



# Evolution Academy Trust

## Scheme of Delegation

Document Details	
Category:	Governance
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Revision 2023/5

STRATEGY & GOVERNANCE				
	Trustees	Trust Executive	Headteacher	Local Governing Body
Setting the vision	To set and communicate the Trust's vision, mission and values	To jointly (with Trustees) communicate the Trust's vision, mission and values	To communicate and embed the Trust's vision, mission and values ensuring alignment with local context.	To jointly (with Headteacher) and communicate the school's vision, mission and values ensuring alignment with local context
Setting strategy	To annually review & approve the Trust's 3-year strategy for achieving the vision, mission and values	<p>To develop the Trust's strategy for achieving the vision, mission and values, revising annually to focus on key strategic challenges and taking into account changes to educational &amp; regional landscapes</p> <p>To communicate the Trust's strategy to all schools, ensuring school alignment.</p>	<p>Within the Trust strategy, to develop the school's strategy for achieving the vision, mission and values, revising annually to focus on key strategic challenges and taking into account changes to Trust strategy and educational &amp; local landscapes.</p> <p><i>The detailed activity underpinning the in-year strategic activity will be defined within the SEF and School Improvement &amp; Development Plan (SIDP)</i></p>	To monitor and evaluate progress being made to achieve the strategy
<b>Culture and values</b>				
Setting	To jointly (with CEO) set the culture, values and ethos for the Trust.	To jointly (with Trustees) set the culture, values and ethos for the Trust, communicating this to the schools.	To jointly (with LGB) set and embed the culture, values and ethos for the school (within the context of the Trust) communicating this to the staff, pupils and parents.	To jointly (with LGB) set and evaluate the culture, values and ethos for the school.
Embedding & living	To validate that the culture, values and ethos are evident in the day-to-day life of the Trust & its schools, through periodic Trust	To ensure the culture, values and ethos are embedded into the Trust's & individual schools' day-to-day practices through periodic	To ensure the Trust and School culture, values and ethos are	To validate that the culture, values and ethos are evident in the day-to-day life of the school, through periodic in-school observation

<b>STRATEGY &amp; GOVERNANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
	observation visits & feedback from LGBs	observation and through embedding Trust values into the policies and practice of all areas	embedded into the school's day-to-day practices	visits and feedback from stakeholders
<b>Establishing and appointing board committees</b>	<p>To establish and operate a Trustee Board.</p> <p>To establish and operate Risk &amp; Audit and Finance committees subordinate to the Trustee Board.</p> <p>To establish and operate any additional committees as required to execute the business of the Trustee Board.</p> <p>Note: the scope and (delegated) responsibilities of all committees will be defined in a Terms of Reference (ToR) document approved by the Trustee Board.</p>			
<b>Establishing and appointing School governance committees</b>	<p>To establish Local Governing Bodies (LGB) at School level with scope and delegated responsibilities assigned by Trustees as defined in a Terms of Reference (ToR) approved by the Trustee Board.</p> <p>To replace an LGB with an interim governing body in the event the LGB is not operating effectively.</p>	<p>To monitor and support LGBs with material such as default standing agendas, reporting templates and annual calendar of activities.</p> <p>To provide support and advice to LGBs in their role and operation, sharing best practice across the Trust.</p>	To identify and (jointly with Chair of LGB if applicable) interview candidate Governors for the School's LGB, making recommendation to the Trustees.	<p>Chair of LGB to identify and jointly interview candidate Governors for the School's LGB, making recommendation to the Trustees for approval</p> <p>Chair of LGB to operate the School's Local Governing Body (LGB) in line with the Terms of Reference defined by Trustees</p>

STRATEGY & GOVERNANCE				
	Trustees	Trust Executive	Headteacher	Local Governing Body
	<p>To appoint or remove Governors (to LGBs).</p> <p>To approve the appointment of the Chair of the LGB</p>			
<p><b>Effective Governance (annual review)</b></p> <ul style="list-style-type: none"> <li>▪ <b>Board / committee effectiveness</b></li> <li>▪ <b>Board / committee skills and resource</b></li> <li>▪ <b>Board / committee development plan</b></li> </ul>	<p>To appoint and remove Members (Members)</p> <p>To appoint and remove Member appointed Trustees (Members)</p> <p>To appoint and remove Co-Opted Trustees (Trust Board)</p> <p>To provide oversight of Trust Board governance (Members)</p> <p>To conduct an annual review (led by the Chair of Trustees) of governance effectiveness. This review can be undertaken internally or (in the event of major change to the Trust) by an independent party such as the 'Internal Auditors' as part of their annual plan).</p> <p>The review should encompass the Members, Trustee Board and all committees, to ensure that:</p> <p>They have been effective in their operation, including;</p> <ul style="list-style-type: none"> <li>- Operating to the ToR</li> <li>- Minutes are accurate</li> </ul>	<p>To contribute to the annual review of the Trustee Board (and all committees) and LGBs.</p>	<p>To contribute to the annual review of the LGB.</p>	<p>To conduct an annual review of the LGB (led by the Chair of the LGB) to ensure that:</p> <p>It has been effective in its operation, including;</p> <ul style="list-style-type: none"> <li>- Operating to the ToR</li> <li>- Minutes are accurate</li> <li>- Meetings are well attended</li> <li>- Actions are progressed in a timely manner</li> <li>- There is adequate challenge to the Headteacher</li> <li>- Decisions are being made</li> <li>- Improvements are being noted from the operation of the LGB</li> </ul> <p>To produce a report summarising the LGB's self-assessment findings</p>

