

Evolution Schools Learning Trust Scheme of Delegation

September 2021

Summary

Evolution Schools Learning Trust is the legal entity responsible for the governance of the academy within the Trust. The Trustees are accountable to the members of the Company. Evolution is accountable to the DfE and ESFA for the quality of the education the Academy provides and for its effective financial performance. It is required to have systems in place through which it can assure itself of quality, safety and good practice.

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

The Trust will uphold and deliver upon the three core functions of governance as set out in the Academy Trust Handbook:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the school and its pupils, and the performance management of staff
- Overseeing the financial performance of the school and making sure that its money is well spent, including the pupil premium grant

The Trust will act strategically and within its governance structure to enable and empower the school to operate with the following intent:

- To create a vibrant, inclusive, caring and safe environment where students thrive academically and socially and which is universally recognised as outstanding
- To develop a love of learning and to achieve the best possible outcomes for all students
- To offer a breadth of subjects and knowledge and to develop a range of skills which are useful in wider life
- To develop well-rounded young people who are tolerant, respectful, and able to make a positive contribution to society

and recognising the College aims with ASPIRE – achievement, self-belief, pride, independence, respect and engagement

The context for the Trust Board's, the committees' and Headteacher's roles and responsibilities, and the measures for their impact and effectiveness are set within the College's vision and its challenges as described below.

The Terms of Reference sit beneath this Scheme of Delegation and detail how the two committees, Education and Standards, and Finance, Audit and Risk will operate.

The College's vision for 2020-2023 as described with the Raising Achievement Plan (RAP).

Ethos and Culture

Norton College is a vibrant, inclusive community of which everyone is proud to be a part. There is a shared set of values. Students and staff feel a sense of belonging; they are happy, cared for and supportive of each other. No individual is lost or forgotten. The College enables students to develop into well-rounded, work-ready young people who understand the richness and diversity of the modern world and are committed to "exceed expectations"

Educational Outcomes for Students

All students make exceptional academic progress as a result of a relevant and engaging curriculum, excellent teaching and support that is carefully tailored to meet their individual needs. On leaving Norton College, every student moves successfully into further education, higher education, employment or training appropriate to their skills and aspirations; their experiences at the College mean that they thrive in their new context. Students achieve better outcomes at Norton College than they would by attending any other similar school

Outward Engagement

The College is outward looking and serves its community. Learning from best practice and innovation are at the heart of the school's development. Extensive partnerships within and beyond the school enable staff to access high quality training; their practice is continually improving and so is the experience for students. Extra-curricular and enrichment activities are an integral part of College life. All students engage with local, national and global communities on a regular basis. There is a well-established partnership with parents who have trust in the school to care and do the very best for their children. Governors are actively involved in the life, work and direction of the school.

Site, Resources and Finance

The College is a safe, secure and inclusive place for pupils and staff. Facilities and the available resources support the ethos and aims of the College; they are well cared for by everybody. The College is financially secure, legally compliant and there is a systematic approach to ensuring this remains the case. students, parents and staff feel a sense of stability.

Strategic areas within the RAP focus on Ofsted outcomes. These tie into the school's challenges:

1. Students will make exceptional academic progress.
2. Students will benefit from excellent teaching.
3. Students will develop into well-rounded, work-ready young people able to thrive on their next steps in life.
4. The College will serve its community well with pupils contributing locally, nationally and globally.
5. Staff will feel valued, their wellbeing will be promoted and there will be meaningful development for all.
6. The College facilities and resources will enable the ethos and aims of the College to be delivered successfully

Board of Trustees

The Trust Board is responsible for the effective operation of the Trust and the College. It provides ongoing challenge and support to the senior leadership team. The Board of Trustees meets four times per year plus any extraordinary meetings.

The Trust Board has a strategic responsibility for:

- Standards and progress including teaching and learning and school improvement
- RAP priorities
- Safeguarding, health and safety and compliance
- Setting targets
- Finance, Risk and Audit,
- Staffing at a senior level
- Approving the Annual Report and Accounts
- Ensuring Members are appropriately informed about Trust performance, including financial performance.
- Ensuring that the aims and objectives are applied consistently

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

- Three Members appointed by the Company
- Six Trustees appointed by the Members
- Three trustees elected by the parent body

The Chair of the Trust will be appointed by trustees annually. For 2021-22 the Chair is Jill Donaldson Hodges and the Vice Chair is Craig Shepardson.

