



Introduction

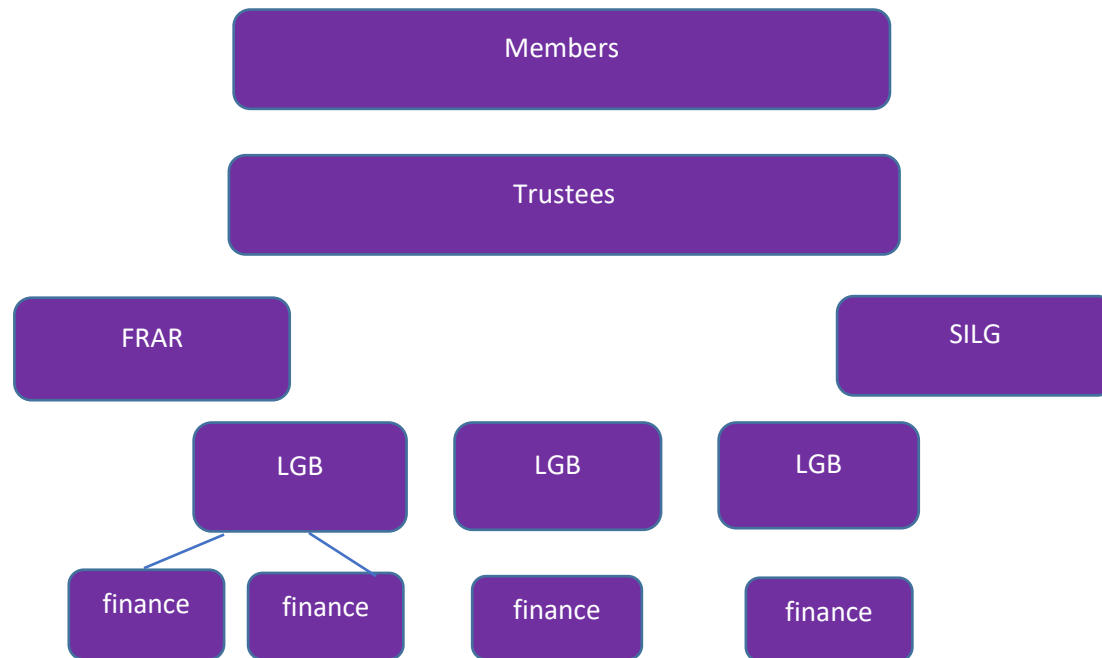
As a Charity and company limited by guarantee (Company Number 11024646) Yorkshire Endeavour Academy Trust is governed by a Board of Trustees who are responsible for the management of the Trust.

As required by company law the Trust has filed its Articles of Association with Companies House. This document states the purpose of the company and outlines duties and responsibilities of its members.

In addition to the Articles of Association, we have a Scheme of Delegation. This Scheme of Delegation has been put in place by Trustees, and clarifies where responsibility and accountability sits across our key levels of leadership and governance.

This document sets out the key roles within Governance and Leadership of the trust and how the delegated powers work linked to accountability.

Structure Diagram



Key levels of Leadership and accountability within the Yorkshire Endeavour Academy Trust

Directors and Boards

Members

Members are the signatories to the Trusts Articles of Association, they determine the governance structure and provide oversight and challenge of Trustees. Members may agree to appoint additional members – Members have the power to appoint or remove Trustees. The Members of the Academy Trust are the equivalent of the shareholders in a commercial company (save that they do not receive dividends). In simple terms the Members "own" the Academy Trust.

They have a number of statutory rights as set out in the Academy Trust's Articles of Association (the Articles). The Members do not have any specific duties imposed on them by the Companies Act 2006 but they are asked to provide a 'guarantee' such that if the Academy Trust were to be wound up and the assets did not meet all of its liabilities, they would be asked to contribute £10. Members' business is conducted at Members' meetings (which are 'General Meetings'), or by written resolution.

There are a minimum of 3 and maximum of 5 members

Trustees

The Trustees of the Academy Trust are appointed by the Members of the Trust and are also its company directors, they are accountable to external government agencies, including Department for Education, Charities Commission, Education and Skills Funding Agency, and whilst they are able to delegate responsibility, accountability sits with the Board, therefore they are required to have systems and assurances in place that will fulfil the aims of the Trust and ensure compliance.

