



**ENDEAVOUR**  
LEARNING TRUST

# SCHEME OF DELEGATION

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## OUR MULTI-ACADEMY TRUST AIMS

Our overall strategic aims are to provide:

- **A world class education for all** our students, regardless of ability or background, which builds resilience, confidence and drive, in an ever-changing world
- **A workforce of the highest calibre**, with a winning combination of teamwork, skill, experience, passion and **an unwavering commitment to excellence**
- **A relentless focus on individual and collective improvement** and personal and professional development, in **an ethos of high expectations** and personal ambition
- The moral imperative to ensure that no child is left behind, and no individual is overlooked in their uniqueness and distinctive potential
- **A nurturing environment**, where everyone feels safe and valued and where we get the balance right between **encouragement and support and stretch and challenge**, so that all of us can aim high and work together to make those aspirations a reality
- **A genuine commitment to foster partnerships**, across our family of schools, with our parents, other strategic partners and our wider communities
- The expertise to **efficiently and effectively deploy and maximise our resources** across the Trust and our wider networks and partnerships.

## AN OVERVIEW

Endeavour Learning Trust is a charitable Trust, with the Department for Education as its principal regulator. The Directors of the Trust are known as “Trustees” due to the charitable nature of the Academy Trust. Collectively, the Trustees are referred to as the “Trust Board” within this document.

The main constitutional document is the Trust’s Articles of Association which determine how members and Trustees are appointed/removed, the roles that they play, how meetings are to be held and the powers that the Trust has to further its charitable object. The Articles of Association are accessible on Endeavour Learning Trust’s website and at Companies House.

The Trust Board has overall legal responsibility for the operation of the Trust and the Academies within it. However, the Trust Board works in partnership with its family of academies. There are various layers of governance within the Trust to ensure its smooth and efficient operation and strategic direction. The following layers of governance are set out within this Scheme of Delegation:

- the Members
- the Trustees, Trust Board and its committees
- the Chief Executive Officer (“CEO”) and members of the Executive Team
- the Local Academy Council for each academy
- the Senior Leadership of each academy

## **THE MEMBERS**

The Members of the Trust are those signatories to the Memorandum of Association who approved the setting up of the Trust and guarantee to ensure it is operated in accordance with its charitable object. It also includes any additional Members appointed since incorporation. Members play a limited, but very important role within the Trust. They have the power to appoint and remove Trustees, approve changes to the Articles of Association or the name of the Trust, appoint the Trust's auditors and to enforce the Articles of Association in holding the Trust Board to account. They are also entitled to be provided a copy of the accounts as approved by the Trust Board and CEO.

## **THE TRUST BOARD**

The Trust Board are the Directors of the Trust, known as Trustees and as such they are responsible for ensuring that the Trust complies with the Articles of Association and Trust law. Trustees are also responsible for compliance with charity law. The Trust Board has the power to form Committees to carry out certain aspects of its functions on behalf of the Trust Board or to delegate elements of governance at a local academy level (Local Academy Council). The Trust Board will hold the CEO to account for the performance of the academies and Trust generally. The strategic direction of the Trust will be set by the Trust Board and it will charge the CEO, the Executive Team and Headteachers to delivery it at an operational level.

Some matters will be of considerable importance so will remain with the Trust Board to approve. Other powers will be delegated to committees, the Executive Team, Local Academy Councils and Academy senior leaders to ensure the effective operation of the Trust.

Members of the Trust Board will have expertise from various sectors and roles to ensure that there is sufficient oversight of the performance of the Executive and the Trust.

## **THE CEO**

A significant number of responsibilities under the Scheme of Delegation lie with the CEO.

The Executive team is led by the CEO. The CEO will be the most senior operational officer within the Trust. The CEO will be responsible for reporting to the Trust Board on the performance of the Trust and its academies. They will also be the line manager of senior members of the Executive Team and Headteachers as appropriate (where this is not delegated to a member of the executive team).

The CEO will be entitled to make appointments to their Executive Team in order to give focused advice on matters concerning the efficient operation of the Trust including, but not limited to, school improvement, student services, finance, operations, human resources, IT infrastructure and data analysis.

The CEO is responsible for the accountability and scrutiny of the individual Academies and their Senior Leads, a role that a Governing Body would previously have held.

## **LOCAL ACADEMY COUNCILS**

Each of our Academies has a Local Academy Council to whom the Trustees delegate certain roles on behalf of the Trustees so that they can be the local 'eyes and ears' of the Trust. The LAC is currently delegated oversight for community presence, staff and student wellbeing and family engagement. The LAC should also be aware of, understand and advocate for, the school's progress on school improvement priorities. LAC members will also be required to attend panels as appropriate, such as pupil discipline and complaints appeals. Finance, school improvement and staffing are currently the direct responsibility of the Trust.

## **EXECUTIVE TEAM**

The term Executive includes the Chief Executive Officer (CEO), Chief Operations Officer (COO), the Executive Leads and other Executive staff employed centrally, appointed agents and nominees of the Trust.

The Executive Team is led by the CEO and is responsible for ensuring the efficient and effective operation of the Trust. The Executive Leads, the Executive Director of School Improvement, the Executive Director of Student Services, the Chief Operating Officer and any other individuals that the CEO determines would provide valued advice or perspective to the business of the Executive team, will form the membership of this group. The Trust Board will delegate powers to the CEO which she may also delegate in certain circumstances to members of the Executive team.

## **SENIOR LEADERS FORUM**

The CEO will meet periodically with Executive Headteacher/Headteachers to communicate with them about matters concerning the Trust and to enable there to be an open forum for Headteachers to proactively cultivate collaboration and share best practice and experience.

## **ACADEMY LEADERSHIP**

The academies within the Trust will be led by a senior leadership with responsibility for the daily operation of their academy and to ensure compliance with the Trust's policies and procedures. Apart from negotiated exceptions in a sponsoring situation, this will be the current leadership of the school when it joins the Trust.

