



## Introduction

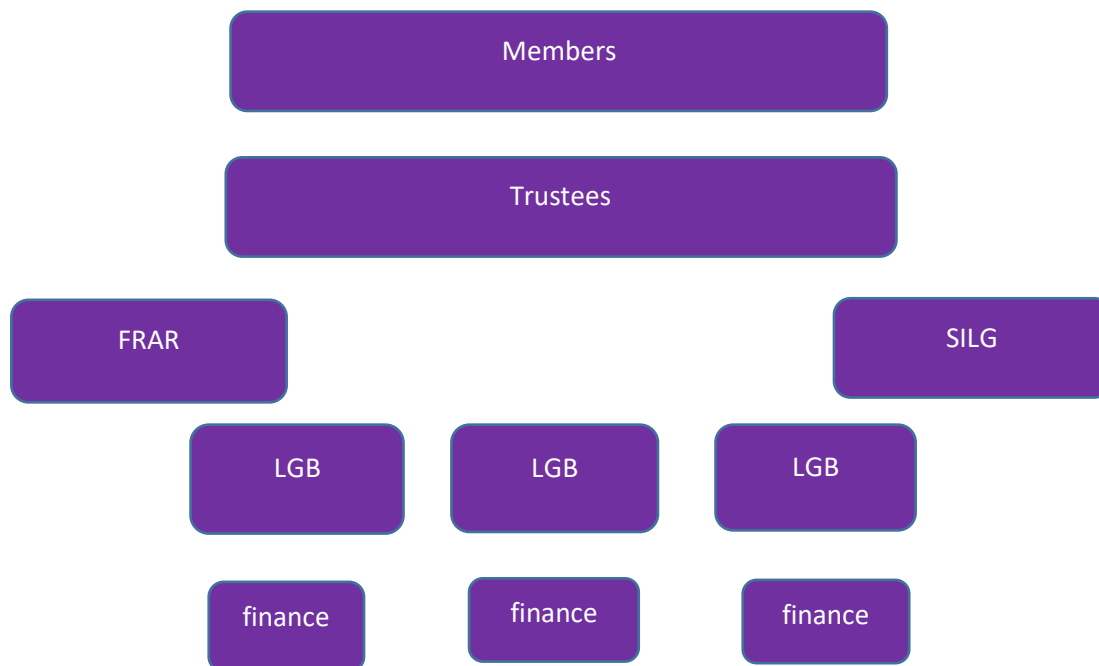
As a Charity and company limited by guarantee (Company Number 11024646) Yorkshire Endeavour Academy Trust is governed by a Board of Trustees who are responsible for the management of the Trust.

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 sit 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 is 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

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 its 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
- 2 Parent Governor\*

Where boards have a responsibility for more than one School, they may:

- choose to increase the number of staff Governors – Boards will ensure that when voting staff will not make up more than 25% of those in attendance eligible to vote.
- Chose to have a parent Governor elected from each individual school community (nominations and elections will be school specific).

Local Governing Boards may at times appoint Associate Governors, these appointments are for a finite period of time, with a clear purpose of supporting the board during the development or delivery of a specific project or programme. Associate members do not have voting rights, and do not count when considering quorate numbers.