Trustees have the following 3 core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the Trust and its pupils, and the performance management of staff
- Overseeing the financial performance of the Trust and ensuring sure its money is well spent
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Trustees are also responsible for appointing the Chief Executive Officer, Chief Operating Officer and Company Secretary for the Trust

There are currently 8 Trustees including the CEO, with a potential to expand the number to be representative of the makeup of Trust Schools. The Trustees have created two distinct committees to enable to fulfil their role.

- School Improvement Leadership Group (SILG)
- Finance Resources Audit & Risk (FRAR)

School Improvement Leadership Group (SILG)

School improvement is planned to meet the specific needs of children in all trust schools by the School Improvement Leadership Group (SILG). This consists of the CEO, headteachers and deputy headteachers or senior leader from each school and includes Trustee representatives.

The SILG ensures the principles, values and systems of the Trust effectively support sustained improvement in all our schools. Collaborative practice is promoted and training planned to meet all of our schools' needs.

There is a formal centrally located half termly meeting for SILG with additional focused visits and training to respond to individual school needs. Their strategic plans and impact assessments are reported to Members, Trustees and LGBs

SILG focuses on:

- Sharing best practice across our schools
- Systematic delivery of CPD
- Providing leadership support
- Procedures and protocols for annual school reviews
- Teacher and teaching assistant support networks across YCAT
- Joint training days
- Shared leadership of key areas
- Trustee and Governor training and support
- Promoting parent and pupil voice and joint learning activities between schools

Finance Resources Audit & Risk (FRAR)

The FRAR committee is made up of members from Trustee board, CEO and COO with input from the CFO. The committee meets at least once per term and considers, as a minimum:

- Financial monitoring statements for the Trust
- The consolidated Endeavour Trust budget and long term financial forecast
- Cashflow forecasts
- The annual financial statements
- FMGS
- Key risks and agreed mitigating actions
- The auditor's management letter

The FRAR Committee will submit a brief summary report to the full Trust meeting at least once per term.

Local Governing Boards (LGBs)

The Trust Board is supported by strong, focused local governance. Freed from the statutory responsibilities of local authority governing bodies, our Local Governing Boards (LGBs) focus on improving outcomes for all the children in their school. They provide a powerful voice for the community in the school and the school in the community. They are also a powerful advocate for the needs of their school within Yorkshire Endeavour they ensure that pupils receive the best education available, whilst retaining the individual characteristics of each academy within its community. They monitor and check their school's performance and drive sustained improvement providing support and challenge to ensure impact on improving pupils' outcomes, but spend less time on policies and paperwork.

Local Governing Boards (LGBs) are responsible for setting the strategic direction of the school, in line with that of the Trust, ensure compliance with legal obligations, responsible for the curriculum of their own Academy School, the conduct of students, the buildings and grounds and monitoring and evaluating all aspects of the academy and it's performance on a regular and systematic basis.

Each Academy School maintains financial control with a financial contribution to the MAT for centralised services for all member schools after the academic year 2017/18.

Each LGB is representative of the community it serves and is made up of a minimum of 7 and maximum of 12 members

- Headteacher
- 1 Staff Governor
- 3 Co-Opted Governors (this can include previous LA Governors, who will be known as Co-opted)
- 2 Parent Governor

Paid Officers of the Trust

Chief Executive Officer (CEO)

The CEO is appointed by Trustees and is the senior executive leader and head of the management team of the Trust. The CEO is also the Accounting Officer for the Trust and plays the lead role in delivering and monitoring the vision, ethos and strategic direction of the Trust. **The CEO will undertake monitoring of headteacher responsibilities and will intervene if these responsibilities are not undertaken effectively.**

Chief Operating Officer (COO) – (Vice CEO)

The COO acts as Vice CEO and supports the CEO by taking a lead role in the central administrative and financial operations of the Trust, reporting to the Trust Board through the CEO.