Key responsibilities:

- Establish and oversee the strategic direction of the College
- Scrutinise and monitor its performance; support and challenge the leadership of the College as appropriate
- Ensure the quality of the educational provision at the College through monitoring and evaluating the effectiveness of the priorities within the RAP, reports from the headteacher, SLT and link trustees
- Measure its own effectiveness through progress against the Governance Improvement Plan
- Receive committee minutes
- Sign off capital bids to the CIF
- Set the financial strategy and monitor its implementation
- Receive the Annual Accounts to Trustees
- Approve policies and other documentation according to the Scheme of Delegation
- Consider proposals for growth of the Trust or change of strategic direction, co-operating with other leaders and institutions.
- Ensure compliance with all the relevant legislation, including (but not limited to) that relating to safeguarding, the health and safety of its employees, students and visitors.
- Ensure the College carries out all statutory duties including the Equalities Act
- Approve the Trust pay and performance policy and devolve operational aspects to the Headteacher.
- Ensure all finances and senior pay awards are effectively managed by the Headteacher
- Ensure regular effective communication with committees via the Chair and Headteacher.
- Employ staff
- Approve the admissions policies of the College
- Receive GDPR updates

In addition the Board will :-

- Ensure clarity of roles for the committees and their Chairs ensuring that there is effective governance
- Ensure accountability between the Board, the Headteacher and Chairs of the committees,
- Ensure that trustees engage in relevant and regular training to enable them to fulfil their delegated duties as set out in this document.
- Via the Headteacher' Performance Management Committee, have an oversight of the performance of the Headteacher.

Emergency powers can be used for the Chair to make an urgent decision on behalf of the Board in an emergency situation where timescales did not allow a full Board meeting either in person or on-line.

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

- Student progress and attainment and the meeting of the targets set for the College
- Progress against the Governance Improvement Plan
- Reports from the Monitoring and Evaluation cycles showing improvement in teaching and learning
- High standards of behaviour, excellent attendance, low number of exclusions
- A safe environment in the College that evidences all safeguarding policies and practices are well implemented and adhered to
- Comparative data from national and similar school databases.
- A budget that is coming out of recovery and improving year on year
- Positive feedback that shows progress from the annual self-assessment audit, 360-degree feedback, external reviews, Ofsted
- The strength of pupil, staff, parent/carer, community feedback.

Committees

There are two committee that report to the Board: Education and Standards, and Finance, Audit and Risk. It is the role of the committees to support and strengthen the Headteacher's leadership through robust challenge and support; to hold the Headteacher to account for the performance of students and staff and to ensure financial probity.

The objectives of the committees are to be accountable to the Board for:

- Ensuring the priorities within the RAP are monitored and evaluated
- The implementation and impact of the Governance Improvement Plan
- Ensuring processes are in place and are of a high standard for safeguarding, safety, health and compliance.
- Ensuring the Board are informed through agreed mechanisms

The composition of the committees is determined by the Board of Trustees, subject to the Memorandum of Association. The Chair of the Board of Trustees and the Headteacher may attend any committee meeting, as can any trustee. However, unless they are a member of that committee, they will not be entitled to vote.

Key responsibilities:

The Education and Standards committee is responsible for robustly scrutinising, reviewing, monitoring and evaluating:

- RAP priorities, including school improvement strategies
- Quality of the curriculum

- Progress and Standards including preparation for an Ofsted inspection
- Behaviour, attendance, exclusions
- Safeguarding
- SEND, pupil premium outcomes and the associated funding
- Stakeholder engagement
- Student and staff wellbeing,
- Continuing professional development
- Implementation of the ECT

This committee is chaired by Karron Young and the Vice Chair is Caitlin Mackinder.

The Finance, Audit and Risk committee is responsible for scrutinising, reviewing, monitoring and evaluating

- Internal and external audits,
- Risk register and risk management
- Income and expenditure
- Use of capital funding and bids to the CIF
- Costs associated with the RAP
- The Annual Report and Accounts
- Premises management
- Health and safety, and operational compliance
- Staffing, including structure and capacity, absence management, recruitment and retention
- Admissions
- Accident reporting

This committee is chaired by Luke Ives and the Vice Chair is Sam Moore.

