



Evolution Schools Learning Trust Scheme of Delegation

**Feb 16
Version 3**

Scheme of Delegation

Evolution Schools Learning Trust

Summary

Evolution Schools Learning Trust is the legal entity responsible for the governance of all academies and free schools within the Trust. The Trustees are accountable to the members of the Company, in respect of any Academy that joins the Evolution Schools Learning Trust family. Evolution is accountable to the DfE and EFA for the quality of the education the Academies provide and the quality of financial management and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

The object of the Trust is to advance for the public benefit education in the Ryedale / Coast area, by establishing, maintaining, managing and developing schools which provide high quality education to students from all backgrounds by offering a broad curriculum and fostering collaboration across the Trust family of schools, other schools and the wider community.

The Trust operates with the following culture, principles and objectives:

- A deep resolve to foster personal achievement, accomplishment and ambition of all its students.
- Determination to make long term contributions to its local communities and to wider society.
- All academies within the Trust are in a partnership of equals.

The Trust has an unswerving commitment to the following values:

LEARNING through COLLABORATION

At Evolution we will improve the life chances of all the children in our care by working together, putting the needs of the most vulnerable at the centre of our decision making.

ACHIEVEMENT through TENACITY

At Evolution we promise to focus on the long term sustainable improvement of all schools, we put the learners first in all decisions.

TRUST through INTEGRITY

At Evolution we will build trust by always acting with the greatest integrity. We will listen, consult each other, treat each other fairly and deliver on our promises.

Mission Statement of the Trust:

The mission of the Trust is to:

Create a collaborative and mutually supportive family of schools focussed on continual improvement where integrity and trust are central to our how we work. Enhance achievement for all our learners and by 2018, as a Teaching School Alliance, operate across three secondary and eight primary schools.

The Operating Principles of the Trust:

We are an education service organisation which puts children first so that...

every student will make the best progress they can

- we provide the best possible breadth of preparation for our students to contribute to society and live fulfilled lives;
- we all live our trust in students daily, believe they want to learn and to contribute positively to the school and wider society.

We have some non-negotiables which means we have...

1. Total commitment to improving the life chances of pupils, high expectations and a total focus on pupil achievement.

2. Total commitment to working collaboratively and we put the needs of the most vulnerable at the centre of our decision making.
3. Total commitment to building a long term self-sustaining school improvement model.
4. Total commitment to building trust by always acting with the greatest integrity.

If the above four principles are followed, then schools within the Multi Academy Trust will do better than if they were alone. Our drive to improve schools and do things better will never cause schools' individuality to be taken away from them.

We expect the support of our students...

- to live up to the trust we place in them and to understand they are our clients
- to support each other on their challenging but rewarding journey of personal development and achievement

We expect the support of parents and carers...

- to help ensure that students play their part and meet the expectations we place on them
- to play an active partnership role in the education and development of their children

We seek the support of our community...

- to give us space and opportunity to excel
- to let us know when and how we can contribute to local society

We recognise that financial constraints mean we cannot do all we might like, so...

- we seek best value for money in all things, including providing the best learning environment possible
- we look to our suppliers to help in this
- where compromises are needed we will make them in favour of enhancing or protecting the collective outcomes

Board of Trustees

The Board of Trustees is responsible for the effective operation of the Trust and each academy or free school. It provides ongoing challenge and support to the executive team and to Local Governing Bodies (LGBs). The Board of Trustees meets four times per year plus any extraordinary meetings.

The Trust Board has a strategic responsibility for:

- School Improvement (including teaching and learning).
- Staffing at a senior level, Finance and Audit.

The Board fulfils the following key roles through delegation of its powers to the CEO:

- Ensures safety, health and compliance across all Trust schools and activities.
- Ensures members are appropriately informed about Trust performance, including financial performance.
- Ensures that the guiding principles, culture and objectives are applied consistently.