## 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.**

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

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

CEO	Headteacher	Local Governing Board	SILG & FRAR	Trust Full Board
<ul style="list-style-type: none"> <li>• Half termly meeting with Headteachers to review progress of School Development plan and effectiveness of the SEF</li> <li>• Review targets via half termly meeting to review and monitor pupils’ attainment and progress for all groups in each year group in line with Yorkshire Endeavour Strategy and action plan</li> <li>• Monitor and report findings to appropriate committees of Yorkshire Endeavour Academy Trust Board</li> <li>• Ensures implementation of findings from ROV and Leaderships reviews</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Revise School Improvement Plan to meet targets</li> <li>• Establish staffing structure to best meet needs of School Improvement Plan</li> <li>• Carry out recruitment for teaching staff (excluding head) based on audit of school need</li> <li>• Develop collaborative working projects to meet needs of School Improvement Plan</li> <li>• Monitor and evaluate assessment processes and hold regular Pupil Progress Meetings to check pupils are on track for targets.</li> <li>• Improve the quality of teaching through collaborative CPD and projects across Yorkshire Endeavour. Supported by PM.</li> <li>• Monitor and audit the impact of teachers’ and TAs’ impact on pupils’ progress and</li> </ul>	<ul style="list-style-type: none"> <li>• 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 areas for improvement.</li> <li>• Support and challenge in creating the School Improvement Plan.</li> <li>• Agree staffing structure that meets school needs and budget</li> <li>• 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.</li> <li>• Summarise the strengths and areas for improvement for teaching and learning.</li> <li>• Evaluate impact of CPD provision and school support on improvement.</li> <li>• Governors works with CEO and external consultant in headteacher recruitment, Head teacher Performance</li> </ul>	<p><b>SILG:</b></p> <ul style="list-style-type: none"> <li>• Develop Yorkshire Endeavour School Improvement Strategy to meet values and vision</li> <li>• Plan provision and evidence-based projects to meet each school’s Improvement Plan and targets.</li> <li>• Identify strategic priorities for the development of Yorkshire Endeavour provision and support to better meet areas for improvement.</li> <li>• Support schools in improving teaching and learning through collaborative Yorkshire Endeavour initiatives and systems (including EVA).</li> <li>• Monitor termly overall Yorkshire Endeavour progress against key targets and areas for improvement and ensure where concerns, further action is taken.</li> <li>• Undertake a full evaluative annual review of each school. Summary report to Trust Board.</li> <li>• Audit the development needs of staff across Yorkshire Endeavour schools. Provide a</li> </ul>	<ul style="list-style-type: none"> <li>• Custodians of Yorkshire Endeavour values and vision.</li> <li>• Agree Yorkshire Endeavour strategy and targets for improvement.</li> <li>• Receive summary update of progress against key targets from SILG and agree any changes to overall strategy.</li> <li>• Receive termly summary from SILG on each school’s progress and check there is consistent improvement.</li> <li>• Receive summary of each school’s full annual review ensure enough progress and improvement is being made.</li> <li>• Agree resources/budget to provide annual CPD and school to school support for all staff when intervention is required</li> <li>• Agree strategic succession plan for Yorkshire Endeavour.</li> </ul>

	<p>identify training and recruitment needs.</p> <ul style="list-style-type: none"> <li>• Audit needs of non-teaching staff to plan CPD and recruitment.</li> <li>• Analyse all group’s attendance and behaviour logs.</li> <li>• Undertake safeguarding audits and progress on action points.</li> <li>• Monitor breadth and enrichment of curriculum, community links with SMSC and British values</li> </ul>	<p>Management and checks the effectiveness of performance management across the school.</p> <ul style="list-style-type: none"> <li>• Analyse attendance and behaviour at group level and identify areas for improvement.</li> <li>• Continuously improve the effectiveness of safeguarding.</li> <li>• Check SMSC is effectively threaded across a broad curriculum with community links that promotes British values.</li> </ul>	<p>large range of CPD and collaborative initiatives.</p> <ul style="list-style-type: none"> <li>• Identify talent within Yorkshire Endeavour and strategically plan career development and succession planning.</li> </ul> <p><b>FRAR</b></p> <ul style="list-style-type: none"> <li>• Ensure costed School Improvement Plan is achievable with resources available</li> </ul>	
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HOW WE WILL MEASURE SUCCESS: **IMPROVING PUPIL OUTCOMES**

Strategic Measure	CEO	Headteacher	Local Governing Board	SILG & FRAR	Trust Full Board
Pupil Progress and Attainment	<ul style="list-style-type: none"> <li>• Monitor the effectiveness of Headteacher and Local Governing Board in improving pupil outcomes</li> <li>• Monitor the effectiveness of systems in place</li> </ul>	<ul style="list-style-type: none"> <li>• Does the proportion of pupils in each group for each year group reaching expected standard from their starting points compare favourably with national average?</li> <li>• Does the progress made by each group for each year group compare</li> </ul>	<ul style="list-style-type: none"> <li>• Do governors drive improvement and hold leaders to account for pupils’ outcomes?</li> <li>• Do governors hold school leaders to account for at least national average progress for all groups of pupils in each year group?</li> <li>• Do governors check that gaps between groups</li> </ul>	<p>SILG</p> <ul style="list-style-type: none"> <li>• Schools’ summary attainment and progress discussed at SILG meetings.</li> <li>• Audit teachers needs for CPD and school to school support to further improve pupils’ outcomes?</li> <li>• Plan improved provision across schools.</li> <li>• Full annual review of each school shows</li> </ul>	<ul style="list-style-type: none"> <li>• Termly summary update on outcomes from each school.</li> <li>• Summary of Full Annual Review of each school shows consistent improvement in outcomes.</li> </ul>