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

- Agreed KPIs in the Governance Improvement Plan
- Good progress against the Governance Improvement Plan
- Challenging debate at meetings on performance and improvement (recorded in minutes of meetings).
- Positive student, staff and parental feedback (through questionnaires and records of other consultation events).
- Positive feedback on the impact of the academy in the community (range of evidence sources)
- Checks on own impact and effectiveness using 360-degree feedback, Ofsted, external reviews

The Pay Committee will meet in the Autumn Term to approve the Headteacher's pay and the appraisal policy. The HT PM Committee recommend to the Pay Committee which agrees all staff pay progressions. The Teachers' Pay and Appraisal Policy must be approved by the Board before the Pay Committee can meet.

The Hearings and Appeals Committees will meet as required.

Headteacher

Role of Headteacher

The Headteacher of the College works closely with the Chair of the Trust Board and trustee committees to develop and implement a strategic vision, associated business plans and controls, risk and assurance processes. The Headteacher is the Accounting Officer whose responsibilities are specified in the Academy Trust Handbook. This role reports to the Board of Trustees

The Headteacher is appointed by the Board of Trustees to fulfil the following delegated objectives. The Headteacher is Tim Johnson.

Objectives:

- Working with the Board of Trustees, provide vision, leadership and direction for the academy, ensuring high quality education for all its students and driving improving standards of learning and attainment and progress.
- Ensure policies and practices for safeguarding, safety, health and compliance are implemented to a high standard.
- Develop partnerships within the College's wider community for example, with other schools and the LA.
- Promote an inclusive ethos in all that the College does,
- Ensure that equality of opportunity is a reality for every student
- Ensure that the Board of Trustees and committees are appropriately informed through agreed mechanisms.
- Be responsible for creating a high-quality learning environment and for the day-to-day management, organisation and administration of the College to meet its overarching educational aims and targets.
- Ensure the College has a curriculum driven model underpinned by appropriate staffing and finance,
- Ensure resources are well used and are value for money

Key responsibilities:

Education and Standards

The Headteacher will be accountable to the Board for:

- Standards and progress in the College and a high-quality curriculum that meets student needs
- Ensuring a robust, high-quality monitoring and evaluation schedule are in place and adhered to
- Preparing and presenting reports to the Board of Trustees
- Safeguarding policies and practice are implemented robustly
- Ensuring appropriate continuing professional development is in place
- Appointments processes and procedures, including safer recruitment

Finance, Audit and Risk

The Headteacher will be accountable to the Board for

- Excellent budgetary planning and delivery, ensuring effective use of resources to achieve value for money
- Ensuring there are robust compliance and health and safety measures and policies in place
- Ensuring appropriate numbers, qualifications and skills of staff in the College
- Ensuring that pay is appropriately linked to performance.

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

- The meeting of Performance Management objectives
- An effective RAP that shows a positive impact
- Student progress and attainment and the meeting of the targets set for the College and against comparative data from national and similar school databases.
- High standards of behaviour, excellent attendance, low number of exclusions
- A safe environment in the College that evidences all safeguarding policies and practices are well implemented and adhered to
- The strength and positivity of pupil, staff, parent/carer, community feedback.
- A budget that is coming out of recovery and improving year on year

Date Adopted:

Review Date:

Appendix 1: Scheme of Delegation – levels of delegation

KEY

A Accountable – ultimately accountable for the correct and thorough completion of the task

