

Scheme of Delegation
Governance structures at Endeavour Multi Academy Trust



December 2023

Roles and responsibilities

The role of the members

The members of the trust have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (a document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

While members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be trustees. The DfE has amended the model articles to state that members are not permitted to be employees of the academy trust. **No members are trustees in the Endeavour structure.**

The role of the trustees

The trustees are charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the memorandum and articles of association. The board of trustees is the accountable body for the performance of all schools within the trust and as such must:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. Endeavour use the term trustee as it avoids the possible confusion caused when executive leaders are called directors but are not company directors and trustees.

The trust board is permitted to exercise all the powers of the academy trust. Trustees have established four committees to support the work of the main board, the policy oversight committee, the central MAT finance committee, the audit and risk committee and the standards committee. The standards committee is made of the chair of trustees, the chair of the audit and risk committee and the chair of the central MAT finance committee. The responsibilities of board committees are set out in their terms of reference.

The trust board delegates responsibility for the day-to-day operations of the trust to the chief executive officer (CEO). The trustees delegate some functions to local governing committees at either individual school level or cluster of schools level. Each cluster or individual school (as determined by the trustees) has two local committees. One of these local committees monitors school spending and is called the Logistics Committee and the other has responsibility for the curriculum and learning outcomes, this is called the Curriculum and Learning Committee. The trust has appointed an Educational Development Officer (EDO) to assess the effectiveness of the local governing committees in holding the headteachers to account thus ensuring that high educational standards are maintained. The EDO is accountable to the board through the CEO.

The trust has the right to review and adapt its governance structure at any time which includes removing delegation and revising committee terms of reference.

The role of local governance committees

The trustees have established these committees (with delegated authority to make decisions) to provide advice and support, informing the overall work of the trust board. However these committees are not legally responsible or accountable for statutory functions – the trust board retains overall accountability and responsibility. The responsibilities of local governing committees are set out in this scheme of delegation (see annex a). The trust board may appoint local committee members and committee chairs. As a committee of the board, delegation can be removed at any time.

The role of the chief executive officer (CEO)

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's schools and so the CEO performance manages the academy headteachers. As there is an element of delegation to local governing committees (LGCs) this performance management by the CEO is supported by the LGC chair.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive team of the academy trust. The CEO delegates management functions to the Educational Development Officer (EDO) and the Chief Financial and Operating Officer (CFOO) plus other members of the central team.

The role of the Headteacher

Headteachers of trust schools are responsible for the day-to-day management of the school and are accountable to the chief executive. Headteachers report to the local governing committees on matters which have been delegated to the LGC.

Decision making within the multi academy trust

Key

Level 1: Members

Level 2: Board of trustees of the multi academy trust

Level 3: Chief executive officer

Level 4: Local governing committee (LGC)

Level 5: Headteacher

Blue box Function **cannot** be legally carried out at this level.

✓ Action to be undertaken at this level

✓ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making

<> Direction of advice and support

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC Logistics and Curriculum	Headteacher
Governance framework						
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role descriptions for members	✓				
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓	<A		
	Parent trustee/committee member: elected		✓		✓	
	Committee chairs: appoint and remove		✓	<A		
	LGC chairs: appoint and remove		✓	<A	✓	
	Clerk to board: appoint and remove		✓			
	Clerk to LGC: appoint and remove		✓		✓	
Systems and structures	Articles of association: agree and review	✓	<A	<A		
	Governance structure (committees) for the trust: establish and review annually		✓	<A		
	Terms of reference for trust committees (including audit if required, and scheme for school committees): agree annually		✓	<A		
	Terms of reference for LGC/local committees: agree and review annually		✓	<A	YES	Advise

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC Logistics and Curriculum	Headteacher
	Skills audit: complete and recruit to fill gaps ¹		✓	<A>	✓	A
	Annual self review of trust board and committee performance: complete annually		✓			
	Annual self review of LGC performance: complete annually				✓	
	Chair's performance: carry out 360 review periodically		✓		✓	
	Trustee / committee member contribution: review annually		✓		✓	
	Succession: plan		✓	<A>	✓	A
	Annual schedule of business for trust board: agree		✓	<A>		
	Annual schedule of business for LGC: agree			A>	✓	A
Reporting						
Reporting	Trust governance details on trust and academies' websites: ensure		✓	<A>		
	Academy governance details on academy website: ensure		✓	<A>		
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	<A>		
	Annual report on performance of the trust: submit to members and publish		✓	<A>		

¹ Please note that when recruitment is delegated to the LGC (Local Governing Committee) Trustees retain the right of confirmation for new appointees.