In a Sponsored situation the CEO will determine the structure required for the senior leadership of each academy. An academy within the Trust will be led by either:

- A Headteacher; or
- An Executive Primary or Secondary Lead and Head of School

The Executive Team will be utilised when there is a need to give the academy operational support and strong expertise in order to ensure rapid change is achieved in standards. It enables the Executive Team to foster the Trust's culture and provide and grow capacity within the senior leadership to ensure the best outcomes are achieved for students and the wider academy community. In situations such as this (e.g., sponsored schools, those in challenging

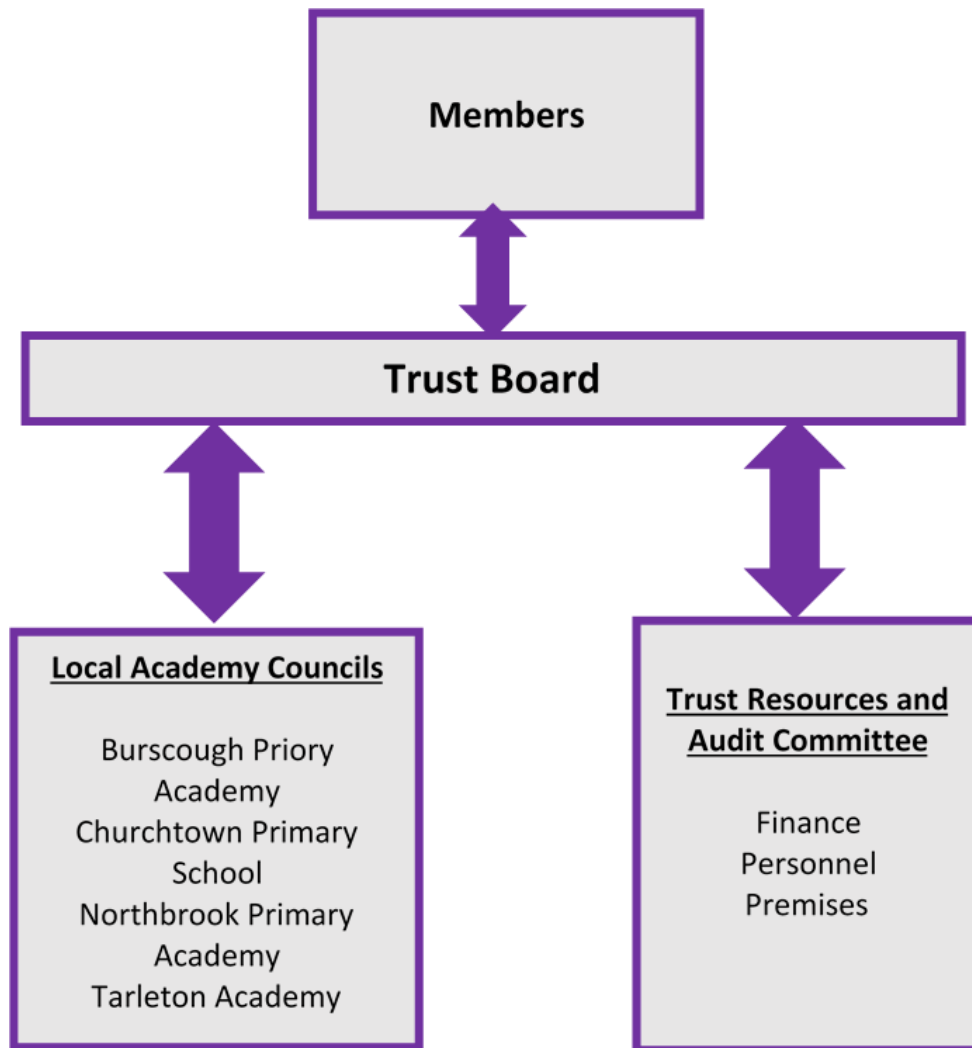
circumstances or where the Trust has appointed a new Head) the Executive Team will determine the specific roles and responsibilities of the senior team particular to the needs of the individual school in consultation with the CEO.

Once an academy has the capacity at senior leadership to take on increased control of the daily operations and the implementation of the agreed strategy, the CEO may determine increased autonomy to the academy, reducing or removing the need for the Executive team's input.

**Schools joining the Trust which already have strong leadership and clearly demonstrable effectiveness within the school will determine their own leadership structure and internal policies and procedures.**

The terms of delegation will be dependent on each academy's circumstances.

The Trust Governance Structure is as follows:



### Trust Chairs' Action

1. Where any function of the trust board can be delegated to an individual, the chair may exercise that function if in his/her opinion a delay in exercising that function would be likely to be seriously detrimental to the interests of:

- The school/trust
- Any pupil at a school in the Trust, or their parent; or
- A person who works at a school in the Trust.

2. 'Delay' means delay until the earliest date on which it would be reasonably practicable for a meeting of the trust board, or of a committee to which the function in question has been delegated, including local academy councils, to be held.

3. Where it appears to the vice-chair that:

- The circumstances in paragraph 1 apply; and
- The chair (whether by reason of vacancy in the office or otherwise) would be unable to exercise the function in question before the detriment referred to in that paragraph is suffered,

the reference in paragraph 1 to the chair is to be read as if it were a reference to the vice-chair.

## **ACADEMY CATEGORIES**

When a school converts and joins the Trust, following annual review or where significant concerns arise, the school will be allocated to the appropriate Academy category based on:

- The Trust's own assessment of its historical performance and future prospects
- The strength and capability of the current leadership
- Its latest Ofsted Inspection Report

The category allocation is important because it dictates the following:

- The 'make-up' of the Local Academy Council.
- The extent to which responsibilities are delegated to the Academy.
- Whether the academy has a Headteacher or Executive Lead and Head of School; and
- The funding arrangements (particularly the extent of the 'top slice').

Academies will be categorised as follows:

- Directed – where significant concerns have been identified and are closely supported by the Trust team, for example, sponsored schools.
- Supported – an academy where there is a new headteacher or where areas for support have been identified for Trust intervention,
- Confident – where leadership is effective and school improvement is in line with expectations.

