

Scheme of Delegation

Governance structures at Endeavour Multi Academy Trust

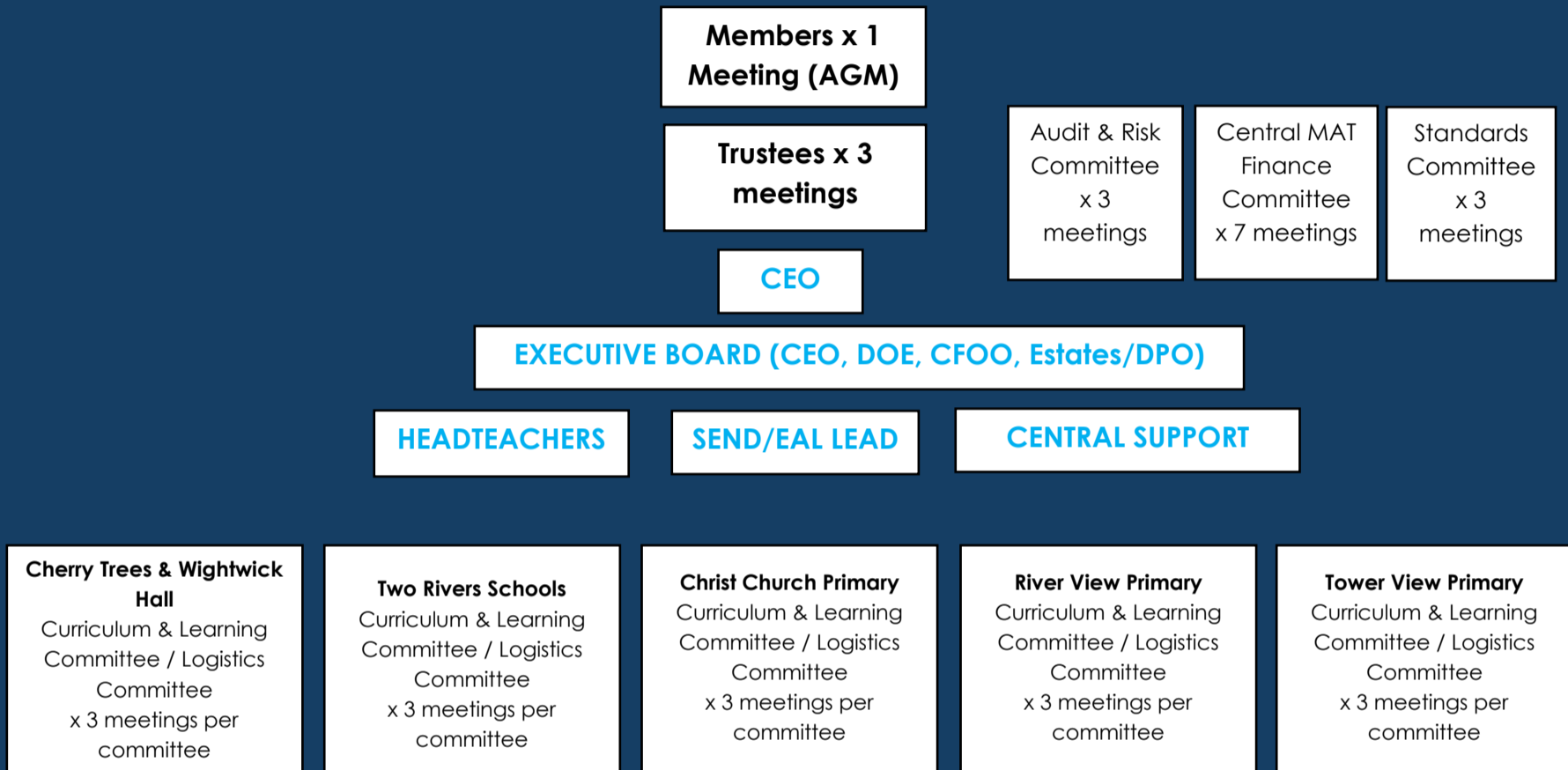
September 2025



Introduction

This Scheme of Delegation sets out the delegated powers between the different bodies involved in the governance and operation of Endeavour Multi Academy Trust.

Endeavour Structure (**Management** v Monitoring)



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, 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 the 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 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 uses 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 three committees to support the work of the main board, the central MAT finance committee, the audit and risk committee and the standards committee. The responsibilities of board committees are set out in the terms of reference.

The trust board delegates responsibility for to the day-to-day operations of the trust to the chief executive officer (CEO). The trustees delegate functions to local governor 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, staffing, buildings and health and safety and this 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 a Director of Education (DoE). Trustees task the DOE to assess the effectiveness of the local governance in holding the headteachers to account thus ensuring the high educational standards are maintained.

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. The trust board may appoint local committee members and committee chairs. As a committee to 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. The CEO performance manages the executive board and school headteachers.

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 will delegate management functions to the Director of Education (DOE), Estates Officer (EO), and The Chief Financial and Operating Officer (CFOO) plus other members of the central team.

The role of the Headteacher

The Headteacher is responsible for the day-to-day management of the school and is accountable to the chief executive officer. Headteachers report to local governing committees on matters which have been delegated to the LGC.