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC Logistics and Curriculum	Headteacher
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		
Being Strategic						
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	<A		
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve			A>	A	✓
	Central spend / top slice: agree		✓	<A		
	Management of risk: establish register, review and monitor		✓	<A>	✓	A
	Engagement with stakeholders	✓	✓	✓✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A		
Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>	A	✓	

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC Logistics and Curriculum	Headteacher
	Chief Executive Officer: Appoint, dismiss and suspension		✓			
	Chief Financial and Operating Officer: Appoint, dismiss and suspension			✓		
	Executive Board/Central Team: Appoint, dismiss and suspension			✓		
	Academy headteachers: Appoint, dismiss and suspension		A>	✓	<A	
	School based staff: Appoint, dismiss and suspension			✓	<A>	✓
	Budget plan to support delivery of trust key priorities: agree		✓	<A		
	Budget plan to support delivery of school key priorities: agree			A>	A	✓
	Trust's staffing structure: agree		✓	<A		
	School staffing structure: agree			A>	A	✓
Holding to account						
Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	<A>	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	<A>	✓	A

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC Logistics and Curriculum	Headteacher
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of academy principal : undertake			✓	A	
	Trustee monitoring: agree arrangements		✓	<A		
Ensuring financial probity						
Ensuring financial probity	Chief Financial and Operating Officer for delivery of trusts detailed accounting processes: appoint		✓	<A		
	Trust's scheme of financial delegation: establish and review		✓	<A		
	School's scheme of financial delegation: establish and review		✓	<A		
	External auditors' report: receive and respond		✓	<A	✓	A
	Ensuring compliance with ESFA requirements		✓	<A		
	Maintaining Risk Register		✓	<A		
	Developing budget		✓	<A		
	CEO pay award: agree		✓			

Area	Decision	Delegation				
		Members	Trust Board	CEO	LGC Logistics and Curriculum	Headteacher
	Academy principal pay award: agree			✓	A	
	Staff appraisal procedure and pay progression: monitor and agree		✓	A>	A	✓
	Benchmarking and trust wide value for money: ensure robustness		✓	<A		
	Benchmarking and academy value for money: ensure robustness				✓	A
	Develop trust wide procurement strategies and efficiency savings programme			✓		

Annex A

Local Governance Structure and Terms of Reference

Endeavour Multi Academy Trust is determined to rigorously follow the Nolan Principles of Public Office. We have also made a decision to become a pathfinder with the National Governance Association's launch of their Leadership in Education Initiative Programme. We have ensured that our scheme of delegation and terms of references reflect this practice when making decisions in managing our organisation. All our policies and contracts will also reflect this ethical practice.

Endeavour places great importance on local governance and delegates educational decisions to Local Governing Committees at school or cluster of schools level. Currently there are two clusters of schools – Cherry Trees/Wightwick Hall and Two Rivers Primary/Two Rivers High.

The Local Committees are;

The Logistics Committee and the Curriculum and Learning Committee.

Their responsibilities include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is: working within agreed policies; meeting the agreed targets; managing its finances well
- Engaging with stakeholders
- Reporting to the Board (via the EDO), particularly risks that need to be recognised at MAT level.

As committees of the Endeavour MAT Board of Trustees, the delegation of authority to these committees can be removed at any time.

The composition of the Local Committees for each school/cluster will be drawn from:

Headteachers of relevant cluster schools

2 Staff colleagues – from different schools where a committee oversees more than one school

2 Parents – from different schools where a committee oversees more than one school

6 Co-opted representatives ('local governors')

Staff members are elected by all paid employees from each school. The normal term of office is 4 years.

Parent/Carers are invited to seek nominations from other parent/carers. The normal term of office is 4 years or the end of their child's enrolment at the school (whichever comes sooner).

Co-opted committee members (also known as 'local governors') are approved by the main Trust Board. Those seeking to join the LGC present written information to support their interest, demonstrating their knowledge of education, legal matters, business/finance or charitable work. Parent/carers can be co-opted representatives.

The two local committees should meet together at the beginning of the school year to elect an 'LGC chair' and 'LGC vice chair'

The two committees will elect their own Chair and Vice Chair at the first meeting of the academic year.

Curriculum and Learning Committee

Membership

- a) The committee will consist of **five** members. Headteachers are members of the committee by virtue of their post.
- b) Non-voting participants may be invited to meetings by the committee as and when required.
- c) The committee will appoint a Chair.
- d) The membership of the committee will be reviewed annually by the overall LGC Chair and the EDO and approved by the MAT board.
- e) The LGC must nominate posts to monitor statutory requirements. These will be called Nominated/Link Governors.
- f) The committee will follow the Nolan Principles of Public Office.

Quorum

The quorum will be a minimum of **five** committee members, including the Headteacher.

Meetings

These will take place once per term and additionally as required.

