Local Academy Committees are required to consider exclusion appeals as determined by policy. |
| Setting the opening and closing times for each School | | | I | | A | R | |
| Benchmarking and Best Value at a Local school level | | A | I | I | A | R | |
| Manage and mitigate strategic risk at a Local level | | A | R | | A | R | |
| Monitor and review provision for SEND and Looked After Children across the Trust | | A | R | | A | R | |
| School monitoring visits/Learning Walks – agree arrangements and schedule visits | | A | R | | A | R | |

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| HR and People Management | Members | Trust Board | CEO | CFO | Local Academy Committee | HT | Related Procedure & Comments |
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| Appointing to reserved posts across the Trust (head teachers, Trust Chaplain). Approving leadership structures at head and Deputy head level in each school | I | A | R | I | R/A | R | Some appointment e.g chaplain have to involve the Bishop through CASO |
| Appointing central Trust staff including CFO | C | A/R | I | I | I | I | |
| Appointing school staff to non-reserved posts | | | C/I | C/I | A | R | As many positions as possible should be appointed and managed at a local level |
| Establishing Trust-wide HR policies including recruitment, pay, discipline, capability, grievance | I | A | R | R | C | C | Trust uses CES templates where appropriate |
| Setting performance Management schedule together with pay review in line with Trust policies | C | A | R | I | A | R | As PM is linked to pay policy the CEO is responsible to ensure that T&Cs are not compromised |
| Performance Management of Strategic Executive Leader | | A/R | | | | | |
| Performance Management of Central Trust senior team and school Head teachers | | A | R | C | C | | CEO responsible for ensuring this occurs and the strategic development points within each school are reflected through the PM process |
| Performance Management of school staff (including SLT) | | | I | I | A | R | Summary report of staff through threshold, strength, areas of concern, sickness to SEL. LGBs to monitor and sample evidence to ensure the process has been fairly applied. Also some targets to check they fit with school and MAT priorities. |
| Set and review Terms and Conditions of Employment and Staff Handbook | | A | R | | C | C | CES employment documentation to be used in all schools. Terms and Conditions of Service as per Green and Burgundy Book as appropriate. |
| Review Trust central staff structure and services | | A | R | R | C | C | |
| Review wider staff structure, including restructure of staff in schools | | A | C | C | A | R | Local Heads are responsible for ensuring the staffing structure can deliver quality education. Heads are responsible for ensuring that staffing decisions are within budgetary constraints |
| Term dates and overall length of school day | | A | C | | A | R | Heads and LBGS need to be able respond to local need |
| Formal partnerships and collaborations, including between schools outside of the Trust | | A | I | | A | R | The trust need to be informed of any formal partnerships. |

| Financial Management | Members | Trust Board | CEO | CFO | Local Academy Committee | HT | Related Procedure & Comments |
|--|---------|-------------|-----|-----|-------------------------|----|--|
| Funding model: agree funding model across the Trust and develop an individual funding model for the Schools so as to secure the Trust's financial health in the short, medium and long term (top slice). | I | A | R | | C | C | |
| Prepare the School annual budget for Trust Board approval | | A | C | C | A | R | Budgets prepared at a local level |
| Formulating and setting the Trust annual budget including any regular variations across schools for trust wide services | I | A | R | R | C | C | |
| Reporting against financial targets | | A | C | R | A | R | |
| National Non-domestic rates return | | A | I | I | A | R | To ensure rates are returned to school |
| School Census/ CES Census | | A | I | I | A | R | |
| Business register and employment survey | | A | R | I | I | I | |
| Defining and monitoring the Delegated budget: part of the Financial Scheme of delegation | | A | C | C | A | R | LGBS have responsibility for their own budgets and to report back on financial position to Directors |
| Annual accounts – statutory reporting | I | A | C | R | I | I | |
| Receive and respond to external auditor's report | I | A | R | R | I | I | |
| Receive and respond to internal auditor's report | | A | I | C | A | R | |
| Capital Gains tax return | | A | R | I | I | I | Not annually |
| Annual Pension returns | | A | R | I | I | I | |
| Companies House information statement | | | R | I | | | |

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| Agreeing the Investment Policy in line with the Academies Financial Handbook and Trust policies and controls and ethical policy of the Diocese | I | A | I | R | | | |
| When necessary setting Trust-wide procurement policy in accordance with the Funding Agreement and Academies Financial Handbook | | A | I | R | I | I | |
| Setting school specific lettings policy in accordance with the Funding Agreement, Academies Financial Handbook and Diocesan policy for the use of it's buildings | | I | I | C | A | R | |
| Enter into financial arrangements with third parties | | A | C | C | A | R | LGBS have authority under the scheme of delegation to make local decision. For example, the leasing of computer equipment |
| Submitting grant and funding applications | | A | R | R | A | R | |
| VAT compliance | | A | R | | | | |

| | Members | Trust Board | CEO | CFO | LGB | HT | Related Procedure & Comments |
|--|---------|-------------|-----|-----|-----|----|---|
| Asset Management and Central Operations | | | | | | | |
| Primary point of contact for DFE/RSC | | C | R | R | | | Bishop provides support and guidance through executive officers. |
| Land and Building collection (LBCT) | | A | R | I | I | I | |
| Determining and allocating central services provided to the schools by the Trust | I | A | R | R | C | C | |
| Overseeing the effectiveness of services provided centrally by the Trust | | A | R | R | A | R | Trust Directors are accountable for monitoring the effectiveness of services across the Trust. LGB accountable for monitoring the effectiveness at school level |
| Asset and Premises Management Plan: determining the use of School premises, their upkeep and development | I/ R* | A | R | R | R | R | As the land and buildings are owned by the Dioceses they must be informed of any significant developments, for example applying for a CIF bid. |
| Capital works | | A | | C | A | R | LGB have the authority to make capital expenditure up to the delegated level. |
| Arranging insurance for the Trust and the schools | | A | I | R | I | I | |

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| Trust prospectus and website: ensure information is up to date, accurate and that all statutory information is available. | | A | R | C | I | I | Trust Board must check compliance |
| School prospectus and website: ensure information is up to date, accurate and that all statutory information is available. | | | I | I | A | R | LGB must check compliance |
| Dealing with Trust complaints in line with Trust policy | | A | R | | | | Tasks delegated in line with policy |
| Dealing with school complaints in line with Trust/ school policy | | A | R | | A | R | Trust Directors will need to deal with complaints about the central team or Local Academy Committees. LAC deal with school complaints in line with policy |
| Annual Report on the performance of the Trust | I | A | C | R | | C | Members to receive copies of the Trust Annual Report and Statement of Accounts once published. |
| Annual Report/Review on the work on the Local Academy Committees | | A/R | R | | R | R | |