

Central Services

Specification

EAT is like all MATs funded by the Education Funding Agency (EFA) to operate academies.

The EFA provides the Trust with a General Allocation Grant (GAG) for each academy trust it operates. It is a matter for the Trust to determine what functions are carried out across the whole Trust and what functions are delegated to the level of the individual academy.

EAT will delegate around 5.25% of functions to central departments and 94.75% to individual academies. Trustees govern the effectiveness and efficiency of central department use of resources. LGBs govern the effectiveness and efficiency of individual academy use of resources.

The following table sets out the scope and specification of the central services and how they interact with individual academies. Academy Principals have the responsibility to manage the resources delegated to their academy which is overseen by the Director of Finance and Operations.

Service Detail/Activity	Central Function	Individual Academy Functions
Governance	Liaise with the EFA and Charities Commission to ensure that the Trust's governance structure is clear, compliant and effective	Ensure that LGB are adhering to expectations of outstanding leadership
	Trustees set the values and strategic direction and policies of the Trust	The LGB sets the values and strategic policy of the academy within the limits sets within the scheme of delegation
	Trustees determine the governance structure for the Trust and determine the governance scheme of delegation	Ensure compliance with the Trust's scheme of governance and scheme of delegation
	Support Trustees in the recruitment and appointment of new Trustees maintaining a skills audit of Trustee expertise to ensure a balance of relevant expertise at Board level	Support Governors in the recruitment of new LGB members for approval by the regional board. Support the induction of LGB governors. Support the cost of training of LGB members
	Ensure that meetings of the Trust Board and the sub-committees are fully supported and appropriately clerked and organised	Ensure that meetings of the LGB and their sub-committees (where applicable) are fully supported and appropriately clerked and organised
	Proactively ensure that the Trust Board and the sub-committees have access to all necessary data and information, as and when they require it, in order to discharge their duties as Trustees in providing overview and scrutiny of the Trust's activities and in holding the Executive to account	Proactively ensure that the LGB and their sub-committees have access to all necessary data and information, as and when they require it, in order to discharge their duties as Governors in providing overview and scrutiny of the academy's activities and in holding the academy leadership team to account

Service Detail/Activity	Central Function	Individual Academy Functions
Executive Leadership	Maintain and performance manages an executive core team that is suitably qualified and experienced. The trustees will appoint the CEO. The CEO will be the Accounting Officer for the Trust and personally accountable to Parliament for the performance of the Trust. The CEO will be the executive officer on the Board of Trustees. The CEO and Trustees will appoint the Central Executive Team and will include the CEO, Finance Director, Head of Academy Improvement, Director of Leadership, Director of ICT and Director of Policy	Principals including Heads of School and Executive Principals are appointed and performance managed by the Trusts executive team. The LGB will participate in the process of Principal appointment and performance management. The Principal is line managed by the Head of Academy Improvement. The Principal will be the executive officer on the LGB. The Principal, in consultation with the Head of Academy Improvement and the LGB will appoint the senior leadership team of the academy
	The Executive Team will be responsible for establishing and maintaining an operating model and staffing structure that delivers all of the necessary functions of the Trust effectively, efficiently and affordably. The Executive will be responsible for establishing and reviewing the management scheme of delegation	The academy SLT will be responsible for establishing and maintaining an operating model and staffing structure that delivers all of the functions delegated to the academy effectively, efficiently and affordably
	Provide a national voice for the Trust managing reputation and identity with national and regional partners including Ministers, DFE, EFA, RSCs and NSC, Charities Commission, Ofsted, HMRC, Las, HEs and other MATs	Provide a local voice for the Trust and the academy managing reputation and identify with local and regional partners including LA, CP agencies, RSC offices, other academies and community based groups

Service Detail/Activity	Central Function	Individual Academy Functions
Regional and Academy Management	Appoint, employ and performance manage the Head of Academy Improvement. Head of Academy Improvement. The Head of Academy Improvement will line manage academy Principals. The CEO and Head of Academy Improvement will performance manage the Principals	Principals including Heads of School and Executive Principals are line managed by the Head of Academy Improvement. The Principal is responsible for the line management of the academy SLT
	The Director of Education will maintain a dedicated team for school improvement. The school improvement team will be deployed into academies to provide support for improving learning. In addition the Director of Education will liaise with the Director of the Teaching School to deploy SLEs and NLEs where appropriate	The Principal will be responsible for ensuring that an appropriate and effective staffing structure or operating model is in place to deliver a high quality learning environment for all pupils with effective educational outcomes
	The Director of Education will oversee the implementation, monitoring and effectiveness of the support plans for each academy and liaise with over members of the core team to ensure appropriate support is valid	The Principal will be responsible for maintaining the appropriate business functions in the academy to secure its effective and efficient management in accordance with the Trust's scheme of delegation

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Service Detail/Activity	Central Function	Individual Academy Functions
Curriculum	Provide the template of minimum expectations in all EAT Academies of pupils experience in terms of curriculum, behaviour, attendance, extended learning experiences and meeting the diverse needs of children with different needs and different cultural backgrounds	Develop the school curriculum to meet the needs of the community that the academy serves. A curriculum in each academy is individual to the school but has the core values of EAT at the centre of it
	Recognise that academies serving different communities will need to create their own curriculum tailored to the needs of the community	Within the academy's curriculum include the minimum expectations of pupils experience
	EAT has a deeply held ethos of inclusivity that underpins our approach to curriculum development including our approach to admissions, exclusions and support for children with physical, sensory or learning disabilities or those with EAL	The academy's curriculum will fundamentally reflect the inclusive nature of the EAT approach to serving the local community and pupils

Service Detail/Activity	Central Function	Individual Academy Functions
Policy	<p>The Trustees will determine key statutory policies including:</p> <ul style="list-style-type: none"> • HR Policies • Admissions • Complaints Policy • Safeguarding Policy • Health and Safety Policies • Home School agreement • Financial Scheme of Delegation • Reserves and Balances policy • Governance Scheme of Delegation • Fol and Data Protection • Insurance 	<p>The LGB will determine local policies not set by Trustees including:</p> <ul style="list-style-type: none"> • Curriculum • Religious Education • Sex and relationships education • SEND • Attendance and behaviour management • Pupil Premium • Equality Policy • Charging and remissions • Lettings • Health and Safety (within Trust framework) • Premises management (within Trust framework) <p>The school will operate within the policies and procedures set out by the Trustees</p>

Service Detail/Activity	Central Function	Individual Academy Functions
Education Performance	Set out the education performance management systems, procedures and policies for the whole Trust. Set targets for the Trust as a whole and individual academy targets. Educational targets will be achievable and aspirational	Operate within the Trust's performance management framework, contributing to its development and implementation. Contribute to the processes of identifying achievable and aspirational performance targets
	Directly intervene to provide support and challenge where individual academies are at risk of underperformance	Cooperate with Trust central team where support, challenge and intervention is put in place to mitigate risk of underperformance
	Provide a support plan for all academies to support them to achieve outstanding	Collaborate with Head of Academy Improvement to create the support plan
	Commission Trust reviews to provide an independent assessment of each academy's pupil achievement; quality of teaching; behaviour and safety; leadership and management	Cooperate with the Trust review and respond to the findings of the report through the development and implementation of an academy improvement plan



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