Core elements of Yorkshire Endeavour Strategy	Key levels of leadership and governance
<p>Improving Pupil Outcomes</p> <p>Financial and Commercial Effectiveness</p> <p>Yorkshire Endeavour growth and learning</p>	<p>Chief Executive Officer</p> <p>Chief Operating Officer</p> <p>Headteacher</p> <p>Local Governing Body</p> <p>School Improvement Leadership Group (SILG)</p> <p>Finance Resources Audit & Risk Committee (FRAR)</p> <p>Yorkshire Endeavour Trust Board (Trustees & Members)</p> <p>Yorkshire Endeavour central function</p>

WHAT WE WILL DO: **IMPROVING PUPIL OUTCOMES**

Headteacher	Local Governing Board	SILG & FRAR	Trust Full Board
<ul style="list-style-type: none"> • Review and propose targets for pupils’ attainment and progress for all groups in each year group in line with Yorkshire Endeavour Strategy and action plan • Revise School Improvement Plan to meet targets • Establish staffing structure to best meet needs of School Improvement Plan • Carry out recruitment for teaching staff (excluding head) based on audit of school need • Develop collaborative working projects to meet needs of School Improvement Plan • Monitor and evaluate assessment processes and hold regular Pupil Progress Meetings to check pupils are on track for targets. • Improve the quality of teaching through collaborative CPD and projects across Yorkshire Endeavour. Supported by PM. • Monitor and audit the impact of teachers’ and TAs’ impact on pupils’ progress and identify training and recruitment needs. • Audit needs of non-teaching staff to plan CPD and recruitment. • Analyse all group’s attendance and behaviour logs. • Undertake safeguarding audits and progress on action points. 	<ul style="list-style-type: none"> • Agree targets for pupil attainment and progress for all groups in each year group, in line with Yorkshire Endeavour strategy and action plan. Summarise rates of progress for all groups with strengths and AFIs. • Support and challenge in creating the School Improvement Plan. • Agree staffing structure that meets school needs and budget • Monitor school performance against key targets in the School Improvement Plan through reviewing and challenging headteacher and school leaders’ impact across a wide evidence base and data analysis. • Summarise the strengths and AFIs for teaching and learning. • Evaluate impact of CPD provision and school support on improvement. • Governors works with CEO in headteacher recruitment, Head teacher Performance Management and checks the effectiveness of performance management across the school. • Analyse attendance and behaviour at group level and identify areas for improvement. • Continuously improve the effectiveness of safeguarding. 	<p>SILG:</p> <ul style="list-style-type: none"> • Develop Yorkshire Endeavour School Improvement Strategy to meet values and vision • Plan provision and evidence based projects to meet each school’s Improvement Plan and targets. • Identify strategic priorities for the development of Yorkshire Endeavour provision and support to better meet AFIs. • Support schools in improving teaching and learning through collaborative Yorkshire Endeavour initiatives and systems (including EVA). • Monitor termly overall Yorkshire Endeavour progress against key targets and AFIs and ensure where concerns, further action is taken. • Undertake a full evaluative annual review of each school. Summary report to Trust Board. • Contribute to headteacher recruitment and performance management in conjunction with LGB. • Audit the development needs of staff across Yorkshire Endeavour schools. Provide a large range of CPD and collaborative initiatives. • Identify talent within Yorkshire Endeavour and strategically plan 	<ul style="list-style-type: none"> • Custodians of Yorkshire Endeavour values and vision. • Agree Yorkshire Endeavour strategy and targets for improvement. • Receive summary update of progress against key targets from SILG and agree any changes to overall strategy. • Receive termly summary from SILG on each school’s progress and check there is consistent improvement. • Receive summary of each school’s full annual review ensure enough progress and improvement is being made. • Agree resources/budget to provide annual CPD and school to school support for all staff when intervention is required • Agree strategic succession plan for Yorkshire Endeavour.