<b>STRATEGY &amp; GOVERNANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
	<ul style="list-style-type: none"> <li>- Meetings are well attended</li> <li>- Actions are progressed in a timely manner</li> <li>- There is adequate challenge to the Trust Executive &amp; LGBs</li> <li>- Decisions are being made</li> <li>- Improvements are being noted from the operation of the board / committees</li> </ul> <p>To ensure there are adequate skills to cover the scope &amp; topics at all tiers of governance</p> <p>To ensure there are sufficient resources for the board and committees to operate at the required level and covering required scope</p> <p>To produce a report summarising the Board (committees) self-assessment findings together with a development plan for the following year</p>			together with a development plan for the following year, for submission to and review with Trustees.
<b>Governance Policies</b> <ul style="list-style-type: none"> <li>▪ Setting governance policies</li> </ul>	To review & approve policies as defined in the Trust Policy Review Schedule	To develop all policies needed by the Trust, including Statutory policies required by the DfE and any policies requires for operational purposes by the Trust's schools and/or central functions.	<p>To adopt, communicate (and publish) and implement all required Trust model policies (both Statutory and operational).</p> <p>To develop any locally required policies for use in the School</p>	To acknowledge adoption of any Trust policies, and review and approve any applicable local policies for use by the School.

<b>STRATEGY &amp; GOVERNANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<ul style="list-style-type: none"> <li>Ensuring compliance against governance policies</li> </ul>	To validate the adoption of and compliance against the Trust's Statutory and operational policies across the Trust's schools and/or central functions.	<p>To communicate (and publish) and ensure adoption of all policies by the Trust's schools and/or central functions.</p> <p>To provide reporting on compliance against policies to the Trustees.</p>	<p>(communicating to Trust Executive for potential wider use).</p> <p>To provide reporting on compliance against policies to the LGB</p>	To ensure the adoption and implementation of the Trust's Statutory and operational policies within the school.
<p><b>Trust &amp; School – annual self-evaluation</b></p> <p><i>This process forms the inputs to the following year's improvement plans at Trust &amp; School levels</i></p>	To annually review the Trust's strategic self-evaluation and agree priority areas for improvement / development in the coming year informed by reports from the various committees.	<p>To annually review the Trust's operational capability against the Business Capability Model (BCM), defining:</p> <ul style="list-style-type: none"> <li>- Strategic assessment: where is the current level of capability against the desired target state</li> <li>- Change: what activity is required to improve the level of capability</li> <li>- Risk: what is the risk of remaining at this level?</li> </ul> <p>To support the Headteachers in the preparation of the SEF and SIDPs.</p> <p>To annually review all of the Schools' self-evaluations and agree priority areas for improvement / development in the coming year, identifying areas where the Trust</p>	<p>To annually review the School's capabilities and performance using the Self Evaluation Form (SEF) and against the wider strategic and operational activities areas only) and define:</p> <ul style="list-style-type: none"> <li>- Strategic assessment: where is the current level of capability against the desired target state</li> <li>- Change: what activity is required to improve the level of capability</li> <li>- Risk: what is the risk of remaining at this level?</li> </ul> <p>To produce a report for LGB &amp; Trust Exec summarising areas of change and relevant priorities.</p>	To monitor and evaluate the School Self-Evaluation in conjunction with the School Improvement Plan

<b>STRATEGY &amp; GOVERNANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
		<p>can invest and/or contribute centrally to individual Schools' development.</p> <p>To produce a report for Trustees (Trustee Board or relevant committee) summarising areas of change and relevant priorities.</p>		
<b>Trust &amp; School Improvement Plans</b> <ul style="list-style-type: none"> <li>Setting School &amp; Trust improvement plans in line with trust priorities (driven by self-evaluation reports)</li> <li>Delivering &amp; checking progress of improvement plan delivery</li> </ul>	<p>To annually review and approve the Trust's Strategic Improvement Plan (SIP)</p> <p>To review progress against the Trust's improvement plan and to ensure delivery to time and budget and validate (educational &amp; strategic) outcomes are being achieved</p>	<p>To define the Trust's Strategic Improvement Plan (SIP) in line with strategic and operational priorities (defining target dates and KPIs), communicating to Headteachers once approved.</p> <p>(4) To review and approve Schools' improvement &amp; Development Plans (SIDPs).</p> <p>To review School's progress against their improvement plans, ensuring achievement of educational outcomes.</p> <p>To provide termly progress updates on the Trust's central and (Schools') improvement plans to Trustees</p>	<p>To define the School's Improvement &amp; Development Plan (SIDP) in line with the Trust's strategic and School's local operational priorities, defining target dates and KPIs.</p> <p>To drive delivery and implementation of the school's SIDP in line with the agreed dates and KPIs.</p> <p>To provide termly progress updates on the School's SIDP to Trust Executive &amp; LGB</p>	<p>To contribute to the development of the SIDP</p> <p>To review progress against the SIDP and to monitor delivery to time so that intended outcomes are achieved</p>
<b>Annual Trust Report</b>	To review and approve the Trustees' Annual Report (on the Trust's performance).	To produce the Trustees' Annual Report (on the Trust's performance, including:		

<b>STRATEGY &amp; GOVERNANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
	To provide the annual report to Members.	<ul style="list-style-type: none"> <li>▪ Structure, governance &amp; management</li> <li>▪ Objectives &amp; activities</li> <li>▪ Achievements &amp; performance</li> <li>▪ Financial review</li> </ul>		
<b>Attending Ofsted inspections</b>	To attend and support schools during any Ofsted inspection	To attend and support schools during any Ofsted inspection	<p>To facilitate and lead on behalf of the school any Ofsted inspection.</p> <p>To attend the post inspection feedback session, inviting members of the LGB to attend.</p>	<p>Chair of LGB to attend the school's Ofsted inspection.</p> <p>To attend the post Ofsted inspection feedback session</p>
<b>Ensuring compliance of websites</b>	To ensure the Trust website is compliant with DfE guidelines.	To maintain the Trust's website compliance with DfE guidelines, producing an annual report for Trustees.	To maintain the school's website compliance with DfE guidelines, producing an annual report for & LGB & Trustees.	To ensure the school's website is compliant with DfE guidelines.