## **REVIEWING THE ALLOCATION**

The category allocation will be linked to the performance of the Academy in relation to:

- The quality of teaching and learning.
- Leadership capacity and effectiveness
- Student services and safeguarding
- Standards
- Finance

The category allocation will be reviewed at least once per year at one Trust Board meeting. Depending on the outcome of the review an Academy may either stay in its allotted category or be moved to another. The Trust Board reserves the right to change the category at any time if it believes this to be appropriate in the interests of both the Academy concerned and the wider Trust family. The result of any change in category will be reported to the LAC via the Trust's termly report to the LACs.

## **LOCAL ACADEMY COUNCILS**

*The primary function of the Local Academy Councils, regardless of the category allocation, is to support and become familiar with the quality of the work of the Academy leadership in meeting the overall aims of the Trust, particularly in ensuring that the students and staff in the Trust are given every opportunity to thrive and achieve their best. This will be achieved primarily by supporting the triangulation of a range of evidence, within the remit of the LAC, in line with the aims and objectives for improvement, which are set out in the Academy Improvement Plan.*

## **ACADEMY COUNCILLOR APPOINTMENTS**

It is for the Trust Board under the Articles of Association to identify if there is a need for a Local Academy Council (LAC), to establish a Local Academy Council and to determine its constitution, membership and terms of reference.

For Ofsted rated 'Good' schools joining the Trust, the Local Academy Council will be invited on an 'as is' basis to reflect the membership of the Governing Body in place immediately prior to joining the Trust. The Trust Board would grant membership of the newly constituted Local Academy Council to the Governors from the original governing body of the predecessor school, subject to the maximum and minimum numbers as identified in the Terms of Reference for Local Academy Councils.

For Sponsored schools joining the Trust, the Trust Board appoints the Academy Councillors, other than parent and staff representatives, dependent upon the skills identified through audit.

After a school has joined the Trust, any further new applications to a LAC will be made through the Trust Nominations committee.

## **DELEGATED FUNCTIONS**

The Trust has direct legal responsibility to the DfE for compliance with its funding agreements. It is therefore expected to have close controls over Sponsored Academies in order to secure the required school improvement and this is reflected in the Scheme of Delegation.

More responsibility is passed to Supported and Confident Academies to reflect their higher performance and relative autonomy.



## **FUNDING**

A recharge is levied on each of the academies in the Trust to cover the cost of centrally provided services.

Although this is not an exhaustive list, these services include:

Human resource processes, financial management, legal, estates, project management, due diligence, health and safety, student services, attendance support, Family Support Worker and multi-agency support, safeguarding, pastoral systems, governance, ICT infrastructure and networking management, marketing and communications, data management, GDPR, statutory policy provision, extended services provision, website compliance and quality assurance.

Central services also includes the provision of a coherent package for school improvement and professional development which is tailored to the needs of each individual academy and charged on a sliding scale dependent upon the level of support/intervention needed.

A range of staff from across the academies will be given the opportunity to contribute to school improvement projects to help other academies. This will be suitably reimbursed from the central services pot.

## **WORKING COLLABORATIVELY AS A FAMILY**

It is assumed that all academies within the Trust family will work collaboratively and be mindful of their role within this. This will include involvement in and a contribution to Trust wide responsibilities such as:

- Development and maintenance of school policies and processes
- Sharing of best practice
- Mentoring and coaching of staff and
- Recruitment, training and appraisal of Academy Councillors for the Local Academy Council.

This re-enforces the principle of working together as a family of Academies to meet the overall aims.

## **6. FURTHER INFORMATION**

For further information about this Scheme of Delegation please contact:

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**In-year revisions to the Scheme of Delegation**

October 2020, Version 2: minor alterations for clarification.

March 2021, Version 3: change of titles of academy category allocation, revision of roles in line with category changes, addition of some items of delegated powers.

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RESPONSIBILITY	EXECUTIVE LEAD/HEADTEACHER*	LOCAL ACADEMY COUNCIL (LAC)	CEO (or delegated EXECUTIVE)	TRUST RESOURCE AND AUDIT COMMITTEE (RAC)	FULL TRUST BOARD
<p><b>FINANCE</b></p> <p><b>NB All activity must comply with the Financial Handbook and the Academy's Funding Agreement.</b></p> <p>* The term Executive Lead/ Headteacher; Where there is an Executive Primary or Secondary Lead, these actions may be delegated to the Head of School as appropriate.</p>					
<p><b>Budget Forecast</b></p> <p>Submission of consolidated Budget Forecast for 31 July for the following financial year including capital projects.</p> <p>Revisions to budget during the year as appropriate.</p>	<p>The Headteacher will have primary responsibility for preparing the draft Budget with the support of the Trust CEO and COO as necessary during April in accordance with a pre-arranged timetable.</p> <p><b>DIRECTED:</b> <i>The Headteacher will submit the draft budget to the CEO for approval. The Headteacher has no discretionary authority to incur additional revenue expenditure outside the approved budget.</i></p> <p><b>SUPPORTED:</b> <i>The Headteacher may propose revisions to the budget during the year</i></p>	<p>The LAC will receive, in the Spring Term, a summary of the budget position, overall expenditure and any concerns in the immediate or longer term.</p>	<p>The Trust Chief Executive Officer and the Chief Operations Officer will support the Headteacher as necessary in preparing the budget and ongoing reviews</p> <p>The CEO will submit the draft budget to the RAC for approval.</p>	<p>The Resource and Audit Committee will carry out a review of the draft Budget Forecast and make a recommendation for approval to the full Trust Board</p> <p>Approval of in year revisions to budget</p>	<p>The full Trust Board will approve the consolidated Budget Forecast for the Trust including the individual academy budgets prior to submission to the EFA by 31 July</p> <p>The initial Budget Forecast for a newly converting academy will be based on the Pre-Academy Report and must be approved by the full Trust Board before the school converts to academy status and joins the Trust.</p>