The Local Governing Bodies of the Academies are responsible for behaviour in their respective establishments. The Trust Board is responsible for admissions and meeting statutory obligations. The Trust Board reserves the right to remove the Local Governing Body if they are not acting in the best interests of the school.

The operation of the Board is set out in the Trust's Articles of Association. The Board currently comprises:

- 5 Members appointed by the Company
- 4 Trustees appointed by the members
- CEO of the Trust at the time
- CFO (non-Trustee role)
- Independent Education Expert (non-Trustee role) to give impartial challenge

Key responsibilities:

- Ensure the quality of the educational provision at each academy.
- Establish and oversee the strategic direction of each academy and challenge and monitor its performance.
- Employ staff.
- Co-operate with other staff and institutions.
- Ensure compliance with all the relevant legislation, including (but not limited to) that relating to the health and safety of its employees, students and visitors.
- Challenge and monitor the financial governance and strategy of the Trust.
- Ensure regular effective communication with Local Governing Bodies via the Chair and CEO.
- Approve the admissions policies of individual academies or free schools.
- Consider proposals for growth of the Trust or change of strategic direction.

Aspects of these responsibilities may be delegated to the CEO or individual LGBs, with the day-to-day running of each academy delegated to the respective Academy Headteacher. For example, the Board will:

- Be informed by the CEO on the appointment of Executive Headteachers or Headteachers to individual academies.
- Ensure clarity of roles for LGBs and (via the CEO, Executive Headteachers and Chairs of LGBs) that there is effective governance at individual academy level.
- Ensure the CEO has provided training for LGBs and their Chairs to fulfil their delegated duties as set out in this document.
- Via the Chair of the Board, to undertake performance management of the CEO.

- Ensure clarity of roles and accountability between the Board, the CEO, Executive Headteachers, Headteachers, Chairs of LGBs and LGBs.
- Approve the Trust pay and performance policy and devolve operational aspects to the CEO.
- Ensure all finances and senior pay awards are effectively managed by the CEO and Finance Trustee through the Finance and Audit Committee and Remuneration Committee.

Evidence of the effectiveness of the Board will be provided by:

- Output from the annual self-assessment audit.
- Achievement and attainment at each academy.
- Approving the targets set for each academy.
- Rapid and demonstrable progress for students.
- Reduction in the gap between performance of different groups of students and the average.
- Rigorous, data oriented assessment of teaching quality and student progress.
- High standards of behaviour, good attendance and a safe environment in each academy.
- A strong Trust-wide culture of spiritual, moral, social and cultural development.
- Universally high expectations of staff as well as students.
- Governors acting as a driving force for improvement regularly checking their own effectiveness.
- Positive parent / carer feedback.
- Collection of data indicating academies regarded as an asset within their communities.
- Evidence of decisive action taken to address financial and leadership challenges at individual academy level.

Standing Committees of the Board:

Headteacher 's Board

The CEO will convene a termly meeting of all Headteachers to agree teaching and learning priorities across the Trust and how the skills and talents within the Trust can be best used. They will seek to share best practice so that successful strategies are known by all schools in order that they may choose to adopt them. They will continue to offer an evaluation of the role of the Centre which they all use.

Chief Executive Officer

Role of Chief Executive Officer

The Chief Executive of the Academy (a company limited by guarantee) works closely with the Chair, Non-Executive Trustees and Trustees to develop and implement a strategic vision, associated business plans and controls, risk and assurance processes. The Chief Executive is the Accounting Officer whose responsibilities are specified in the Financial Academies Handbook. This role reports to the Board of Trustees, and sits on the Management Board as a legal Trustee of the company.

The CEO is appointed by the Members in consultation with the Board to fulfil the following delegated objectives.