<b>PEOPLE &amp; HR</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<b>Organisational structure &amp; role creation</b>	To review and approve proposals for significant changes to the Trust's organisation structure.	<p>To define the organisation structure &amp; roles for the Trust central function &amp; how it interacts with Trust schools.</p> <p>To produce a business case for changes to the organisation structure (where there is significant budgetary impact) for approval by Trustees.</p> <p>To approve the organisational structure within individual schools</p>	<p>To define the organisation structure &amp; roles for the school, subject to the budget and specific needs of the school.</p> <p>To produce a business case for changes to the organisation structure (where there is significant budgetary impact) for approval by the CEO.</p>	
<b>Appointing the Accounting Officer</b>	To appoint the Accounting Officer for the Trust, the head of the line management executive chain who will be held accountable by the board of Trustees for the performance of the whole trust.			
<b>Appointing the CFO</b>	To appoint a Chief Financial Officer (CFO) to act as the trust's finance director, business professional or equivalent.	To recommend a suitable candidate for Chief Financial Officer (CFO) to Trustees (initial interview may be conducted by CEO or jointly with Trustees)		
<b>Nominating safeguarding leads (Trustee &amp; Governors)</b>	To nominate a Trustee with responsibility for overseeing the Trust's safeguarding arrangements	To ensure robust oversight of safeguarding across the Trust		To nominate an LGB member (Governor) with responsibility for overseeing the School's safeguarding arrangements
<b>Nominating SEND leads (Trustee &amp; Governors)</b>	To nominate a Trustee (or committee) with responsibility for			To nominate an LGB member (Governor) with responsibility for

PEOPLE & HR				
	Trustees	Trust Executive	Headteacher	Local Governing Body
	overseeing the Trust's SEND arrangements			overseeing the School's SEND arrangements
<b>Nominating Statutory Grants leads (Governors)</b>				To nominate an LGB member (Governor) with responsibility for overseeing the School's Statutory Grants (Pupil Premium and Sports Premium) arrangements
<b>Ensuring skill set on Trustee Board</b>	<p>To ensure that the Trust Board has the right skills around the table to deliver effective governance.</p> <p>To regularly evaluate the skills and effectiveness of the Trust Board</p> <p>To enable oversight of the Trust's financial performance by ensuring at least one Trustee has specific, relevant skills and experience of financial matters</p>			
<b>Staff appointments and dismissals</b>				
<ul style="list-style-type: none"> <li><b>Approach</b></li> </ul>	To review & approve policies relating to staff appointment and dismissal, ensuring alignment to statutory requirements.	To define policies relating to staff appointment and dismissal, ensuring alignment to statutory requirements.		
<ul style="list-style-type: none"> <li><b>Compliance</b></li> </ul>	To validate that Trust appointments & dismissals are managed in accordance with policy	To provide reporting on all Trust appointments & dismissals activity to Trustees demonstrating compliance against policies	To provide reporting on school appointments & dismissals activity to LGB demonstrating compliance against policies	

PEOPLE & HR				
	Trustees	Trust Executive	Headteacher	Local Governing Body
<ul style="list-style-type: none"> <li>▪ <b>Appointments</b></li> </ul>	To appoint a CEO and CFO	To appoint Headteachers (CEO requires input at interview from Trustees)  To appoint Trust Central Staff (CEO requires approval from Trustees for Executive Leader appointments)	To appoint Deputy / Assistant Headteachers (requires approval of CEO)  To appoint all other teaching & support staff	To provide support to the Headteacher (on request) in recruitment & interview activities
	To manage disciplinary cases & dismissals of CEO  To manage appeals relating to disciplinary & dismissals of: <ul style="list-style-type: none"> <li>- Trust Central Staff</li> <li>- Headteachers</li> </ul>	To manage disciplinary cases & dismissals of: <ul style="list-style-type: none"> <li>- Trust Central Staff</li> <li>- Headteachers</li> </ul> To manage appeals relating to disciplinary & dismissals of: <ul style="list-style-type: none"> <li>- All school staff</li> </ul>	To manage disciplinary cases & dismissals of: <ul style="list-style-type: none"> <li>- All school staff</li> </ul>	To participate in statutory panels at the relevant stage and when invited by Trustees
<b>Appraisal and performance management</b>				
<ul style="list-style-type: none"> <li>▪ <b>Approach</b></li> </ul>	To review and approve appraisal and performance management approach (including related policies).	To define a consistent appraisal and performance management approach (including related policies) for use across central Trust team and all schools within the Trust.	To be aware of and adopt / promote the Trust's appraisal and performance management approach	To be aware of the Trust's appraisal and performance management approach
<ul style="list-style-type: none"> <li>▪ <b>Execution</b></li> </ul>	To undertake appraisal and performance management of CEO, including the setting & tracking of performance objectives & KPIs	To undertake appraisals and performance management of Headteachers and the central Trust team, including the setting &	To undertake appraisals and performance management of school staff, including the setting	To contribute to the CEO/DoE's setting of Headteacher objectives and subsequent performance reviews as required.