		favourably with national average? <ul style="list-style-type: none"> <li>Are gaps for key groups consistently closing?</li> </ul>	and other pupils in the school are consistently diminishing over time?	improvements in pupils' outcomes?	
Quality of teaching	<ul style="list-style-type: none"> <li>Monitor the effectiveness of systems in place</li> </ul>	<ul style="list-style-type: none"> <li>Broad evidence base of teachers' impact on learning progress for all groups: lesson studies, observations, book scrutiny, pupil/staff discussions, tests and assessment show that all teachers have an impact on progress?</li> <li>All teaching has a consistent impact on improving progress.</li> <li>If a member of staff is not having consistent on impact on learning progress what happens?</li> </ul>	<ul style="list-style-type: none"> <li>Do governors check that the school's monitoring of teaching has an impact on raising achievement over time for all groups?</li> <li>Do governors know that teaching is consistently improving?</li> <li>Do governors ensure that under performance in teaching is effectively tackled?</li> </ul>	<ul style="list-style-type: none"> <li>Plan improved CPD from audit of teachers needs for teaching and learning.</li> <li>SILG meetings develop collaborative projects to improve outcomes for groups of pupils.</li> <li>Full annual review of each school identifies improvements in teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>Has planned CPD and projects had an impact on improving teaching?</li> <li>Summary of Full Annual Review of each school shows improvements in teaching.</li> </ul>
Leadership and Management	<ul style="list-style-type: none"> <li>Monitor Headship through half termly visits</li> <li>Meet with the Chair of LGB</li> </ul>	<ul style="list-style-type: none"> <li>Are headteacher, senior leaders, middle leaders having an impact on raising outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Are governors ambitious and challenging and do they drive forward school improvement in all areas?</li> </ul>	<ul style="list-style-type: none"> <li>SILG identifies areas for development to improve the impact of leaders at all levels on</li> </ul>	<ul style="list-style-type: none"> <li>Summary of Full Annual Review of each school shows leadership is having impact on improvement in all areas.</li> </ul>



	<p>termly to discuss leadership</p>	<ul style="list-style-type: none"> <li>• Are headteacher and leaders consistently improving the impact of teaching and learning over time?</li> <li>• Are headteacher and leaders monitoring and improving the effectiveness of safeguarding, attendance and PDWB?</li> <li>• Does the headteacher and leaders ensure that the curriculum promotes SMSC, British values community?</li> </ul>	<ul style="list-style-type: none"> <li>• Do governors analyse performance information: attainment, progress, attendance, behaviour and safeguarding to plan further improvement?</li> <li>• Do governors strategically plan continuous school improvement with focused action planning?</li> <li>• How do governors evaluate SMSC, British values and community are threaded throughout the curriculum?</li> </ul>	<p>school improvement.</p> <ul style="list-style-type: none"> <li>• SILG provides CPD and support for governors to further improve impact on improvement.</li> <li>• SILG identifies way to enhance SMSC and enrichment across schools.</li> <li>• Full annual review of each school identifies improvements in the impact of leadership on further school improvement.</li> </ul>	
Attendance and Behaviour	<ul style="list-style-type: none"> <li>• Report KPIs and areas for improvement to trustees termly</li> <li>• Monitor attendance and behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• Are headteacher and leaders checking attendance and behaviour for groups and are improvement strategies having an impact?</li> <li>• Are learning behaviours good-enthusiastic and independent?</li> </ul>	<ul style="list-style-type: none"> <li>• Do governors check the attendance and behaviour of groups and plan strategically for further improvements?</li> <li>• How do governors evaluate attitudes for learning?</li> </ul>	<ul style="list-style-type: none"> <li>• SILG identifies strategies that have effectively improved attendance and behaviour in other contexts.</li> </ul>	<ul style="list-style-type: none"> <li>• Check updates and reviews show attendance is at least in line with national average and gaps are closing.</li> <li>• Check updates and reviews show behaviour is not deteriorating?</li> </ul>