R Responsible for ensuring the task is completed and achieved

D Delegation – where the completion of the actual task has been delegated

I Information of when the task has been completed

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

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
Central Services	1.	To determine the scope of mandatory core services to be delivered or procured by the Company on behalf of the Academy	I	A	R	D	*FAR
	2.	To ensure procured services provide value for money	I	A	R*	D	Chief Finance Officer to monitor and advise FAR as appropriate
Budgets	3.	To develop and propose a balanced budget	I	A	R*	D	*FAR
	4.	To approve the budget each financial year	I	A	R*		*FAR
	5.	To monitor monthly expenditure 6 times a year	I	A	R*	D	The *FAR committee will be responsible for monitoring the detail and will provide monthly reports to the Trustees in accordance with the Scheme of Delegation.
	6.	To approve any likely budget headings overspends	I	A	R	D	*FAR with ESFA
	7.	To establish financial decision levels and limits	I	A	R	D	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	Members	Trust Board	Committees	HT	Notes
	8.	To establish a charging and remissions policy	I	A	R*	D	*FAR
	9.	To appoint the Responsible Officer for internal audits		A	R		The TB 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.
	10.	To appoint external auditors	A	R			
	11.	Approval of financial expenditure outside of the agreed budget	I	A	R*	D	*FAR
	12.	To enter into additional contracts which exceed the agreed annual budget allocation	I	A	R*	D	*FAR
	13.	To make payments within agreed financial limits	I	A	R*	D	*FAR
Ordering Goods and Services	14.	Up to £5,000			A*	R	*FAR
	15.	£5,001 to £10,000		I	A	R D	*FAR
	16.	£10,001 to £75,000	I	A	R*	D	*FAR
	17.	£75,001 to £250,000	A	R	D	C	*FAR
	18.	Over £250,000	A	R	D	C	*FAR
	19.	Authority to accept other than lowest quotation or tender	I	A	R	D	*FAR
Staffing	20.	Headteacher appointments	I	A	R		*This will include involvement of certain key individuals in an advisory capacity.
	21.	Deputy Headteacher appointments	I	A	R	D	*This will include involvement of certain key individuals in an advisory capacity.
	22.	CFO appointment	A	R			
	23.	Appoint other teachers		I	A*	RD	E&S
	24.	Appoint non-teaching staff		I	A*	RD	E&S
	25.	Agree a pay policy	I	A	R	D	Pay Committee
	26.	Approve pay discretions		A	R	D	Pay Committee

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
	27.	Establishing disciplinary/capability procedures		A	R*	D	*E&S
	28.	Dismissal of Headteacher Dismissal of Deputy Headteacher	A I	R A	D R	D	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.
	29.	Dismissal of other staff		A	R	D	*This will include involvement of certain key individuals in an advisory capacity.
	30.	Suspending Headteacher	A	R	D		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	I	A	R	D	*This will include involvement of certain key individuals in an advisory capacity.
	32.	Ending suspension (Headteacher)	A	R	D		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)	I	A	R	D	*This will include involvement of certain key individuals in an advisory capacity.

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
	34.	Determining staff complement within agreed budget	I	I	A*	RD	*FAR Delegated to curriculum senior person
	35.	Determining dismissal payments/early retirement	I	A	R	D	FAR would take the lead but cannot proceed without consent due to budget implications
Curriculum	36.	To develop a curriculum policy	I	A	R*	D	*E&S
	37.	To implement and oversee curriculum policy	I	A	R	D	*E&S
	38.	Responsible for monitoring standards of teaching and learning	I	I	A*	RD	*E&S will provide periodic updates to the board of Trustees as requested in order to enable overall monitoring
	39.	Responsibility for individual child's education	I	A	R	RD	The Headteacher will primarily be responsible for this on a day-to-day basis. E&S will oversee this, reporting to the Board of Trustees as required to ensure overall oversight.
	40.	RSE – to establish and keep up to date a written policy	I	A	R	D	The Trustees may give guidance and direction.
	41.	To prohibit political indoctrination and ensuring the balanced treatment of political issues	I	A	R	D	The Headteacher will be responsible for this subject to the oversight of E&S
Religious Education	42.	Responsibility for ensuring provision of RE in line with school's basic curriculum	I	A	R*	D	*E&S
Collective Worship	43.	To ensure that all pupils take part in a daily act of collective worship	I	A	R	D	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.
Performance Management	44.	To implement the appraisal policy for: <ul style="list-style-type: none"> Headteacher Other staff 	A	R A	D R	D	Pay Committee

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
	45.	To review annually the appraisal policy	I	A	R	D	Pay Committee
Target Setting	46.	To agree targets for pupil achievement	I	A	R	D	Trust Board
	47.	Responsibility for pupil outcomes	I	A	R	D	E&S will provide oversight, and hold the Headteacher accountable for them, providing updates to the Trustees as required to ensure overall monitoring.
Behaviour, Attendance and Exclusions	48.	To establish behaviour, attendance and exclusions policies	I	A	R*	D	*E&S
	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)	I	A	R	D	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)	I	R	D	D	To be carried out in accordance with the Exclusions Code.
Admissions	51.	Amendment of the Academy admissions policy	A	R	D		To be carried out in accordance with the Admissions Code. FAR will propose any changes to the Trustees for approval. Where the Trustees approve the proposed changes, FAR will be responsible for consultation. The final admissions policy (following consultation) should be sent to the Trustees for final approval with endorsement from the FAR.
	52.	Admissions: application decisions	I	A	R	D	To be carried out in accordance with the Admissions Code.
	53.	To appeal against LA directions to admit pupil(s)	I	A	R	D	