PEOPLE & HR				
	Trustees	Trust Executive	Headteacher	Local Governing Body
		tracking of performance objectives & KPIs	& tracking of performance objectives & KPIs	
<b>Skills &amp; Capacity</b>	<p>To evaluate trust leadership, strengths and weaknesses, to ensure the trust has adequate training &amp; development plans in place</p> <p>To evaluate trust leadership capacity and ensure there is sufficient resource to provide required levels service &amp; education</p>	<p>To ensure the staffing structure, roles &amp; capacity within the central trust team are sufficient to provide day-to-day operational services and deliver change as defined in the Trust's Strategic Improvement Plan (TIP)</p> <p>To ensure that training &amp; development plans are in place for all central staff, and drive continuous professional development for all</p> <p>To maintain an understanding of the leadership &amp; staff strengths and weaknesses and ensure these are being addressed through CPD and performance management</p> <p>To maintain oversight of skills and capacity management within the Trust's schools and ensure appropriate plans and action are being undertaken by Headteachers</p> <p>To provide regular reporting on Skills and Capacity to Trustees</p>	<p>To ensure the staffing structure, roles &amp; capacity within the school are sufficient to provide day-to-day educational &amp; operational services and deliver change as defined in the SIDP</p> <p>To ensure that training &amp; development plans are in place for all staff, and drive continuous professional development for all</p> <p>To maintain an understanding of the leadership &amp; staff strengths and weaknesses and ensure these are being addressed through CPD and performance management</p> <p>To provide regular reporting on Skills and Capacity to LGB and Trust Executive</p>	To monitor the school staffing structure in respect of workload and wellbeing

<b>PEOPLE &amp; HR</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<b>Complaints Management</b>	<p>To approve the Trust Complaints Policy</p> <p>To investigate and/or participate in the Complaints Procedure at the relevant stage in the Trust Complaints Policy</p>	<p>To investigate and/or participate in the Complaints Procedure at the relevant stage in the Trust Complaints Policy</p>	<p>To investigate and/or participate in the Complaints Procedure at the relevant stage in the Trust Complaints Policy</p>	<p>To investigate and/or participate in the Complaints Procedure at the relevant stage in the Trust Complaints Policy.</p>
<b>Grievance Management</b>	<p>To approve the Trust Grievance Policy</p> <p>To participate in the Grievance Procedure at the relevant stage in the Trust Grievance Policy</p>	<p>To participate in the Grievance Procedure at the relevant stage in the Trust Grievance Policy</p>	<p>To participate in the Grievance Procedure at the relevant stage in the Trust Grievance Policy</p>	<p>To participate in the Grievance Procedure at the relevant stage in the Trust Grievance Policy</p>
<b>Engaging with parents &amp; community</b>	<p>To ensure all key stakeholder groups are being engaged effectively by schools (through a variety of channels) and that feedback is being sought and acted upon.</p>	<p>To promote school engagement &amp; communications with parents, carers and community and share best practice across the Trust schools.</p> <p>To provide standard communications material (relating to the Trust or to wider education</p>	<p>To engage regularly with parents/carers of pupils within the school, together with the wider community, communicating regularly via appropriate channels to help them understand:</p> <ul style="list-style-type: none"> <li>- the structure of the school &amp; how it operates.</li> <li>- key school messages &amp; events</li> </ul>	<p>To support the Headteacher in engaging and communication with parents/carers and the wider community</p> <p>To ensure the communication and engagement is effective and that all sections of the stakeholder group are catered for (reporting to Trustees)</p>

PEOPLE & HR				
	Trustees	Trust Executive	Headteacher	Local Governing Body
		<p>/ DfE messaging) to Headteachers for use in their communications</p> <p>To engage (occasionally) with parents/carers of pupils attending Trust schools regarding the Trust's operations, relevant key messages or to seek feedback related to the Trust or its schools.</p>	<ul style="list-style-type: none"> <li>- how to engage and interact with the school</li> <li>- how they can support their child's education.</li> </ul> <p>To periodically seek structured feedback from parents/carers on school operation and performance and show how their views influence the school's decision-making.</p>	<p>To ensure feedback is sought from the stakeholder group and that this is taken into account in school decision-making</p>

<b>FINANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<b>Setting delegated authority limits for financial transactions</b>  <i>(see EAT Procurement policy)</i>	<p>To set &amp; communicate the delegated authority limits for financial transactions via the Finance Committee</p> <p>To approve Purchase Orders and Procurement of Goods, Services, Capital or ICT :</p> <ul style="list-style-type: none"> <li>- from £40,000-£100,000 via the Finance Committee</li> <li>- Over £100,000 via the Trust Board</li> </ul>	<p>To approve Purchase Orders and Procurement of Goods, Services, Capital or ICT : Limited to £40,000</p>	<p>To approve (in advance of purchases) Purchase Orders and Procurement of Goods, Services, Capital or ICT : Limited to £10,000</p>	
<b>Trust Bank Accounts &amp; Credit Cards</b>	<p>To provide via the Finance Committee the mandate for the operation of :</p> <ul style="list-style-type: none"> <li>- the Trust Bank Accounts</li> <li>- all Trust / School Credit Cards</li> <li>- Bank Account Transfers and Cheque / BACS Payment Authorisation</li> </ul>	<p>To manage &amp; report to Trustees (as required) on the operation of :</p> <ul style="list-style-type: none"> <li>- the Trust Bank Accounts</li> <li>- all Trust / School Credit Cards</li> <li>- Bank Account Transfers and Cheque / BACS Payment Authorisation</li> </ul>		
<b>Disposal of Fixed Assets</b>	<p>Disposal of fixed assets over £20,000 (Finance Committee on report to Trust Board)</p> <p>Disposal of Heritage Assets, Freehold land and Buildings (Trust Board on written approval of the Secretary of State)</p>	<p>Disposal of fixed assets from £2,001 to £20,000 (CEO on report to Finance committee)</p>	<p>Disposal of fixed assets up to £2,000 (on report to CFO)</p>	