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	<p><i>as appropriate with approval of the Trust CEO and the COO informed.</i></p> <p><b>CONFIDENT:</b> <i>The Headteacher may propose revisions to the budget during the year as appropriate with involvement of the Trust CEO and the COO.</i></p>				
Purchase Order/Invoice Approval	<p><b>DIRECTED AND SUPPORTED</b> <i>Up to £4,999 (£24,999 CONFIDENT) in value where the purchase is in line with the school budget, otherwise with the approval of the CEO or Trust RAC</i></p>		<p><b>DIRECTED AND SUPPORTED:</b> <i>£5,000 up to £24,999</i></p> <p><b>CONFIDENT:</b> <i>£25,000 up to £49,999</i></p>	<p><b>DIRECTED AND SUPPORTED:</b> <i>£25,000 up to £499,999</i></p> <p><b>CONFIDENT:</b> <i>£50,000 UP TO £499,999</i></p>	£500,000 and over
Approval to accept a quotation from a minimum of 3 or from a formal tendering process	<p><b>DIRECTED AND SUPPORTED:</b> <i>Up to a value of £4,999</i></p> <p><b>CONFIDENT:</b> <i>Up to a value of £49,999</i></p>		£5,000 up to a value of £24,999	£25,000 up to OJEU limit	Over OJEU limit
Authority to accept a quote/tender other than the lowest	Up to a value of £4,999		£5,000 up to a value of £24,999	£25,000 up to OJEU limit	Over OJEU limit

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<p>Authority to write off bad debts</p>	<p>Up to a value of £249.99</p>		<p>£250 up to the value of £4,999</p>	<p>£5,000 up to £44,999 (over £45,000 requires secretary of state approval)</p>	
<p>Approval for Capital Expenditure not included in the original budget</p>	<p><b>DIRECTED:</b>  <i>The Headteacher has no authority to incur additional capital expenditure without the approval of the CEO and the Trust Resource and Audit Committee.</i></p> <p><b>SUPPORTED AND CONFIDENT:</b>  <i>Authority in consultation with the CEO/COO to incur additional capital expenditure up to £5,000 in a financial year (either on one item or in aggregate) from available DFC funding. This is subject to any restrictions imposed from time to time by the CEO/COO</i></p>		<p>Any restriction on this authority (and any changes to it) must be recorded in writing and communicated clearly to the Headteacher.</p>	<p>The Resource and Audit Committee has authority to approve additional capital expenditure up to £50,000 in a financial year (either on one item or in aggregate).</p>	<p>Capital expenditure for projects exceeding £50,000 requires the express written consent of the Trust Board.</p>

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<p>Approval for Virements between nominal codes and budget heads.</p>	<p>The Headteacher may request approval from the CEO/COO for virements between nominal codes and budget heads on the approved financial plan</p>		<p>The CEO/COO will monitor the on-going expenditure against budget heads and may approve virements between nominal codes &amp; budget heads.</p>		
<p>Reporting and Internal Audit Requirements</p>	<p>The Headteacher is responsible for providing such information and assistance in relation to reporting and internal auditing as the Trust Board may from time to time require.</p> <p>This may include reporting formally to the Trust Resource and Audit Committee at regular intervals as specified.</p>		<p>The COO will prepare the management accounts and ensure compliance with internal auditing requirements on an ongoing basis</p>	<p>The Resource and Audit Committee will monitor the management accounts supplied by the Executive and its compliance with internal auditing requirements on an ongoing basis and report any concerns to the Trust Board.</p> <p>The Resource and Audit Committee may appoint a Responsible Officer to conduct reviews of processes and procedures to provide assurance that these are efficient and effective.</p>	<p>The Trust Board will review the performance of the academy against its Budget as part of its review of the level of autonomy it should be granted at the first meeting in each financial year.</p>

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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL (LAC)	EXECUTIVE	TRUST RESOURCE AND AUDIT COMMITTEE (RAC)	FULL TRUST BOARD
Statutory Audit Procedures	The Headteacher is to provide such information and assistance in relation to statutory audit procedures as the Trust RAC may from time to time require.	The Local Academy Council is to provide such information and assistance in relation to statutory audit procedures as the Trust RAC may from time to time require.	The COO is responsible for ensuring that statutory audit procedures are carried out	The Resource and Audit Committee is responsible for recommending the statutory accounts for approval to the full Trust board and then the ESFA and the AGM	The statutory accounts are approved by the full Trust board and noted by the Members at the AGM

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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	TRUST BOARD
<b>HUMAN RESOURCES</b>				
<p>For the avoidance of doubt, all appointments identified under this Human Resources section, <b>whether internal or external</b>, are subject to the same procedures. There is to be no distinction between the two. The Processes for reducing staffing, reviewing staffing structures, and dealing with disciplinary and capability matters must be followed in all cases and advice taken from the HR Advisor.</p> <p>The term Executive Headteacher/ Headteacher; Where there is an Executive Headteacher these actions may be delegated to the Head of School as appropriate.</p>				
CEO and Executive Headteacher recruitment				The Trust board will constitute an Appointment Panel
Headteacher Recruitment		Members of the Local Academy Council may be invited on to the Appointment Panel dependant on the category of school and the relevant experience of the Academy Councillors.	The CEO will lead the recruitment process.	The CEO will Chair the appointment panel and in the absence of any other agreement will hold the deciding vote.
Senior Leadership Team Recruitment	<p>The Headteacher will notify the CEO as soon as he/she becomes aware of a potential vacancy in the Senior Leadership Team.</p> <p><b>Confident:</b> The Headteacher will lead the recruitment and</p>	The LAC will be kept informed of all decisions	<p><b>Supported and Directed:</b> The CEO will lead on the process for filling any vacancies in the Senior Leadership Team.</p> <p><b>Confident:</b> The Headteacher will lead the recruitment and</p>	



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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	TRUST BOARD
	<p><i>appointment process with the CEO or delegated representative following the Trust approved procedures.</i></p> <p><b>Supported and Directed:</b> <i>The Headteacher will contribute to the process led by the CEO or their representative.</i></p>		<p><i>appointment process with the CEO or delegated representative.</i></p>	
Teacher Recruitment	<p><b>Supported and Confident:</b> <i>The Headteacher will lead the process for filling teacher vacancies previously agreed with the CEO following the Trust approved procedures.</i></p> <p><b>Directed:</b> <i>The Headteacher will engage fully with the CEO's representative in the teacher appointment process.</i></p>	The LAC will be kept informed of all decisions	<p><b>Directed:</b> <i>The CEO will nominate a representative to lead in the teacher appointment process.</i></p> <p><b>Supported and Confident:</b> <i>The DOSI will support the process as appropriate.</i></p>	