<ul style="list-style-type: none"> • Monitor breadth and enrichment of curriculum , community links with SMSC and British values 	<ul style="list-style-type: none"> • Check SMSC is effectively threaded across a broad curriculum with community links that promotes British values. 	career development and succession planning. FRAR <ul style="list-style-type: none"> • Ensure costed School Improvement Plan is achievable with resources available 	
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HOW WE WILL MEASURE SUCCESS: **IMPROVING PUPIL OUTCOMES**

Strategic Measure	Headteacher	Local Governing Board	SILG & FRAR	Trust Full Board
Pupil Progress and Attainment	<ul style="list-style-type: none"> • Does the proportion of pupils in each group for each year group reaching expected standard from their starting points compare favourably with national average? • Does the progress made by each group for each year group compare favourably with national average? • Are gaps for key groups consistently closing? 	<ul style="list-style-type: none"> • Do governors drive improvement and hold leaders to account for pupils’ outcomes? • Do governors hold school leaders to account for at least national average progress for all groups of pupils in each year group? • Do governors check that gaps between groups and other pupils in the school are consistently diminishing over time? 	SILG <ul style="list-style-type: none"> • Schools’ summary attainment and progress discussed at SILG meetings. • Audit teachers needs for CPD and school to support to further improve pupils’ outcomes? • Plan improved provision across schools. • Full annual review of each school shows improvements in pupils’ outcomes? 	<ul style="list-style-type: none"> • Termly summary update on outcomes from each school. • Summary of Full Annual Review of each school shows consistent improvement in outcomes.
Quality of teaching	<ul style="list-style-type: none"> • Broad evidence base of teachers’ impact on learning progress for all groups: lesson studies, observations, book scrutiny, pupil/staff 	<ul style="list-style-type: none"> • Do governors check that the school’s monitoring of teaching has an impact on raising achievement over time for all groups? 	<ul style="list-style-type: none"> • Plan improved CPD from audit of teachers needs for teaching and learning. • SILG meetings develop lesson studies and collaborative 	<ul style="list-style-type: none"> • Has planned CPD and projects had an impact on improving teaching? • Summary of Full Annual Review of each school shows

	<p>discussions, tests and assessment shows that all teachers have an impact on progress?</p> <ul style="list-style-type: none"> • All teaching has a consistent impact on improving progress. • If a member of staff is not having consistent on impact on learning progress what happens? 	<ul style="list-style-type: none"> • Do governors know that teaching is consistently improving? • Do governors ensure that under performance in teaching is effectively tackled? 	<p>projects to improve outcomes for groups of pupils.</p> <ul style="list-style-type: none"> • Full annual review of each school identifies improvements in teaching and learning. 	<p>improvements in teaching.</p>
Leadership and Management	<ul style="list-style-type: none"> • Are headteacher, senior leaders, middle leaders having an impact on raising outcomes? • Are headteacher and leaders consistently improving the impact of teaching and learning over time? • Are headteacher and leaders monitoring and improving the effectiveness of safeguarding, attendance and PDWB? • Does the headteacher and leaders ensure that the curriculum promotes SMSC, British values community? 	<ul style="list-style-type: none"> • Are governors ambitious and challenging and do they drive forward school improvement in all areas? • Do governors analyse performance information: attainment, progress, attendance, behaviour and safeguarding to plan further improvement? • Do governors strategically plan continuous school improvement with focused action planning? • How do governors evaluate SMSC, British values and community are 	<ul style="list-style-type: none"> • SILG identifies areas for development to improve the impact of leaders at all levels on school improvement. • SILG provides CPD and support for governors to further improve impact on improvement. • SILG identifies way to enhance SMSC and enrichment across schools. • Full annual review of each school identifies improvements in the impact of leadership on further school improvement. 	<ul style="list-style-type: none"> • Summary of Full Annual Review of each school shows leadership is having impact on improvement in all areas.

		threaded throughout the curriculum?		
Attendance and Behaviour	<ul style="list-style-type: none"> • Are headteacher and leaders checking attendance and behaviour for groups and are improvement strategies having an impact? • Are learning behaviours good-enthusiastic and independent? 	<ul style="list-style-type: none"> • Do governors check the attendance and behaviour of groups and plan strategically for further improvements? • How do governors evaluate attitudes for learning? 	<ul style="list-style-type: none"> • SILG identifies strategies that have effectively improved attendance and behaviour in other contexts. 	<ul style="list-style-type: none"> • Check updates and reviews show attendance is at least in line with national average and gaps are closing. • Check updates and reviews show behaviour is not deteriorating?