FINANCE				
	Trustees	Trust Executive	Headteacher	Local Governing Body
	To ensure disposal of land and assets is compliant with EFSA requirements.			
<b>Bad debt write-offs</b>	<p>Approval of bad-debt write-offs £5,001 to £45,000 via Finance Committee</p> <p>Approval of bad-debt write-offs over £45,000 (Trust Board on written approval of the Secretary of State]</p>	<p>Approval of bad-debt write-offs up to £250 (CFO)</p> <p>Request for bad-debt write-offs £251 to £5,000 CFO with approval of CEO.</p> <p>Request for bad-debt write-offs under £5,001 (CEO)</p>	Request for bad-debt write-offs up to £250	
<b>Budget Setting &amp; Management Accounting</b>				
<ul style="list-style-type: none"> <li>▪ <b>Defining budget principles</b></li> </ul>	To annually review and agree budgeting principles for the coming financial year budget process	To annually define the budgeting principles for the coming financial year budget process		
<ul style="list-style-type: none"> <li>▪ <b>Setting the budget</b></li> </ul>	<p>To review &amp; approve annual Trust budget (including 3-year Financial plan and Capital Plan)</p> <p>To review and approve individual school budgets where these are outside agreed budgeting principles.</p>	<p>To produce annual Trust budget (including 3-year Financial plan and Capital Plan)</p> <p>To maintain *EFSA compliance by ensuring School Condition Funding (SCA) is used appropriately &amp; included within appropriate budget categories.</p> <p>To review &amp; approve annual School budgets within the context</p>	To produce (with EAT Finance team) annual School budget in-line with Trust strategic plan and Reserves Policy.	To monitor the impact of the school budget to achieve the key areas of the SIDP



FINANCE				
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<ul style="list-style-type: none"> <li>Operational Management Accounting (cashflow &amp; budget tracking)</li> <li>Annual Financial Statements</li> </ul>		of the Trust budget & 3-year financial plan		
	<p>To review monthly management accounts, ensuring the Trust is tracking against budget (actuals and projections), has adequate cashflow and avoids becoming overdrawn. To maintain *EFSA compliance by challenging any perceived novel, contentious and repercussive transactions via the Finance Committee</p> <p>To ensure understanding of any variances to budget and ensure adequate actions are in place to manage, notifying relevant issues to Risk &amp; Audit committee / Trustee Board via the Finance Committee</p>	<p>To produce monthly management accounts, to include:</p> <ul style="list-style-type: none"> <li>performance (against budget)</li> <li>projections for remaining financial year</li> <li>cashflow position</li> </ul> <p>To highlight any significant variance to budget (actuals) or risks to budget (projections) with root cause and remedial actions as required.</p>	To manage the school's income and expenditure to ensure they are in line with budget, reporting monthly to Trust ELT	
	To review and approve the audited Annual Financial Statements for the Trust	To produce the Annual Financial Statements for the Trust		
Setting pay levels, including executive pay				
<ul style="list-style-type: none"> <li>Approach</li> </ul>	To review and approve the Trust's remuneration approach (including related policies).	To define a consistent remuneration approach for all staff employed by the Trust, supported by policies aligned to statutory requirements.	To be aware of and adopt the Trust's remuneration approach (and related policies)	

FINANCE				
	Trustees	Trust Executive	Headteacher	Local Governing Body
<ul style="list-style-type: none"> <li>Execution</li> </ul>	<p>To annually manage remuneration review &amp; awards for:</p> <ul style="list-style-type: none"> <li>CEO</li> </ul> <p>To annually review and approve remuneration awards to:</p> <ul style="list-style-type: none"> <li>Trust Central Team (SLT only)</li> <li>Headteachers</li> </ul> <p>To manage appeals relating to remuneration for:</p> <ul style="list-style-type: none"> <li>CEO</li> <li>Trust Central Team</li> <li>Headteachers</li> </ul>	<p>To annually manage remuneration review &amp; awards for:</p> <ul style="list-style-type: none"> <li>Trust Central Team</li> <li>Headteachers</li> </ul> <p>To manage appeals relating to remuneration for:</p> <p>School staff</p>	<p>To annually manage remuneration review &amp; awards for:</p> <p>School staff</p>	
<b>Pupil premium</b> <ul style="list-style-type: none"> <li>Defining budget allocation &amp; plan</li> <li>Monitoring delivery &amp; success</li> <li>Annual review</li> </ul>		Review and approve schools' annual Pupil Premium plans	Develop an annual plan for Pupil Premium spend, identifying areas for key focus and how/when these will be addressed.	To monitor the impact of the pupil premium strategy
		To review schools' PP-related activities, ensure they are being delivered on time, to budget and that tangible improvements are resulting.	To drive on-time, on-budget delivery of PP activity ensuring tangible improvements are resulting, reporting termly to LGB and Trust ELT	Review PP-related activities, monitor they are being delivered on time, to budget and that tangible improvements are resulting.
	Annually review pupil premium spend across the Trust & ensure has resulted in tangible improvements (in attainment) for eligible pupils	Review all schools' pupil premium reports and ensure spend has resulted in tangible improvements (in attainment) for eligible pupils, preparing overview report for Trustees.	Produce annual report on pupil premium spend for the school, demonstrating where it has been used and how it has benefited eligible pupils.	Review the school's pupil premium report to ensure spend has resulted in tangible improvements (in attainment) for eligible pupils.