Objectives:

- Safety, health and compliance.
- Working with the Board of Trustees, the CEO will provide vision, leadership and direction for the Multi Academy Trust, ensuring high quality education for all its students and improved standards of learning and achievement.
- The CEO will secure the commitment of the Academies' wider community by developing and maintaining effective networks with, for example, other schools and the LA.
- Promoting an inclusive ethos in all that the Multi Academy Trust does, the CEO will ensure that equality of opportunity is a reality for the student populations the Academy serve.
- Ensuring the Board of Trustees is appropriately informed through agreed mechanisms.
- As the leading teaching professional in the Multi Academy Trust, the CEO is responsible for creating a productive, disciplined learning environment and for the day-to-day management, organisation and administration of the Multi Academy Trust to meet its overarching educational aims and targets.
- The CEO will take responsibility with the LGB to hold the Headteacher to account for the educational performance and student progress.
- Line Manage Executive Headteachers and senior central team staff as direct reports.

Key responsibilities:

Effective management of budgets

The CEO will be accountable for budgetary planning and delivery and will ensure effective use of resources to achieve value for money through centralisation and sharing where appropriate across the Trust, within sub-groups of academies and at individual academy level. The CEO will be assisted by the Finance Trustee and CFO in this. The CEO and CFO will report regularly to Trust Board.

Performance and Standards

The CEO will be accountable to the Board for:

- Ensuring effective performance management of Trust Executive Headteachers, Headteachers and the CFO.
- Standards in every Trust academy.
- Ensuring robust quality assurance processes are in place at each academy and that LGBs carry out their duties effectively.
- Defining expectations and operating rigorous data-based progress assessment.
- Ensuring tactical capacity for support is in place using either shared or central resources.
- Ensuring robust management reporting is in place at each Academy.
- Preparing and presenting reports to the Board of Trustees and Trust.

People

The CEO represents the Board in the appointments of Executive Headteachers and Headteachers and the CEO provides regular updates on performance targets for all Executive Headteachers and Headteachers. CEO is accountable to the Board for:

- Ensuring appropriate numbers, qualification and skills of staff in each academy.
- Ensuring appropriate professional development and talent management is in place.
- Ensuring that pay is appropriately linked to performance.
- Intervening at individual academy level where necessary.
- Appointments processes and procedures, including safeguarding.
- Managing Executive Headteachers and senior central team staff as direct reports.

Executive Headteachers

Executive Headteachers are accountable for a number of academies as determined by the CEO. They are responsible for the leadership and management of their Headteachers as agreed with the CEO and for all aspects of performance. Executive Headteachers will ensure their academies meet individual institution development plan targets and contribute effectively to achieving Trust priorities set by the Board. If required, they will assume the role of Headteacher in any Trust academy where a leadership vacancy occurs.

Local Governing Bodies

The Local Governing Bodies (LGB) are committees of the Board. It is the role of the LGB to support and strengthen their Headteacher's leadership through robust challenge; to work via CEO or Executive Headteacher to hold the Headteacher accountable for the performance of students and staff. Local Governing Bodies meet at least three times per year.

The objectives of LGBs are to be accountable to the CEO and Board for:

- Ensuring local processes are in place and are adequate for safety, health and compliance.
- Ensuring that guiding principles, culture and objectives of the Trust are faithfully upheld, revisited and reinforced.
- Ensuring the Board are informed through agreed mechanisms.
- The Local Governing Bodies of the Academies are responsible for behaviour in their respective establishments.
- Ensuring with the Headteacher that the highest standards of student behaviour are achieved and sustained.
- Propose a budget and once agreed with the Trust effectively monitor.
- Adopt approved Trust wide policies linked to staffing, admissions.

The composition of LGBs is determined by the Board of Trustees, subject to the Articles of Association. The Chair of the Board of Trustees, the CEO, and the Finance Trustee or other member of the central executive team may attend any LGB meeting.

The Chair of the LGB will be appointed by a resolution of the Trust who will take into account any representations made by the LGB prior to appointment. Each LGB will include elected parent representatives, community representatives and any other co-opted governors, such as staff representatives, as deemed appropriate by the Board of Trustees in consultation with the LGB Chair.