WHAT WE WILL DO: **FINANCIAL AND COMMERCIAL EFFECTIVENESS**

Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
<ul style="list-style-type: none"> • Prepare and propose budget and 3 year forecast to meet School Development Plan Targets in line with Yorkshire Endeavour strategy and action plan • Deliver budget and financial targets • Prepare monthly and year end monitoring in line with Financial Management Policy • Find and implement efficiencies from local school procurement opportunities • Ensure compliance with Yorkshire Endeavour policies (see more detail on ‘Compliance’ below) • Lead proposal development for significant building projects and refurbs • Manage delivery of above projects 	<ul style="list-style-type: none"> • Support and challenge on the development of, and input to the budget • Monitor and challenge school finances • Monitor and challenge locally led procurement • Support and challenge and input to the development of school building/ refurbishment proposals • Monitor school building projects • Manage commercial and financial risk at the school level and escalate to Yorkshire Endeavour level in accordance with the Risk Management Strategy • Ensure Yorkshire Endeavour policies are implemented within the school 	<p>Prepare and propose budget for Yorkshire Endeavour Central Services</p> <ul style="list-style-type: none"> • Consolidate school level budgets and prepare overall Yorkshire Endeavour Budget and 3 year forecast • Prepare termly monitoring against Yorkshire Endeavour budget • Prepare and submit all external financial returns including EFA Budget, Annual Return, March Accounts Return (where appropriate), Annual Financial Statements + any ad-hoc assurance requests • Manage external and internal audits • Maintain risk register for key strategic risks • Support building projects including sourcing funding where appropriate • Monitor Yorkshire Endeavour level contracts and find/ implement efficiencies from procurement opportunities • Manage Yorkshire Endeavour cashflow • Manage relationship/ returns with HMRC, Pensions etc. 	<p>SILG:</p> <ul style="list-style-type: none"> • Provide input to Yorkshire Endeavour Central and FRAR on financial implications of strategy for improving pupil outcomes • Prepare ‘Trustee’s Report’ for Annual Financial Statements • Agree policies for Health and Safety, Safeguarding, SEN, Admissions and Exclusions <p>FRAR</p> <ul style="list-style-type: none"> • Agree Yorkshire Endeavour Central budget • Agree Yorkshire Endeavour level budget and 3 year forecast • Monitor Yorkshire Endeavour level finance on a termly basis • Monitor strategic risks • Agree content of ‘Annual Report and Financial Statements’ • Agree scope for internal audit • Monitor outcomes and recommendations for internal and external audit and agree actions • Agree priorities for Yorkshire Endeavour Central procurement • Agree strategic investments 	<ul style="list-style-type: none"> • Ratify Yorkshire Endeavour Budget and forecast and ensure it is aligned to Yorkshire Endeavour strategy • Ratify Annual Report and Financial Statements • Agree actions on strategic risks • Agree any strategic actions identified through budget setting and monitoring (i.e. monitor exceptions) • Review list of policies annually

		<ul style="list-style-type: none"> • Manage list of statutory policies • Company secretary - • Governance and compliance – support to Trustees 	<ul style="list-style-type: none"> • Agree policies for finance, HR, risk management 	
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HOW WE WILL MEASURE SUCCESS- **FINANCIAL AND COMMERCIAL EFFECTIVENESS**

Strategic Measure	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
Financial control	Monthly: revenue balance at least equal to budget	Termly: Revenue balance at least equal to budget	Prepare: Termly: Overall Yorkshire Endeavour revenue balance at least equal to budget Monthly: Minimum cash level of £x Annually: Output from Internal and External Audit	FRAR: Review: Termly: Overall Yorkshire Endeavour revenue balance at least equal to budget Termly: Minimum cash level of £x Annually: Output from Internal and External Audit and agree actions	Termly: RAG rating provided by FRAR on overall financial control Annually: Key issues from internal/ external audit and agreed actions
Effective use of resources	Prepare: Termly: savings made through local procurement against target set Annually: benchmarking	Review: Termly: savings made through local procurement against target set Annually: benchmarking	Prepare: Termly: Savings made through re-procurement at Yorkshire Endeavour level against target set Annually: benchmarking and comparison across Yorkshire Endeavour schools	FRAR: Review: Termly: Savings made through re-procurement at Yorkshire Endeavour level against target set Annually: benchmarking and comparison across Yorkshire Endeavour schools	Termly: RAG rating provided by FRAR for ‘effective use of resources’
Long term viability	Prepare: Annually: School Revenue balance over 3 year period	Review: Annually: School Revenue balance over 3 year period	Prepare: Annually: Revenue balance over 3 year period Termly: Significant increase in risk rating for strategic risk, or new risk	Review: Annually: Revenue balance over 3 year period Termly: Significant increase in risk rating for strategic risk, or new risk	Termly: RAG rating provided by FRAR for ‘long term viability’