<b>FINANCE</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
			Publish annual Pupil Premium report on the school website.	
<b>PE &amp; sport premium</b> <ul style="list-style-type: none"> <li>▪ <b>Defining budget allocation &amp; plan</b></li> <li>▪ <b>Monitoring delivery &amp; success</b></li> <li>▪ <b>Annual review</b></li> </ul>			Develop an annual plan for PE & sport premium spend, identifying areas for key focus and how/when these will be addressed.	To monitor the impact of the PE and Sport premium strategy
		To ensure strategic oversight of schools' PE & sport premium activities, ensure they are being delivered on time, to budget and that tangible improvements are resulting.	To drive on-time, on-budget delivery of PE & sport premium activities ensuring tangible improvements are resulting, reporting termly to LGB and Trust ELT	Review PE & sport premium - related activities, ensure they are being delivered on time, to budget and that tangible benefits are resulting.
	Annually review PE & sport premium spend across the Trust & ensure has resulted in tangible benefits for pupils.	To ensure strategic oversight of all schools' PE & sport premium reports and ensure spend has resulted in tangible benefits for pupils, preparing overview report for Trustees.	Produce annual report on PE & sport premium   premium spend for the school, demonstrating where it has been used and how it has benefited pupils.  Publish annual PE & sport premium report on the school website.	Review the school's PE & sport premium report to monitor spend has resulted in tangible benefits for pupils.
<b>Managing conflicts of interest and related party transactions</b>	To maintain a central register of (business) interests, updated annually as a minimum, captured on Governor Hub. Prevent conflicts of interest by removing them or managing effectively as appropriate.	To publish on the Trust's website a register of interests for each of the Members and Trustees.	To publish on the school's website a register of interests for each of the governors.	To include 'declarations of interest' as a standing agenda item
		To maintain a central register of SMT members' (business) interests, updated annually as a minimum. Prevent conflicts of	To maintain a central register of school leadership and office staff (business) interests, updated annually as a minimum. Prevent	

FINANCE				
	Trustees	Trust Executive	Headteacher	Local Governing Body
	To include 'declarations of interest' as a standing agenda item in all Trustee governance meetings to ensure transparency and oversight.	<p>interest by removing them or managing effectively as appropriate.</p> <p>To include 'declarations of interest' as a standing agenda item in all relevant Trust Executive meetings to ensure transparency and oversight.</p>	<p>conflicts of interest by removing them or managing effectively as appropriate.</p> <p>To include 'declarations of interest' as a standing agenda item in all relevant School meetings to ensure transparency and oversight.</p>	in all LGB meetings to ensure transparency and oversight.
<b>Ensuring compliance with ESFA requirements</b>		To ensure compliance with all ESFA requirements via the role of Accounting Officer for the Trust		
<b>Staff Severance Payments</b>	<p>To approve and action staff severance payments (School or trust central staff) which satisfy the conditions in the ATH and ESFA's guidance (delegated to Finance Committee)</p> <ul style="list-style-type: none"> <li>- Above contractual notice but below 6 months pay (and below £50,000)</li> <li>- At or above £100,000 or where the employee earns</li> </ul>	<p>To approve and action staff severance payments (School or trust central staff)</p> <ul style="list-style-type: none"> <li>- Equal to or below contractual notice</li> </ul> <p>To approve and action staff redundancy payments (School or trust central staff) up to £10,000 which satisfy the conditions in the ATH and ESFA's guidance</p>		

FINANCE				
	Trustees	Trust Executive	Headteacher	Local Governing Body
	<p>over £150,000 with prior approval from the ESFA</p> <p>To approve and action staff redundancy payments (School or trust central staff) over £10,000 (delegated to Finance Committee)</p>			

RISK & AUDIT				
	Trustees	Trust Executive	Headteacher	Local Governing Body
<b>Establishing controls framework including Internal &amp; External audit</b>	To establish and operate a Risk & Audit committee subordinate to the Trustee Board whose accountabilities include establishment of a control framework and processes to provide assurance over the suitability of, and compliance with, its financial systems, internal controls and Governance	To provide information requested by the Trust Board or Risk and Audit Committee		

RISK & AUDIT				
	Trustees	Trust Executive	Headteacher	Local Governing Body
<b>Maintaining Risk Register</b>	<p>To oversee and manage the Trust's strategic risks as held on the central Risk Register, reporting to Trustee Board via the Risk &amp; Audit Committee</p> <p>To consider strategic risks (at each meeting) within the scope of committees, reporting these to Risk &amp; Audit committee for consolidation</p>	<p>To set-up and maintain a central Risk Register for the Trust's (and Schools') operational and strategic risks, providing a Risk Dashboard for Committee oversight</p> <p>To identify, log and proactively manage strategic and operational risks for the Trust, providing updates to Trustees.</p> <p>To ensure schools are correctly identifying &amp; reporting risks and are proactively managing them.</p>	<p>To identify, log (using EAT's Risk Management system) and proactively manage strategic and operational risks for the School, providing updates to LGB &amp; Trust Executive.</p>	<p>To maintain awareness of the school's risk register and ensure risks are being proactively managed by the Headteacher and SLT, escalating to the Trustee Risk &amp; Audit committee as appropriate.</p>