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<p>Support Staff Recruitment</p>	<p><b>Supported and Confident:</b> <i>The Headteacher will lead the process for filling any vacancy for a member of support staff previously agreed with the CEO following the Trust approved procedures.</i></p> <p><b>Directed:</b> <i>The Headteacher will engage fully with the CEO's representative in the support staff appointment process.</i></p>	<p>The LAC will be kept informed of all decisions</p>	<p><b>Directed:</b> <i>The CEO will nominate a representative to lead in the appointment process.</i></p> <p><b>Supported and Confident:</b> <i>The Executive Director of Student Services will support the process as appropriate.</i></p>	
<p>Appointment of External Consultants</p>	<p>The Headteacher may make requests to the CEO regarding the appointment of external consultants.</p> <p>Any such appointment will be made in the name of the Trust on the assumption that the expertise does not exist internally.</p>	<p>The LAC will be kept informed of all decisions as appropriate.</p>	<p><b>Supported and Confident:</b> <i>Unless the CEO, acting in good faith, has any legitimate reason to do otherwise, it will ratify any recommendations made by the Headteacher in line with budgetary requirements.</i></p> <p><b>Directed:</b> <i>the CEO will appoint external consultants as appropriate.</i></p>	
<p>CEO performance Appraisal and Salary Review</p>				<p>The Trust board will be responsible for the arrangement of the CEO's performance appraisal and salary review.</p>

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Executive team member performance Appraisal and Salary Review			The CEO will be responsible for the arrangement of the Executive team member's performance appraisal and salary review.	The Trust board will receive the reports
Headteacher Performance Appraisal and Salary Review			The CEO will be responsible for the arrangement of the Headteacher's performance appraisal and salary review.	The Trust Board will receive the report.
Teacher Appraisal and Salary Review	<p>The Headteacher is responsible for leading the appraisal and salary review process for teaching staff</p> <p>The Headteacher will consult with the Chief Operations Officer regarding the salary review and ensure the outcomes are reflected in the draft Budget Forecast and the Trust pay structures.</p> <p>The Headteacher will make recommendations to the Trust RAC pay review committee for approval following the review.</p>		<p>The CEO may audit the salary review process as the CEO considers appropriate.</p> <p>If the CEO is not satisfied with the process of, or the outcome from, the salary review the CEO may ask the Headteacher to take such remedial action as the CEO considers appropriate.</p>	The Pay Review Subcommittee of the Trust RAC board is responsible for approving the Headteacher's recommendations regarding salary reviews.

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	<p>The Headteacher will provide such further information and assistance as the CEO may need if the CEO decides to audit the process.</p> <p><b>Directed:</b>  <i>The CEO will delegate a member of the Executive Team to advise on this process as appropriate</i></p>			
Terms of Employment	<p>The Headteacher will be consulted with regard to any proposed changes to the terms of employment for an individual member of staff e.g., flexible working request.</p> <p>The Headteacher may make representations to the Trust board should they disagree with the CEO's decision.</p>		<p>The CEO is to review and comment on any proposals that may involve a change to the terms of employment.</p>	<p>The responsibility for the contractual terms and conditions for all Trust employees lies with the Trust Board. Decisions concerning any change to the terms of employment of Academy staff (both teaching and support) will lie with the Trust Board.</p> <p>The Trust Board will consider any representations made by the CEO, the Headteacher and/or the LAC.</p>
Reductions in Staffing and Revisions to Staffing Structures	<p><b>Directed.</b>  <i>Reductions and revisions to staffing will be carried out under the direction of the CEO.</i></p>	<p>The Local Academy Council will be kept informed of the outcome of any restructuring proposals.</p>	<p><b>Directed:</b>  <i>Reductions and revisions will be carried out under the direction of</i></p>	<p>Decisions concerning the redundancies will lie with a Staffing Review Committee</p>

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	<p><b>Supported and Confident:</b>  <i>The Headteacher will notify the CEO as soon as possible after becoming aware that reductions in staffing may be necessary. The Headteacher will be responsible for proposing a revised staffing structure for the academy, with the support of the CEO and the COO.</i></p> <p>The Headteacher will be responsible for leading and managing the redundancy process with the support of the CEO and Chief Operations Officer</p>		<p><i>the CEO and/or their nominated representatives</i></p> <p><b>Supported and Confident:</b>  <i>The CEO will review any revised staffing structures/redundancy proposals received from the Headteacher and may initiate a review if the CEO believes there is a need to do so.</i></p> <p>The CEO will refer recommendations for revised staffing structures and possible redundancies to the Trust SRC for approval.</p> <p>The CEO and Chief Operations Officer will support the Headteacher throughout the restructuring process and will attend consultation meetings where the CEO considers this is appropriate.</p>	<p>(SRC) convened by the Trust Board.</p> <p>The Trust SRC will consider any representations made by the CEO, the Headteacher</p>
<p>Staff discipline and grievances</p>	<p>The Headteacher is responsible for the discipline/grievances of academy staff in accordance with the Trust's disciplinary/grievance policies and procedures.</p>	<p>May be required to sit on any panels as may be required under the Trust's disciplinary/grievance policies and procedures.</p>	<p>The CEO is responsible for the discipline/grievances of all Headteachers and members of the Executive in accordance with the Trust's disciplinary/grievance policies and procedures.</p>	<p>The Chair of Trustees is responsible for the discipline/grievances of the CEO. In the absence of the Chair the Vice-Chair will take responsibility on under the</p>