Members of any LGB may be invited to attend meetings or sit on an exclusion panel in another Trust academy or free school where their particular skills/experience may be of use; similarly they may be invited to join review/appeals panels relating to personnel and disciplinary matters including the conduct of staff in any Trust academy.

Key responsibilities:

- Ensuring there is local adaptation/adoption of central policies and functions as directed by the CEO on behalf of the Board of Trustees.
- With the CEO or Executive Headteacher to hold the Headteacher to account for the educational performance and student progress.
- To be accountable for ensuring compliance.
- To be aware of academy performance and challenges through regular visits and good management reporting.
- Understand the academy's strengths and development needs and to agree strategic planning priorities with the Headteacher subject to approval by the Executive Headteacher, CEO and Board of Trustees.
- Listening to, and ensuring effective relationships with, students, parents and local primary schools.
- Responsible for supporting the Headteacher to set/uphold high standards of discipline and conduct for students and staff alike.

- Reflecting and responding to the needs and opportunities within the community.

LGBs will work with their Headteacher, Executive Headteacher and the CEO to ensure:

- Staffing capacity and professional development is appropriate.
- Quality assurance is effective and appropriate targets are in place.
- Student progress meets Trust expectations, for different groups and in general.
- Pupil premium expenditure has an effective impact on reducing gaps between groups and the average.
- Student applications, admissions, attendance and exclusions information is regularly reviewed.
- Staff absence, recruitment, retention is regularly reviewed.

The effectiveness of the work of LGBs will be evidenced by:

- Challenging debate at meetings on performance and improvement (i.e. in minutes of meetings).
- Good parental feedback (through questionnaires and records of other consultation events).
- Good feedback on the impact of the academy in the community (range of evidence sources).
Demonstrable checks on their own effectiveness using a Trust-wide effectiveness self-audit tool for LGBs.

Date Adopted:		Review Date:	
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Appendix 1: Scheme of Delegation

Appendix 1: Levels of Delegation (Company Check List)

KEY

Level 1: The Company (acting through its Trustees)

Level 2: Local Governing Board (LGB)

Level 3: A named individual endorsed by the Company

Level 4: Head teacher

It should be remembered that although decisions may be delegated, the LGB together with the Company as a whole remains responsible for any decision made under delegation

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
Central Services	1.	To determine the scope of mandatory core services to be delivered or procured by the Company on behalf of its Academies	*				
	2.	To identify those additional mandatory services to be procured on behalf of individual academies	*				
	3.	To ensure centrally procured services provide value for money	*		()		Chief Finance Officer to monitor and advise the Trustees as appropriate
Budgets	4.	To determine the proportion of the overall Academy budget to be delegated to individual Academies	*				
	5.	To develop and propose a balanced individual Academy budget		*			
	6.	To approve the budget each financial year	*				
	7.	To monitor monthly expenditure 6 times a year	(*)	*	*		The LGB will be responsible for monitoring the detail, and will provide monthly reports to the Trustees in accordance with the Scheme of Delegation.
	8.	To approve any likely budget headings overspends	*				With EFA
	9.	To establish financial decision levels and limits	*	*			The relevant financial decision levels and limits will need to be in accordance with this Scheme of Delegation. This should be codified in Financial Regulations

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	10.	To establish a charging and remissions policy	*				
	11.	To appoint the Responsible Officer	*				LGBs will appoint an individual to fulfil the Responsible Officer role for their Academy. The overall Responsible Officer (for DfE purposes) will be appointed by the Company.
	12.	Approval of financial expenditure outside of the agreed budget	*				
	13.	To enter into additional contracts which exceed the agreed annual budget allocation	*				
	14.	To make payments within agreed financial limits		*	*	*	
Ordering Goods and Services	15.	Up to £5,000			*	*	
	16.	£5,001 to £10,000	*		*	*	
	17.	£10,001 to £75,000	*		*	*	
	18.	£75,001 to £250,000	*		*	*	
	19.	Over £250,000	*		*	*	
	20.	Authority to accept other than lowest quotation or tender	*		*		
Staffing	21.	Headteacher appointments	*	*	(**)		*This will include involvement of certain key individuals in an advisory capacity.
	22.	Deputy Headteacher appointments	*	*	(**)	*	*This will include involvement of certain key individuals in an advisory capacity.
	23.	Appoint other teachers		*		*	
	24.	Appoint non-teaching staff		*		*	
	25.	Agree a pay policy	*				
	26.	Approve pay discretions	*				
	27.	Establishing disciplinary/capability procedures	*				
	28.	Dismissal of Headteacher	*	*	(*)		Chair (or other Trustee representative) of the board of Trustees must be included as a member of the decision making panel.
		Dismissal of Deputy Headteacher	*	*	(*)	*	