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

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

		<p>implement efficiencies from procurement opportunities</p> <ul style="list-style-type: none"> <li>• Manage Yorkshire Endeavour cashflow</li> <li>• Manage relationship/ returns with HMRC, Pensions etc.</li> <li>• Find and implement efficiencies from local school procurement opportunities</li> </ul> <p><b>Company Secretary</b></p> <ul style="list-style-type: none"> <li>• Manage list of statutory policies</li> <li>• Governance and compliance support to Trustees</li> <li>• Maintain company register and liaise with companies house.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree policies for finance, HR, risk management, health and Safety and safeguarding</li> <li>•</li> </ul>	
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HOW WE WILL MEASURE SUCCESS- **FINANCIAL AND COMMERCIAL EFFECTIVENESS**

Strategic Measure	Headteacher	Local Governing Board	Yorkshire Endeavour Central (inc CEO)	SILG & FRAR	Trust Full Board
Financial control	Monitors 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 Annually: Output from Internal and External Audit	<b>FRAR:</b> Review: Termly: Overall Yorkshire Endeavour revenue balance at least equal to budget Annually: Output from Internal and External Audit and agree actions	Termly: RAG rating provided by FRAR on overall financial control as part of the KPI reporting process  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	<b>FRAR:</b> 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

WHAT WE WILL DO: **Yorkshire Endeavour GROWTH AND LEARNING**

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

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"> <li>Responsible for local implementation of policies including development of school procedures and internal reporting on statutory requirements and continuously improve effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>Company Secretary</b></p> <ul style="list-style-type: none"> <li>Maintain list of up to date Yorkshire Endeavour policies -Company Secretary</li> <li>Monitor Trust H&amp;S monitoring document half termly</li> </ul> <p><b>CEO/CFO</b></p> <ul style="list-style-type: none"> <li>Monitors school H&amp;S by arranging inspections/ audits</li> </ul>	<p><b>FRAR:</b></p> <ul style="list-style-type: none"> <li>Sets Yorkshire Endeavour H&amp;S policies</li> <li>Supports schools with implementation as needed</li> <li>Monitors school H&amp;S by review of inspection documents and audits</li> </ul>	<ul style="list-style-type: none"> <li>Approves H&amp;S policy</li> <li>Accountable for ensuring a healthy environment for staff, pupils and other persons on Yorkshire Endeavour properties</li> </ul>
Safeguarding	<ul style="list-style-type: none"> <li>Implement Yorkshire Endeavour policy</li> <li>Appoint a Designated Senior Person</li> <li>Manage all safeguarding complaints (except those against head)</li> <li>Responsible for referrals for children at risk outside school environment</li> </ul>	<ul style="list-style-type: none"> <li>Approves School Safeguarding Policy</li> <li>Monitors safeguarding and Health &amp; Safety monitoring records termly</li> <li>Monitors implementation of safeguarding through reports from DSP on the measures being taken to ensure compliance and further improve provision.</li> <li>Ensure the policy is followed and translates into an effective culture across the school.</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> <li>Monitor Trust Safeguarding document half termly – Company secretary</li> <li>Responsible for dealing with a complaint against a Headteacher - CEO</li> </ul>	<p><b>SILG</b></p> <ul style="list-style-type: none"> <li>Consulted in responding to any complaint against a member of staff</li> <li>Sets up panel to investigate any complaints against staff.</li> <li>Supports schools to assess the need for referrals for children at risk</li> <li>Supports further improvements in schools' systems.</li> </ul> <p><b>FRAR</b></p> <ul style="list-style-type: none"> <li>Monitors school H&amp;S by arranging inspections/ audits</li> </ul>	<ul style="list-style-type: none"> <li>Approves Yorkshire Endeavour Safeguarding Policy</li> <li>Accountable for all legal responsibilities</li> <li>Responsible for dealing with any complaint against the CEO</li> </ul>