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	The Headteacher is to notify the CEO of any matters for which he/she believes disciplinary investigations are required.			relevant Trust policies and procedures.  Trustees may be required to sit on panels for disciplinary/ grievances in accordance with the Trust policies
Staff attendance	<p>The Headteacher is responsible for the attendance of academy staff in line with the Trust's staff attendance policy and procedures, including timely formal absence review meetings.</p> <p>The Headteacher must keep central HR up to date with ongoing attendance issues including return to work and fitness to work notes.</p> <p>The Headteacher is to notify the head of HR of any matters he/she believes require further action.</p>		<p>HR to prompt head teachers if processes are not being correctly followed.</p> <p>CEO is responsible for the Final Absence Review meetings and any subsequent decisions regarding dismissal.</p>	<p>The Vice-chair is responsible for the formal absence review meeting of the CEO if required.</p> <p>The Chair of Trustees is responsible for the Final Absence review meeting of the CEO if required.</p> <p>The Trust board will conduct any absence appeals.</p>
Suspension and reinstatement	The Headteacher is responsible for proposing the suspension or reinstatement of academy staff to the CEO.		The CEO is responsible for making decisions to suspend or reinstate staff.	The Chair of Trustees, or in the Chair's absence, the Vice-Chair, is responsible for making the decision to suspend or reinstate the CEO.

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<p>Capability Proceedings</p>	<p><b>Confident:</b> Where a capability issue is identified the Headteacher is responsible for leading and managing the process set out in the Trust appraisal and capability procedures.</p> <p><b>Supported and Directed:</b> All decisions and processes regarding capability proceedings will be supported/led by the Executive team as appropriate.</p> <p><b>All academies:</b> The Headteacher is responsible for keeping the CEO informed regarding the progress of the proceedings for any member of teaching or support staff.</p> <p>If there has been insufficient improvement in performance after having followed the capability procedures the final hearing will be referred to a panel of the Trust Board.</p>		<p><b>Supported and Directed:</b> the executive team will support/ lead the capability proceedings as appropriate.</p> <p>Where the Headteacher is subject to a capability procedure the CEO (or their representative) is responsible for leading and managing the process set out in the appraisal and capability procedures.</p> <p>The CEO is responsible for keeping the Trust Board informed regarding proceedings</p>	<p>Decisions concerning the dismissal of any employees lie with the Trust Board.</p> <p>Trustees will be asked to sit on panels for final stage Capability and Appeal Hearings</p>
<p>Probationary Period Procedure</p>	<p>The Headteacher is responsible for following the probationary period procedure with every</p>		<p>If an employee does not satisfactorily complete their probationary period and their</p>	<p>Unless the Trust Board, acting in good faith, has any legitimate reason to do otherwise, it will</p>

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	<p>member of staff and confirming them in post. Any concerns must be addressed by the Headteacher in a timely fashion. If an employee does not satisfactorily complete their probationary period, the Headteacher will be responsible for informing the Chief Operations Officer.</p>		<p>appeal is not upheld the Chief Operations Officer will write to the employee on behalf of the Trust terminating their employment</p> <p>The CEO is responsible for following the probationary period procedures for Headteachers.</p>	<p>delegate the responsibility for the dismissal of a member of staff who has failed to satisfactorily complete their probationary period to the Headteacher.</p> <p>Appeals against termination will be heard by a panel of the Trust Board.</p> <p>Where a Headteacher does not satisfactorily complete their probationary period an appeal against termination will be heard by a panel of Trust Trustees</p>
Safeguarding	<p>The Headteacher is to ensure that:</p> <ul style="list-style-type: none"> <li>• A Designated Senior Lead and Deputy DSLs, have been appointed</li> <li>• They have sufficient resources to enable them to undertake the role</li> <li>• All staff have access to and have read the Safeguarding policy and Keeping Children Safe guidance as a minimum</li> </ul>	<p>The LAC is responsible for:</p> <ul style="list-style-type: none"> <li>• Appointing one of its members, as the named Academy Councillor to liaise with the Headteacher regarding safeguarding matters</li> <li>• Ensuring members are safeguarding trained</li> <li>• Taking collective responsibility for safeguarding in the academy</li> </ul>	<p>The CEO is to inform the Trust Board’s Chair of any safeguarding allegation raised in respect of the Headteacher, any member of the Senior Leadership Team or any other key employee of the Academy.</p> <p>The Executive Director of Student Services will lead the network of DSLs and quality assure and support as appropriate.</p>	<p>The Trust Board carries overall responsibility for ensuring that safeguarding policies are implemented and is collectively responsible with the Local Academy Council for ensuring that safeguarding arrangements are fully embedded within the academy’s ethos and reflected in the academy’s day to day safeguarding practices.</p>



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	<ul style="list-style-type: none"> <li>• The Chair of the LAC and CEO are notified immediately of any allegation made against a member of staff.</li> <li>• Individuals involved in recruitment of staff have had safer recruitment training</li> </ul>	<ul style="list-style-type: none"> <li>• Receiving a termly update on the headteacher's report</li> <li>• Receiving the Safeguarding policy on an annual basis</li> <li>• Attending an annual Trust Safeguarding Board</li> </ul>	<p>Trust HR staff will conduct termly inspections of the schools' Single Central Records to ensure compliance with legislation and completeness.</p>	<p>A Trustee will address any allegations made against a Headteacher in conjunction with the chair of Academy Councillors or, in the absence of a chair, the vice chair.</p>
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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	Trust BOARD
<p><b>EDUCATION</b></p> <p>The term Executive Lead/ Headteacher; Where there is an Executive Primary or Secondary Lead, these actions may be delegated to the Head of School as appropriate.</p>				
<p>Academy Improvement Plan (including curriculum and standards)</p>	<p><b>Directed:</b> <i>The Executive Team is to draw up an Academy Improvement Plan.</i></p> <p><b>Supported:</b> <i>The Executive Team will co-plan an Academy Improvement Plan with the senior leadership of the school.</i></p> <p><b>Confident:</b> <i>The Headteacher is to draw up a draft Academy Improvement Plan in conjunction with the CEO and the Trust Director of School Improvement (DoSI).</i></p> <p>The Academy Improvement Plan should be costed with the support of the Trust Chief Operations Officer and the expenditure built into the Budget Forecast.</p> <p>The Headteacher will work closely with the CEO and/ or the Executive Team in the ongoing</p>	<p>The Local Academy Council should take an active role in triangulating the implementation of the approved Academy Improvement Plan.</p> <p>The LAC will, with the school leadership team, identify areas to be triangulated by the LAC on termly visits to school. LAC visit days will be co-ordinated by the school to include tours of school, and, where appropriate, meetings with staff, parents and students. Each LA Councillor should aim to attend one of these days per academic year.</p> <p>In Directed and Supported academies, LAC reports following visits should be shared with the CEO and Trust Director of School Improvement within 10 working days in order for appropriate support/challenge to be provided</p>	<p>The CEO will approve the final Academy Improvement Plan</p> <p>The CEO/DoSI are to monitor delivery of the AIP at such intervals as may be necessary, with resultant intervention as appropriate.</p> <p>THE CEO/DoSI shall respond to school improvement LAC visit reports as appropriate.</p>	<p>The Trust Board will receive and review summary reports on progress of the AIPs</p>