RISK & AUDIT				
	Trustees	Trust Executive	Headteacher	Local Governing Body
<b>Internal Audit</b> <ul style="list-style-type: none"> <li>▪ <b>Appoint auditor</b></li> <li>▪ <b>Scope of internal audit review</b></li> <li>▪ <b>Review internal audit findings</b></li> <li>▪ <b>Implement internal audit recommendations</b></li> </ul>	<p>To approve and appoint the Trust's Internal Auditor</p> <p>To review and approve the annual program of internal scrutiny for the internal auditors</p> <p>To review and approve the annual internal audit report &amp; recommendations</p> <p>To review, approve and oversee the delivery of the program of work for the Trust to address Internal Auditors' findings &amp; recommendations</p>	<p>To recommend to the Trustees the Trust's Internal Auditor.</p> <p>To recommend to the Trustees the annual program of internal scrutiny for the internal auditors</p> <p>To review and endorse the annual internal audit report &amp; recommendations before presentation to Risk &amp; Audit committee</p> <p>To develop the program of work for the Trust to address Internal Auditors' findings &amp; recommendations</p>		
<b>External Audit</b> <ul style="list-style-type: none"> <li>▪ <b>Appoint external auditor</b></li> <li>▪ <b>Review external audit findings</b></li> </ul>	<p>To appoint the Trust's External Auditor (Members)</p> <p>To receive the audited accounts (Members)</p> <p>To review and approve the annual external audit report &amp; recommendations</p> <p>To review, approve and oversee the delivery of the program of work for the Trust to address</p>	<p>To propose a shortlist of potential auditors to act as the Trust's External Auditor and be part of the final selection and appointment process in conjunction with the Risk &amp; Audit committee members</p> <p>To review and endorse the annual external audit report &amp; recommendations before presentation to Risk &amp; Audit committee</p>		

RISK & AUDIT				
	Trustees	Trust Executive	Headteacher	Local Governing Body
<ul style="list-style-type: none"> <li>Implement external audit recommendations</li> </ul>	External Auditors' findings & recommendations	To develop the program of work for the Trust to address External Auditors' findings & recommendations		
<b>Carrying out disclosure and barring service (DBS) checks</b>	To ensure DBS checks are completed at Trust level	To carry out disclosure and barring service (DBS) checks for the following, providing quarterly reporting to Trustees: <ul style="list-style-type: none"> <li>Trust central team employees</li> <li>3<sup>rd</sup> party contractors engaged by the Trust</li> <li>Trustees &amp; other volunteers (engaged across the Trust)</li> </ul>	To carry out disclosure and barring service (DBS) checks for the following, providing reporting to Trust Executive/LGB: <ul style="list-style-type: none"> <li>School staff</li> <li>3<sup>rd</sup> party contractors engaged by the school</li> <li>Governors &amp; other volunteers</li> </ul>	To ensure DBS checks are completed at School level
<b>Ensuring adequate insurance cover is in place</b>	To ensure the Trust has adequate insurance cover in compliance with the Trust's legal obligations or has opted into the academies risk protection arrangements (RPA)	To arrange adequate insurance cover in compliance with the Trust's legal obligations or have opted into the academies risk protection arrangements (RPA), reporting to Trustees	To ensure that the School has adequate insurance cover for any risks outside the RPA cover	



<b>EDUCATION – PUPIL MANAGEMENT</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<b>Directing pupils offsite &amp; exclusions</b>				
<ul style="list-style-type: none"> <li>▪ <b>Set policy &amp; expectations</b></li> </ul>	To review and approve Trust Behaviour, Exclusion and SEND policies	To set and disseminate the Trust exclusion and behaviour for learning policies, based on current DfE guidance.	<p>To ensure all DfE policies and statutory obligations are embedded, in relation to exclusion, behaviours, children educated off site and dual registration.</p> <p>To set the highest of expectations in relation to pupil behaviour and eradicating low-level disruption.</p>	
<ul style="list-style-type: none"> <li>▪ <b>Manage &amp; monitor behaviour</b></li> </ul>	To regularly monitor and review exclusions, suspensions, behaviour procedures and statistics in all Schools	To regularly monitor and review exclusions and behaviour procedures & statistics in all schools.	<p>To proactively manage pupil behaviour.</p> <p>To provide regular reports on behaviour to Trust Executive &amp; LGB.</p>	To regularly monitor and review exclusions, suspensions, behaviour procedures and statistics for individual School
<ul style="list-style-type: none"> <li>▪ <b>Exclusion Management</b></li> </ul>	To participate in statutory panels relating to suspension and exclusion	To ensure that exclusions are managed in accordance with the DfE guidance	To manage pupil exclusions (including education for excluded pupils).	To participate in statutory panels at the relevant stage and when invited by Trustees
<b>Admission and attendance</b>	<p>To ensure that the Trust meets the mandatory provisions of the School Admissions Code except where variations have been written into their funding agreement to support fair access.</p> <p>To approve any changes to PAN.</p>	<p>To set &amp; communicate the Trust's admission policy &amp; attendance expectations.</p> <p>To regularly review attendance, admissions and leavers reporting &amp; analyse in detail the reasons for</p>	To adhere to the School Admission policy and relevant attendance expectations, ensuring that admissions and attendance meet all statutory requirements (including the keeping of secure & auditable attendance registers).	To monitor all policies are followed for admissions and attendance.