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
							*This will include involvement of certain key individuals in an advisory capacity.
	29.	Dismissal of other staff		*	(*)	*	*This will include involvement of certain key individuals in an advisory capacity.
	30.	Suspending Headteacher	*	*	(*)		Chair (or other Trustee representative) of the board of Trustees must be included as a member of the decision making panel. *This will include involvement of certain key individuals in an advisory capacity.
	31.	Suspending other Staff		*	(*)	*	*This will include involvement of certain key individuals in an advisory capacity.
	32.	Ending suspension (Headteacher)	*	*	(*)		Chair (or other Trustee representative) of the board of Trustees must be included as a member of the decision making panel *This will include involvement of certain key individuals in an advisory capacity.
	33.	Ending Suspension (other Staff)		*	(*)	*	*This will include involvement of certain key individuals in an advisory capacity.
	34.	Determining Staff complement within agreed budget	*	*		*	
	35.	Determining dismissal payments/early retirement	*	*			LGB would take the lead but cannot proceed without consent due to budget implications
Curriculum	36.	To develop a curriculum policy		*		*	
	37.	To implement and oversee curriculum policy		*		*	
	38.	Responsible for monitoring standards of teaching	(**)	*		*	The LGB will provide periodic updates to the board of Trustees as requested in order to enable overall monitoring
	39.	Responsibility for individual child's education	(*)	(*)		*	The Headteacher will primarily be responsible for this on a day to day basis. The Local Governing Committee will oversee this, reporting to the board of

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
							Trustees as required to ensure overall oversight.
	40.	Sex education – to establish and keep up to date a written policy	(*)	*			The Trustees may give guidance and direction.
	41.	To prohibit political indoctrination and ensuring the balanced treatment of political issues		(*)		*	The Headteacher will be responsible for this subject to the oversight of the LGB
Performance Management	42.	To develop and put in place an appraisal policy	*	*		*	
	43.	To implement the appraisal policy for: <ul style="list-style-type: none"> Headteacher Other staff 	*	*		*	
	44.	To review annually the appraisal policy	*	*			
Target Setting	45.	To propose targets for pupil achievement		*	*	*	
	46.	To agree targets for pupil achievement	*				
	47.	Responsibility for pupil outcomes	*	*		*	The Company is responsible to the Secretary of State for standards and pupil outcomes. The LGB will provide oversight, and hold the Head teacher accountable for them, providing updates to the Trustees as required to ensure overall monitoring.
	48.	To establish a discipline policy		*			
	49.	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair where permitted by the Exclusions Code)		*			To be carried out in accordance with the Exclusions Code.
	50.	To direct reinstatement of excluded pupils (Can be delegated to chair where permitted by the Exclusions Code)		*			To be carried out in accordance with the Exclusions Code.