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<b>RESPONSIBILITY</b>	<b>EXECUTIVE LEAD/ HEADTEACHER</b>	<b>LOCAL ACADEMY COUNCIL</b>	<b>EXECUTIVE</b>	<b>Trust BOARD</b>
	monitoring of the Academy Improvement Plan, depending upon the category of the academy.	to SLT in response to issues raised.		
Academy Hours	Any change in academy hours should be proposed to the CEO.	The LAC will be consulted on the arrangements for Academy hours and informed of the Trust board decision.	CEO to agree proposal, support school in consultation process and present to Trust board for final approval.	The Trust Board is responsible for setting the opening and closing times for Academies taking into consideration the views of the Headteachers and LAC
Term Times	To discuss dates internally for agreement		To propose dates to Senior Leadership Teams. Propose final dates to the Trust board.	The Trust Board is responsible for setting the term times for Academies taking into consideration the views of the Headteachers
Policies Requiring Consistency Across the Trust	The Headteacher will be responsible for ensuring that Trust policies and procedures are applied across the academy	The Local Academy Council will note the policies requiring consistency across all the academies as approved by the Trust Board and monitor their implementation.	Policies requiring consistency across all the academies in the Trust will be drafted by the CEO, other Trust Officers or Chief Operations Officer.  The decision as to which policies this should be, other than those	The Trust Board will approve all such policies and any amendments to them.

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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	Trust BOARD
			which are statutorily required, lies with the CEO and is influenced by the category of academy.	
Pupil Discipline leading to sanctions	<p><b>Directed and Supported:</b> <i>The headteacher will make recommendations to the CEO or their delegated representative about the sanctions to be applied and gain approval</i></p> <p><b>Confident:</b> <i>The headteacher will decide on the sanctions to be applied. In the case of a permanent exclusion, the CEO should be consulted.</i></p>	Reviews of exclusions will be heard by members of any of the LACs in the Trust according to availability and experience. In the case of a Directed and Supported Academies, a minimum of one Trustee will sit on the panel.	<p><b>Directed:</b> <i>Make or ratify the final decision about the sanction to be applied</i></p> <p><b>Supported or Confident:</b> <i>Ratify the decision to permanently exclude</i></p>	Reviews of exclusions will be heard by members of the Trust board where this role has not been delegated to the LAC.
Admissions	<p>The Headteacher will formulate the admissions arrangements including the academy's oversubscription criteria and consult the LAC before its approval by the CEO.</p> <p>Set out a case to the CEO for any proposed increase or decrease of the academy's published admissions number (PAN).</p>		<p>To approve all admissions arrangements as proposed by the Headteacher.</p> <p>To approve any proposed changes to PAN.</p> <p>To ensure provision is made available to academies for independent appeal panels.</p>	<p>To monitor admissions data and application numbers at all schools</p> <p>To be satisfied that the Executive are ensuring that the Trust is meeting its legal obligations as an admissions authority.</p>

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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	Trust BOARD
	To co-ordinate statutory consultation in accordance with admissions law and codes in consultation with the Executive.			
Complaints	<p><b>Supported and Directed:</b> <i>The Headteacher will investigate the concerns/complaints under the complaints policy, supported by the Executive Team, including informal and the first stage of formal complaints.</i></p> <p><b>Confident:</b> <i>The Headteacher will investigate the concerns/complaints under the complaints policy, including informal and the first stage of formal complaints.</i></p> <p>The Executive Headteacher will investigate where there is a complaint against the Head of School.</p>	<p>The Chair of the LAC will take part in the formal or informal stages of complaints as outlined in the Endeavour Learning Trust Complaints Procedure.</p> <p>In the case of Directed academies, a minimum of one Trustee will sit on the panel of any Complaints Appeals committee.</p> <p>The Chair of the LAC will annually report a Complaints Review to both the LAC and the Trust board.</p>	<p>The CEO will be kept informed of the stages of the complaint.</p> <p>The CEO will deal with concerns and complaints about the executive at the informal and first formal stage (stage 2) of the complaints policy.</p>	<p>The Trust board will receive reports on Complaints, including the Chairs' annual report.</p> <p>The Chair of the Trust Board will take part in the informal or formal stages of any complaints as outlined in the Endeavour Learning Trust Complaints Procedure.</p> <p>The Trust Board will form a stage 3 panel for complaints about the CEO or members of the executive. If the complainant is a parent or guardian, one panel member will be independent of the operation and running of the Trust.</p>

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Other Academy Policies	The Headteacher will have responsibility, with the involvement of the LAC, for developing Academy specific policies and as statutorily required. CEO approval is required.	<p><b>Confident:</b> <i>The LAC will be responsible for approving the policy and monitoring its implementation.</i></p> <p><b>Supported and Directed:</b> <i>The LAC will be responsible for proposing a policy to the CEO for approval and will monitor its implementation.</i></p>	The CEO will review (and, in the case of Directed academies, approve) any academy specific policies and may make recommendations for improvement if appropriate. The CEO will recommend to the Trust board any changes to academy level changes to the policies delegated.	The Trust Board will, on an individual academy basis, decide which policies are delegated to academy level following recommendations from the CEO.
GDPR	Headteachers have the responsibility to ensure that all GDPR policies and procedures are implemented throughout the school		The Executive Team will appoint or approve DPO provision for the individual schools and will periodically review and advise on the GDPR policies and procedures	The Trust Board will receive an annual report of any concerns and their resolutions from all the schools from the Trust DPO.