Compliance		100% compliance with Yorkshire Endeavour level policies	Prepare: Annual updated list policies ensuring new statutory requirements included	100% compliance with Yorkshire Endeavour policies across all schools	Review: Annual updated list of policies
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WHAT WE WILL DO: **Yorkshire Endeavour GROWTH AND LEARNING**

Headteacher/ EVA Manager (for CPD, ITT)	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
<ul style="list-style-type: none"> • Identify potential new schools for discussion with SILG • Manage staff performance • Identify opportunities for and support staff development • Contribute to overall Yorkshire Endeavour staff development through support to CPD, EVA, ITT and research • Identify income generation opportunities for staff and collaborative opportunities to share expertise. 	<ul style="list-style-type: none"> • Support financial model of expert staff providing support in collaboration and remuneration to school • Support governors of interested new schools 	<ul style="list-style-type: none"> • Carry out due diligence for potential new schools • Project manage conversion of new schools 	<p>SILG:</p> <ul style="list-style-type: none"> • Provide presentations for schools interested in joining. • Identify and work with potential new schools with similar ethos • Propose new school additions to Full Board • Support new school due diligence process with regard to improving pupil outcomes and compliance with H&S, Safeguarding, SEN • Review overall staff development requirements and identify cross-Yorkshire Endeavour initiatives • Manage delivery of cross-Yorkshire Endeavour school improvement initiatives • Recommend potential new programmes for EVA • Support the development of the SD ITT Programme • Manage development of staff competencies and accreditation to support income generation • Manage succession planning <p>FRAR</p> <ul style="list-style-type: none"> • Support new school due diligence process with regard 	<ul style="list-style-type: none"> • Agree decision to proceed with new schools subject to due diligence • Make final decision on new school joining Yorkshire Endeavour • Agree key decisions regarding succession planning

			to financial and commercial effectiveness	
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HOW WE WILL MEASURE SUCCESS: **Yorkshire Endeavour GROWTH AND LEARNING**

Strategic Measure	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
Bringing in new schools	Headteachers communicate with schools who have similar values.	Talk to and support governors interested in joining Yorkshire Endeavour.	Established robust due diligence process	FRAR: Growth in line with financial strategy Robust due diligence completed	Termly: Size of Yorkshire Endeavour (schools, staff, pupils, income) compared to target
Supporting other schools	Planned balanced release of school staff to deliver support.	Support staff working beyond school for remuneration.	Established effective remuneration system for school support.	Strategically planned CPD to nurture and develop expertise for school to school support.	Evaluate impact of school to school support and costs.
Growing and retaining our staff	Identified talent to grow across schools provided with bespoke CPD	Accepted that staff need time to train and develop their skills.	Identify ways to financially support growth of staff.	Mentoring support provided to talented staff.	Approved resources to develop further skilled staff.
Succession planning	Agree need to plan future skilled staff to meet Yorkshire Endeavour needs.	Governors agree need to target development for talent managed staff.	Resources allocated to support training of talented staff in succession plan.	Mentoring, challenge and support provided for targeted staff.	Approve financial resources to support CPD and mentoring.