The Clerk to the Committee will have responsibility for:

- convening meetings of the committee.
- taking minutes of meetings.
- ensuring that the minutes are presented at the next Local Governing Committee Curriculum and Learning meeting.
- The Clerk **MUST** ensure that any risks are identified and are communicated to the CEO.

Focus

The focus of the meetings must be ensuring that the School Development Plan is being implemented effectively.

Curriculum and Learning Committee Responsibilities

- a) To provide support and challenge to the Headteacher.
- b) To ensure that the School Development Plan reflects accurately the SEF outcomes.

- c) To ensure that the curriculum in school meets statutory requirements.
- d) To monitor and evaluate pupil progress in relation to the targets set and all other data available, with particular reference to individual groups.
- e) To monitor the impact of curriculum planning and policies on pupil progress, with particular reference to individual groups.
- f) To receive reports that support their ability to hold the Headteacher to account and enable them to report to the MAT Board on relevant statutory requirements.
- g) To set and publish targets as required by statute.
- h) To review curriculum policy documents.
- i) To monitor attendance of all groups of students including part time timetables.
- j) To monitor exclusions.
- k) To monitor Safeguarding and Child Protection.
- l) To prepare any required curriculum policy documents not already in place.
- m) To monitor the effectiveness of assessment and monitoring arrangements in school.
- n) To monitor the actions of School Development/Improvement Plan and ensure risks are communicated to the MAT Board.
- o) To take account of the requirements of the Disability Discrimination Act.
- p) To review these terms of reference annually and take to the Trust for approval.
- q) To undertake appropriate and mandatory training as appropriate.

Logistics Committee

Membership

- a) The committee will consist of **five** members. Headteachers are members of the committee by virtue of their post.
- b) Non-voting participants may be invited to meetings by the committee as and when required.
- c) The committee will appoint a Chair.
- d) The membership of the committee will be reviewed annually by the overall LGC Chair and the EDO and approved by the MAT Board.
- e) The LGC must nominate posts to monitor statutory requirements. These will be called Nominated/Link Governors.
- f) The committee **MUST** follow the Nolan Principles of Public Office.

Quorum

The quorum will be a minimum of **five** committee members, including the Headteacher.

Meetings

These will take place once per term and additionally as required.

The Clerk to the Committee will have responsibility for:

- convening meetings of the committee.
- taking minutes of meetings.
- ensuring that the minutes are presented at the next Local Governing Board Logistics meeting.
- The Clerk **MUST** ensure that any risks are identified and are communicated to the CEO.

Focus

The focus of the meetings must be to ensure that the School Development Plan is being implemented effectively.

Committee Responsibilities – Health and Safety

- a) To provide support, challenge and guidance to the Headteacher on all matters relating to health and safety and the school premises.
- b) To ensure that health and safety arrangements in school meet statutory requirements and that all those in school or visiting the school are aware of those arrangements.
- c) To consider safety inspection reports and make recommendations to the MAT Board via the CEO if appropriate.
- d) To ensure that a risk audit is undertaken both on an annual basis and following any changes to the premises.
- e) To review the impact of the school Health and Safety Policy.
- f) To monitor the School Development/Improvement Plan with regard to the above.

Committee Responsibilities - Personnel / Staffing

- a) To ensure that all procedures relating to the recruitment, selection and appointment of all staff in school meet statutory and safeguarding requirements.
- b) To ensure that arrangements are in place for the performance management of all school staff.
- c) To monitor the arrangements for ECTs.
- d) To receive reports on staff absence.
- e) To monitor the staff development programme and its impact.

- f) To ensure that the Staff Handbook is kept under review and is accessible by all school staff.
- g) To review the staffing structure annually.

Committee Responsibilities - Finance & Buildings

- a) To provide challenge, support and guidance to the Headteacher and on all matters relating to the devolved budget.
- b) To monitor the use of all public funds.
- c) To monitor ICT resourcing and upgrading.
- d) To ensure value for money.
- e) To recommend virements between budget headings.
- f) To consider budget plans presented by the Headteacher.
- g) To recommend the devolved budget for Trust approval.
- h) To monitor the School Development/Improvement Plan with particular regard to long-term resource requirements.
- i) To monitor and review the annual audit of school funds.
- j) To form a response to any consultations regarding the Scheme of Delegation or the funding of schools.
- k) To take responsibility on behalf of the Trust for the condition of school premises including any repairs, alterations and major work necessary.
- l) In the case of major projects, to act on behalf of the Trust in monitoring the progress of all plans and works.
- m) To monitor the maintenance of the school site.
- n) To monitor the security of the premises.

Committee Responsibilities – Training

- a) To undertake appropriate and mandatory training as appropriate.