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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	Trust BOARD
<p><b>ASSET MANAGEMENT</b></p> <p>The term Executive Lead/ Headteacher; Where there is an Executive Primary or Secondary Lead, these actions may be delegated to the Head of School as appropriate.</p>				
<p>Negotiation and renegotiation of contracts, HP, Operating Leases, Services and other Agreements</p> <p>Processes and procedures must be in accordance with the Academies Financial Handbook and Financial Regulations</p>	<p>The Headteacher will consult with the Trust Chief Operations Officer of any proposal to negotiate or renegotiate any external contracts, leases or other service agreements.</p>		<p>If the contract has a significant impact on the wider Trust family of Academies or is between the value of £5,000 and up to a value of £499,999 the consent of the CEO or Trust Resource and Audit Committee will be required.</p> <p>The CEO/COO will actively pursue joint procurement where this may be beneficial to individual academies and the Trust as a whole.</p>	<p>Orders for contracts over £500,000 must be authorised by the Trust Board.</p>
<p>Disposal of Assets</p> <p>Processes and procedures must be in accordance with the Academies Financial Handbook and Financial Regulations</p>	<p>The Headteacher may authorise the disposal of assets up to and including a market value of £5,000 (either as one item or in total) having first consulted the Trust Chief Operations Officer for advice. Records must be kept of all disposals.</p>		<p>The Trust Chief Operations Officer will advise the Headteacher regarding disposals, ensure these are accounted for correctly and keep the Trust Board informed as appropriate.</p>	<p>The Resource and Audit Committee must authorise the disposal of any items over a market value of £5,000 (either as one item or in total)</p>

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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	Trust BOARD
Premises Maintenance Programme	<p>Each year the Headteacher will ensure that a premises maintenance programme has been drawn up, taking into consideration the most recent Condition Survey. This will be added to the AIP. The Trust Chief Operations Officer or delegate will support with this.</p> <p>The Premises Maintenance Programme must be costed and the expenditure built into the Budget Forecast</p>		The CEO/COO will review the premises maintenance programme	
Health and Safety	<p>The Headteacher is responsible for:</p> <ul style="list-style-type: none"> <li>• Developing a health and safety culture throughout the academy</li> <li>• Ensuring that staff are aware of their responsibilities</li> <li>• Drawing up site specific health and safety procedures (with the support of the Trust COO as appropriate)</li> <li>• Ensuring staff are aware of their responsibilities</li> <li>• Updating the LAC</li> </ul>	<p>The LAC shares with the Trust the overall responsibility for health and safety. It is responsible for:</p> <ul style="list-style-type: none"> <li>• Monitoring and reviewing the effectiveness of health and safety procedures from a received annual report</li> </ul>	The Trust Chief Operations Officer will provide model procedures to assist the Headteacher with putting Academy specific health and safety procedures in place.	The Trust Board carries overall responsibility for ensuring that health and safety policies are implemented and is collectively responsible with the Local Academy Council for ensuring that health and safety arrangements are fully embedded within the academy's ethos and reflected in the academy's day to day practices



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RESPONSIBILITY	EXECUTIVE LEAD/ HEADTEACHER	LOCAL ACADEMY COUNCIL	EXECUTIVE	Trust BOARD
<p><b>STRATEGY</b></p> <p>The term Executive Lead/ Headteacher; Where there is an Executive Primary or Secondary Lead, these actions may be delegated to the Head of School as appropriate.</p>				
<p>Partnering Arrangements (e.g., membership of TSAs)</p>	<p>The Headteacher is to seek the permission of the CEO of any proposals to enter into, renew, amend or terminate any partnering arrangement.</p> <p>The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.</p>	<p>The LAC will be kept informed.</p>	<p>The CEO will be responsible for approving any new partnering arrangements.</p>	<p>The Trust Board is required to approve any proposals for partnering arrangements</p>
<p>Expansion of existing facilities/ taking on new premises Processes and procedures must be in accordance with the Academies Financial Handbook and Financial Regulations, the DfE Academies Financial Handbook and all statutory requirements</p>	<p>The Headteacher is to notify the CEO of any proposal to expand any existing facilities at the Academy.</p> <p>The Headteacher is responsible for drawing up a business case for the expansion proposal in consultation with the LAC and Trust Chief Operations Officer prior to submission to the Trust Resource and Audit Committee/Trust Board</p>	<p>The LAC will be kept informed.</p>	<p>The CEO will assess the viability of any proposal put forward by the Headteacher prior to the development of the Business Case. The CEO may decide to:</p> <ul style="list-style-type: none"> <li>• approve the proposal as submitted; or</li> <li>• approve the proposal subject to any amendments the CEO considers appropriate; or</li> <li>• reject the proposal.</li> </ul>	<p>The Trust Board will review any Business Case and decide whether to approve it or not.</p>

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<b>RESPONSIBILITY</b>	<b>EXECUTIVE LEAD/ HEADTEACHER</b>	<b>LOCAL ACADEMY COUNCIL</b>	<b>EXECUTIVE</b>	<b>Trust BOARD</b>
Other major strategic decisions	<p>The Headteacher is to consult with the CEO on any proposal of a major strategic nature.</p> <p>The Headteacher will provide such further information and assistance as the CEO may need in order to make a recommendation concerning the proposal.</p>	<p>The Local Academy Council will work in conjunction with the Headteacher to contribute to the Academy’s agreed strategy so it:</p> <ul style="list-style-type: none"> <li>• Becomes and remains a sustainable, vibrant and high-quality provider of distinctive aims of the Trust.</li> <li>• Plays an effective part in the wider Trust family; and</li> <li>• Contributes to the renewal and sustainability of the community it serves.</li> </ul>	<p>The CEO will assess the viability of any proposal put forward by the Headteacher and make recommendations to the Trust Board.</p>	<p>The Trust Board will be responsible for approving any major strategic proposal.</p>