Policy area	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
SEND	<ul style="list-style-type: none"> <li>• Implement Yorkshire Endeavour SEN Policy</li> <li>• Appoint SENCO role.</li> <li>• Responsible for implementation in line with statutory requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors and challenges implementation of SEND policy and performance of SEN children</li> <li>• Ensure the school's adopted policy is met in full by governors and staff</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<b>SILG</b> <ul style="list-style-type: none"> <li>• Sets Yorkshire Endeavour SEN Policy</li> <li>• Supports development of School SEND policy</li> <li>• Supports schools and monitors implementation.</li> <li>• Provides extra support to schools appointing new SENCO.</li> </ul>	<ul style="list-style-type: none"> <li>• Approves SEND Policy</li> <li>• Accountable for all legal responsibilities</li> </ul>
Admissions	<ul style="list-style-type: none"> <li>• Responsible for implementation of Yorkshire Endeavour admissions policy in line with LA policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Kept informed of major aspects such as policy and appeals</li> <li>• Monitor fair access in line with guiding principles</li> </ul>	As above	<b>SILG</b> <ul style="list-style-type: none"> <li>• Sets Yorkshire Endeavour mandatory admissions policy</li> <li>• Responsible for admission appeals for new Yorkshire Endeavour schools</li> <li>• Sets guiding principles for fair access/ in year placements protocols and provides expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Approves Yorkshire Endeavour Admissions Policy framework</li> <li>• Accountable for all legal responsibilities</li> </ul>
Exclusions	<ul style="list-style-type: none"> <li>• Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes</li> </ul>	<ul style="list-style-type: none"> <li>• Informed of any exclusion</li> <li>• Makes final decision if governors' panel is needed</li> </ul>	As above	<b>SILG</b> <ul style="list-style-type: none"> <li>• Sets Yorkshire Endeavour mandatory exclusions policy</li> <li>• Provides expert support to help manage exclusion appeals</li> </ul>	<ul style="list-style-type: none"> <li>• Approves exclusion policy</li> <li>• Accountable for all legal responsibilities</li> </ul>



Policy area	Headteacher	Local Governing Board	Yorkshire Endeavour Central	SILG & FRAR	Trust Full Board
HR	<ul style="list-style-type: none"> <li>Ensures HR policies and processes are implemented in line with Yorkshire Endeavour policies</li> </ul>	<ul style="list-style-type: none"> <li>Monitors implementation of key Yorkshire Endeavour policies especially pay and performance</li> </ul>	As above	<b>SILG</b> <ul style="list-style-type: none"> <li>Identifies, in conjunction with external HR specialists, any necessary changes to Yorkshire Endeavour HR Policies</li> <li>Sets/reviews Yorkshire Endeavour HR policies - (Currently agreed to adopt NYCC policies where in-line with HR SLA)</li> </ul>	<ul style="list-style-type: none"> <li>Approves all HR statutory Policies</li> <li>Accountable for HR Compliance</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Ensures finance processes are implemented in line with Yorkshire Endeavour Financial Management Policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Monitors implementation of Yorkshire Endeavour financial management policy and procedures</li> </ul>	<b>FO</b> <ul style="list-style-type: none"> <li>Prepares Yorkshire Endeavour Financial Management Policy</li> </ul> <b>CEO</b> <ul style="list-style-type: none"> <li>Prepares Yorkshire Endeavour Risk Management Strategy</li> <li>Prepares Yorkshire Endeavour financial management procedures</li> </ul>	<b>FRAR</b> <ul style="list-style-type: none"> <li>Sets Yorkshire Endeavour Financial Management Policy</li> <li>Sets Yorkshire Endeavour Risk Management Strategy</li> <li>Approves Yorkshire Endeavour financial procedures</li> </ul>	<ul style="list-style-type: none"> <li>Approves Yorkshire Endeavour financial Management Policy</li> <li>Approves Yorkshire Endeavour risk management strategy</li> <li>Accountable for all financial compliance</li> </ul>