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
Premises & Insurance	54.	Insurance	I	A	R	D	This may be further delegated to Finance Officer. FAR
	55.	Developing school buildings strategy or master plan	I	A	R	D	The Company will procure an annual rolling survey. FAR will then take responsibility for producing and implementing a Premises Development Plan.
	56.	Procuring and maintaining buildings, including developing properly funded maintenance plan	I	A	R	D	FAR 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.
	57.	To keep an accessibility plan, reviewing as appropriate for the needs of children with SEND	I	A	R*	D	*FAR. This may be delegated to the FO
Health & Safety	58.	To institute a health and safety policy	I	A	R	D	Regular updates on health and safety matters will be provided to the Trustees as requested by FAR
	59.	To ensure that health and safety regulations are followed	I	A	R	D	Regular updates on health and safety matters will be provided to the Trustees as requested by FAR
	60.	To keep and update a risk register	I	A	R*	D	*FAR. This may be delegated to the FO
	61.	To manage risk through the risk register	I	A	R*	D	*FAR. This may be delegated to the FO
School Organisation	62.	To publish proposals to change category of school	A	R	D		FAR
	63.	To set the times of school sessions and the dates of school terms and holidays	I	A	R	D	Any changes must be agreed in writing with the board of Trustees.

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
	64.	To ensure that the school opens for 380 sessions in a school year	I	A	R	D	FAR
Information for Parents	65.	To prepare and publish the school prospectus	I	A	R	D	*FAR
	66.	To maintain and develop the Trust/College website	I	A	R	D	*FAR
	67.	To ensure provision of free school meals to those pupils meeting the criteria	I	A	R*	D	*E&S
	68.	Adoption and review of home-school agreements	I	A	R	D	
	69.	To institute and carry out the Complaints policy		I	A	RD	*E&S
Trust Board Procedures	70.	To draw up governing documents and any amendments thereafter	A	R			
	71.	To appoint (and remove) the chair of the Trust Board	A	R			
	72.	To appoint and dismiss the clerk to the Trust	I	A			
	73.	To hold full Trust and committee meetings at least once a term and additionally as often may be required	I	A	D		
	74.	To set up and maintain a Register of Members' and Trustees' Business Interests	A	R			
	75.	To discharge duties in respect of pupils with special needs and looked after children by appointing a "responsible person"	I	A	R	D	In accordance with the SEN Code of Practice, and requirement for a designated teacher E&S
	76.	To consider whether or not to exercise delegation of committee functions to individuals	A	R	D		The committees 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. The TB should seek reports from the relevant individuals on the exercise of matters delegated to them.
	77.	To regulate the committee procedures (where not set out in law or in this Scheme of Delegation)	A	R			

Function	No	Tasks	Members	Trust Board	Committees	HT	Notes
	78.	To follow Terms of Reference for the committees	I	A	R		
	79.	To determine the development and training needs of members of the committees and put in place an appropriate training programme	A	R	D		The committees shall advise the Trustees of any particular skills gaps which they are not able to address.
	80.	To consider requests from other schools to join the Company	A	R			
	81.	To institute a safeguarding policy in line with statutory requirements and best practice and to ensure that the safeguarding policy is implemented	I	A	R	D	Oversight by E&S
	82.	Maintain accurate, effective and secure pupil records.	I	A	R	D	Oversight by FAR
	83.	Maintain accurate, effective and secure employee records including the SCR	I	A	R	D	Oversight by FAR
	84.	Ensure compliance with all Data Protection legislation and good practice.	I	A	R	D	Oversight by FAR
	85.	Ensure staff and Trustees are aware of safer recruitment and the appropriate number undertaken training	I	A	R	D	Oversight by FAR
	86.	To determine, on an annual basis, those policies which will be developed by the Trust	A	R	R	D	Committees working with the Clerk
	87.	To ensure that all aspects of The Equality Act, and other statutory duties are carried out	I	A	R	D	FAR oversight