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
Admissions	51.	Amendment of the Academy admissions policy	*	*			To be carried out in accordance with the Admissions Code. The LGB will propose any changes to the Trustees for approval. Where the Trustees approve the proposed changes, the LGB will be responsible for consultation. The final admissions policy (following consultation) should be sent to the Trustees for final approval with endorsement from the LGB.
	52.	Admissions: application decisions		*			To be carried out in accordance with the Admissions Code.
	53.	To appeal against LA directions to admit pupil(s)		*			
Religious Education	54.	Responsibility for ensuring provision of RE in line with school's basic curriculum		*	*	*	
Collective Worship	55.	To ensure that all pupils take part in a daily act of collective worship		*	*	*	Parents do have the right to withdraw their children from collective worship if notified to the Academy in writing. The Headteacher must make appropriate provision if a parent exercises this right.
Premises & Insurance	56.	Insurance	*				
	57.	Developing school buildings strategy or master plan	*	*	*		The Company will procure an annual rolling survey. The LGB will then take responsibility for producing and implementing a Premises Development Plan.
	58.	Procuring and maintaining buildings, including developing properly funded maintenance plan	(*)	*	*		The LGB to lead on this, including having responsibility for all bids to Academies Capital Maintenance Fund. All such bids, and any major building works, to be approved by the Trustees.
Health & Safety	59.	To institute a health and safety policy	*	*			Regular updates on health and safety matters will be provided to the Trustees as requested.

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	60.	To ensure that health and safety regulations are followed	(*)	*		*	Regular updates on health and safety matters will be provided to the Trustees as requested.
School Organisation	61.	To publish proposals to change category of school	*				
	62.	To set the times of school sessions and the dates of school terms and holidays	(*)	*			Any changes must be agreed in writing with the board of Trustees.
	63.	To ensure that the school opens for 380 sessions in a school year		*		*	
Information for Parents	64.	To prepare and publish the school prospectus		*		*	
	65.	To ensure provision of free school meals to those pupils meeting the criteria		*		*	
	66.	Adoption and review of home-school agreements		*		*	
LGB Procedures	67.	To draw up governing documents and any amendments thereafter	*				
	68.	To appoint (and remove) the chair of the LGB	*				
	69.	To appoint and dismiss the clerk to the LGB		*			
	70.	To hold a full LG meeting at least once a term and additionally as often may be required		*			
	71.	To appoint and remove members of the Trust appointed LGB	*				
	72.	To set up and maintain a Register of members' Business Interests		*			
	73.	To approve a members' Expenses Scheme	*				
	74.	To discharge duties in respect of pupils with special needs by appointing a "responsible person"		*		*	In accordance with the SEN Code of Practice.
	75.	To consider whether or not to exercise delegation of LGB functions to individuals		*			The LGB may delegate to individuals functions already delegated to it by the Company so long as this does not breach the delegations set out in this document or any mandatory legal requirement. LGB should seek reports from the relevant

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
							individuals on the exercise of matters delegated to them.
	76.	To regulate the LGB procedures (where not set out in law or in this Scheme of Delegation)		*			
	77.	To determine the development needs of members of the LGB and put in place an appropriate programme	(*)	*			The LGB shall advise the Trustees of any particular skills gaps which they are not able to address.
	78.	To consider requests from other schools to join the Company	*				
Extended Schools	79.	To decide to offer additional activities and the form these should take		*			
	80.	To put into place the additional services provided		*			
	81.	To ensure delivery of services provided		*		*	LGB to delegate delivery of services to named person (may be Headteacher) as appropriate. Written arrangements must be put in place. LGB to provide oversight.
	82.	To cease providing extended school provision		*			
	83.	To institute a safeguarding policy in line with statutory requirements and best practice.	*				
	84.	To ensure that the safeguarding policy is implemented		*		*	Oversight by LGB
	85.	Maintain accurate, effective and secure pupil records.		*		*	Oversight by LGB
	86.	Maintain accurate, effective and secure employee records.		*		*	Oversight by LGB
	87.	Ensure compliance with all Data Protection legislation and good practice.		*		*	Oversight by LGB
	88.	To determine, on an annual basis, those policies which will be developed by the Trust and mandatory for all Trust Academies	*				
	89.	To provide to the Company, on an annual basis, copies of all policies and procedures and a schedule		*			All policies other than those for which Company is responsible