WHAT WE WILL DO: **COMPLIANCE**

Policy area	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
Health and Safety	<ul style="list-style-type: none"> Responsible for local implementation of policies including development of school procedures and internal reporting on statutory requirements and continuously improve effectiveness. 	<ul style="list-style-type: none"> Monitor school compliance with Yorkshire Endeavour Health and Safety policies and statutory obligations as well as challenging schools to ensure best practice is followed and continues to improve. 	<ul style="list-style-type: none"> Maintain list of up to date Yorkshire Endeavour policies 	<p>SILG:</p> <ul style="list-style-type: none"> Sets Yorkshire Endeavour H&S policies Monitors school H&S by arranging inspections/ audits Supports schools with implementation as needed 	<ul style="list-style-type: none"> Approves H&S policy Accountable for ensuring a healthy environment for staff, pupils and other persons on Yorkshire Endeavour properties
Safeguarding	<ul style="list-style-type: none"> Tailor Yorkshire Endeavour policy to reflect school specific needs Appoint a Designated Senior Person Manage all safeguarding complaints (except those against head) Responsible for referrals for children at risk outside school environment 	<ul style="list-style-type: none"> Approves School Safeguarding Policy Monitors implementation of safeguarding through reports from DSP on the measures being taken to ensure compliance and further improve provision. Ensure the policy is followed and translates into an effective culture across the school. 	<ul style="list-style-type: none"> As above 	<p>SILG</p> <ul style="list-style-type: none"> Sets Yorkshire Endeavour Safeguarding Policy Consulted in responding to any complaint against a member of staff Supports schools to assess the need for referrals for children at risk Supports further improvements in schools' systems. 	<ul style="list-style-type: none"> Approves Yorkshire Endeavour Safeguarding Policy Accountable for all legal responsibilities Responsible for dealing with any complaint against a headteacher
SEND	<ul style="list-style-type: none"> Sets school specific SEN Policy Appoint SENCO role. Responsible for implementation in line with statutory requirements 	<ul style="list-style-type: none"> Monitors and challenges implementation of SEND policy and performance of SEN children Ensure the school's adopted policy is met in full by governors and staff 	<ul style="list-style-type: none"> As above 	<p>SILG</p> <ul style="list-style-type: none"> Sets Yorkshire Endeavour SEN Policy Supports development of School SEND policy Supports schools and monitors implementation. Provides extra support to schools appointing new SENCO. 	<ul style="list-style-type: none"> Approves SEND Policy Accountable for all legal responsibilities

Policy area	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
Admissions	<ul style="list-style-type: none"> Responsible for implementation of Yorkshire Endeavour admissions policy in line with LA policy. 	<ul style="list-style-type: none"> Kept informed of major aspects such as policy and appeals Monitor fair access in line with guiding principles 	As above	SILG <ul style="list-style-type: none"> Sets Yorkshire Endeavour mandatory admissions policy Responsible for admission appeals for new Yorkshire Endeavour schools Sets guiding principles for fair access/ in year placements protocols and provides expertise 	<ul style="list-style-type: none"> Approves Yorkshire Endeavour Admissions Policy framework Accountable for all legal responsibilities
Exclusions	<ul style="list-style-type: none"> Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes 	<ul style="list-style-type: none"> Informed of any exclusion Makes final decision if governors' panel is needed 	As above	SILG <ul style="list-style-type: none"> Sets Yorkshire Endeavour mandatory exclusions policy Provides expert support to help manage exclusion appeals 	<ul style="list-style-type: none"> Approves exclusion policy Accountable for all legal responsibilities
HR	<ul style="list-style-type: none"> Ensures HR policies and processes are implemented in line with Yorkshire Endeavour policies 	<ul style="list-style-type: none"> Monitors implementation of key Yorkshire Endeavour policies especially pay and performance 	As above	SILG <ul style="list-style-type: none"> Identifies, in conjunction with external HR specialists, any necessary changes to Yorkshire Endeavour HR Policies Sets Yorkshire Endeavour HR policies 	<ul style="list-style-type: none"> Approves all HR statutory Policies Accountable for HR Compliance

Policy area	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
Finance	<ul style="list-style-type: none"> Ensures finance processes are implemented in line with Yorkshire Endeavour Financial Management Policy and procedures 	<ul style="list-style-type: none"> Monitors implementation of Yorkshire Endeavour financial management policy and procedures 	<ul style="list-style-type: none"> Prepares Yorkshire Endeavour Financial Management Policy Prepares Yorkshire Endeavour Risk Management Strategy Prepares Yorkshire Endeavour financial management procedures 	<p>FRAR</p> <ul style="list-style-type: none"> Sets Yorkshire Endeavour Financial Management Policy Sets Yorkshire Endeavour Risk Management Strategy Approves Yorkshire Endeavour financial procedures 	<ul style="list-style-type: none"> Approves Yorkshire Endeavour financial Management Policy Approves Yorkshire Endeavour risk management strategy Accountable for all financial compliance