<b>EDUCATION – PUPIL MANAGEMENT</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
	To maintain oversight of pupil numbers across the Trust to track any trends	<p>any children being taken off roll, reporting to Trustees.</p> <p>To support schools with local marketing and communication efforts.</p>	<p>To provides regular reports on attendance, admissions and leavers to trust Executive &amp; LGB</p> <p>To supervise production of all school marketing materials (in support of driving admissions).</p>	<p>To regularly review attendance, admissions and leavers reporting &amp; analyse in detail the reasons for any children being taken off roll.</p> <p>To provide support with admission appeals.</p>

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<b>EDUCATION – BEHAVIOUR &amp; PERSONAL DEVELOPMENT</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<ul style="list-style-type: none"> <li><b>Compliance</b></li> </ul>	To ensure Trust compliance with safeguarding policies & KCSiE	<p>To conduct regular reviews of safeguarding in all schools, including SCR checks.</p> <p>To demonstrate the Trust is compliant with safeguarding policies and the most recent KCSiE (from DfE), reporting termly to Trustees</p>	<p>To ensure the Single Central Record (SCR) is up to date and compliant.</p> <p>To demonstrate the school is compliant with safeguarding policies and the most recent KCSiE (from DfE), reporting termly to LGB and Trust Executive.</p>	Through regular visits, checks and LGB reporting, to monitor and review the schools safeguarding culture and embedding of safeguarding policies.
<b>Provision for children with Special Educational Needs and Disability (SEND) and Looked After Children (LAC)</b>	<p>Review and approve Trust policies on SEND, inclusion and LAC.</p> <p>To ensure Trust compliance with SEND, inclusion and LAC policies and is meeting the needs of pupils</p>	<p>To create and disseminate Trust wide policies associated with SEND, inclusion and Looked After Children (LAC).</p> <p>To demonstrate the Trust is compliant with SEND, inclusion and LAC and is meeting the needs of pupils reporting to Trustees.</p>	<p>To acknowledge &amp; embed the Trust's policies associated with SEND, inclusion and Looked After Children (LAC).</p> <p>To ensure appropriate curriculum arrangements are in place for each child with SEND or LAC requirements.</p> <p>To demonstrate the school is compliant with policies and meeting the needs of pupils (SEND and LAC), reporting reporting termly to LGB and Trust Executive.</p>	<p>To acknowledge adoption of the Trust's policies associated with SEND, inclusion and Looked After Children (LAC).</p> <p>Through regular visits, checks and LGB reporting, to monitor and review the school's provision for children with SEND and to ensure all policies are embedded.</p>

<b>EDUCATION – QUALITY OF EDUCATION</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
<b>Ensuring a high-quality ambitious curriculum for all children.</b>	<p>To understand and monitor the impact of curriculum choices on pupil outcomes.</p> <p>To approve and review any Trust wide curriculum approaches and policies.</p>	<p>To provide Trust wide curriculum direction, principles, ambition, consistency and support.</p> <p>To ensure through reviews, that all schools prioritise the reading curriculum.</p> <p>To regularly review the quality of education within each school, focused on curriculum and report findings to Trustees.</p> <p>To hold Headteachers to account for the quality of the curriculum in their schools</p>	<p>To be responsible for the curriculum rationale, direction and provision for the school, within the Trust wide policies and approach.</p> <p>To ensure that the curriculum is ambitious, sequenced, knowledge-based and accessible to all children, ensuring reading is prioritised.</p> <p>To ensure that the subject and pedagogical knowledge of staff is continually developed, prioritised and based on evidence-based research.</p> <p>To ensure that Early Years Foundation Stage (EYFS) and Relationship and Sex Education (RSE) statutory requirements are met, reporting compliance to Trust Executive &amp; LGB.</p> <p>To provide regular curriculum updates to Trust Executive &amp; LGB.</p>	<p>To challenge and support the school leaders on its curriculum choices, implementation and impact on children.</p> <p>To support the review of the curriculum, through reports from the school leaders, meetings with staff, pupils and parents and other mechanisms of feedback.</p> <p>To validate that EYFS and RSE statutory requirements are met.</p>
<b>Production and analysis of educational performance data</b>	<p>To effectively challenge the Trust Executive on the educational performance of the Trusts' schools and their students through termly analysis of data, focusing on pupil groups (comparing across Trust schools and against National data)</p> <p>To understand &amp; monitor the Trust Executive's plans for addressing</p>	<p>To produce termly data for Trustees on the educational performance of the Trust' schools and their students (pupil groups) with supporting commentary to explain both positive and negative outcomes.</p>	<p>To produce termly data for the Trust Executive and LGB on the educational performance of the school and its students (pupil groups and cohorts), with supporting commentary to explain both positive and negative outcomes.</p>	<p>To effectively challenge the Headteacher on the educational performance of the school and its students through termly analysis of data, focusing on pupil groups and cohorts within the school.</p> <p>To understand &amp; monitor the Headteacher's plans for addressing any shortfalls in educational</p>

<b>EDUCATION – QUALITY OF EDUCATION</b>				
	<b>Trustees</b>	<b>Trust Executive</b>	<b>Headteacher</b>	<b>Local Governing Body</b>
	any shortfalls in educational performance and to encourage and promote sharing of best practice outcomes across Trust schools	<p>To provide consistent assessment tools for schools to submit summative data.</p> <p>To hold Headteachers to account for the quality of education in their schools</p>	To ensure that performance and other data is used to refine and develop the priorities identified within the SIDP.	performance and to promote awareness of positive outcomes with relevant stakeholder groups.

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