Decision making within the academy trust

Key	
✓	Responsible for action
✓ (A)	Advisory
**Approve	Required approval level in cases of policy development

Delegation Matrix

	Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
1. Trust Governance													
1.1	Appoint/remove members	✓											
1.2	Appoint/remove trustees	✓	✓										
1.3	Elect Chair/Vice Chair of Trustees annually		✓										
1.4	Appoint committee chairs annually and remove when necessary		✓										
1.5	Determine powers of chair of trustees in urgent situations		✓ (ratified at full board meeting)										
1.6	Establish and review trust governance structure		✓										
1.7	Agreed named safeguarding trustee		✓										
1.8	Agree named trustee for special educational needs and disabilities (SEND)		✓										
1.9	Agree named careers trustee (required in secondary schools)		✓ (can be delegated to the LGC's)								✓ (A)		
1.10	Appoint Trust Governance Professional		✓										
1.11	Articles of association: review		✓										
1.12	Articles of association: ratify	✓											
1.13	Agree scheme of delegation and complete annual review		✓										

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	1.14	Agree committee terms of reference (including local governance committees) and complete annual review		✓										
	1.15	Agree role description for link governor/trustee areas						✓						
	1.16	Agree trust board and committee dates and agendas		✓				✓ (A)		✓ (A)				
	1.17	Commission external review of trust board effectiveness every three years		✓										
	1.18	Publish governance arrangements on trust and school websites								✓ (A)	✓ (Trust)		✓ (School)	
	1.19	Ensure trust and school websites are compliant and effective						✓ (Trust)					✓ (School)	
	1.20	Maintain compliance on GIAS and Companies House							✓ (Companies House)	✓ (GIAS)			✓ (School)	
	1.21	Submit annual report on the performance of trust to members		✓ (Chair)										
	1.22	Maintain register of interests								✓				
	1.23	Maintain a trustee/governance expenses policy				✓					✓ (A)			
	1.24	Approve Statutory policies**		✓										
	1.25	Ensure there is a clear approach to trust wide policies and the maintenance and adoption of these across the trust						✓			✓ (A)			

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	1.26	Appoint/remove local governor committee chairs										✓		
	1.27	Appoint/remove local governors										✓		
	1.28	Agree local governor committee clerking arrangements								✓		✓		
	1.29	Agree local governor committee dates									✓			
	1.30	Agree local governor committee agendas, ensuring trust wide consistency						✓		✓ (A)				
	1.31	Complete periodic review of local governance		✓						✓ (A)				
	1.32	Set clear expectations on monitoring and visits to schools						✓						
	1.33	Ensure board reporting channels are established		✓						✓ (A)				
	1.34	Set expectations for trustee conduct		✓										
	1.35	Agree remit and constitution of any working party established to support the trusts strategic objectives		✓										
	1.36	Complete skills audit and recruit to fill gaps		✓ (Trust)						✓ (A)		✓ (School)		
	1.37	Annual self-review of trust board and committee performance: complete annually		✓										
	1.38	Annual self-review of local governor committee performance: complete annually										✓		

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	1.39	Foster and monitor equality, diversity and inclusion including building a diverse board		✓										
2. Vision and Strategy														
	2.1	Determine and champion the trusts vision, strategy, ethos, culture, values and key priorities		✓ (A)				✓						
	2.2	Develop engagement channels with key stakeholders in line with trust vision and priorities						✓ (Trust)					✓ (School)	
	2.3	Agree trust growth strategy		✓				✓ (A)						
	2.4	Determine non-statutory trust wide policies						✓			✓ (A)		✓ (A)	
	2.5	Approve non-statutory Trust Wide policies**			✓	✓	✓							
	2.6	Determine school level policies									✓ (A)		✓	
	2.7	Approve school level policies**										✓		
	2.8	Policy Adoption by New Schools All schools joining the Trust are required to adopt and implement all Trust-wide policies as approved by the Board of Trustees. Local policies may only be retained where they do not conflict with Trust policies and have received prior approval from the Trust's Executive Leadership Team.**		✓ (A)				✓ (A)			✓ (A)	✓	✓	

	Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
3. Finance													
3.1	Appoint and oversee professional growth of CFOO						✓						
3.2	Trusts and schools' financial scheme of delegation: establish and review		Trust Board to approve		✓ (A)			✓ (A)					
3.3	Produce annual report and accounts		Trust Board to approve					✓ (A)					
3.4	Submit required financial reports and returns							✓					
3.5	Agree budget plan to support delivery of trust strategic priorities		✓		✓ (A)		✓ (A)	✓ (A)					
3.6	Agree budget plan to support delivery of school strategic priorities				✓		✓ (A)	✓ (A)					
3.7	Monitor trust budget		✓		✓ (A)		✓ (A)	✓ (A)					
3.8	Approve long term financial plans		✓		✓ (A)			✓ (A)					
3.9	Develop and submit 3-year budget forecast						✓ (A)	✓					
3.10	Carry out benchmarking and trust wide value for money evaluation						✓ (A)	✓					
3.11	Agree reporting and monitoring arrangements for trust and academy budgets		✓		✓ (A)		✓ (A)	✓ (A)					
3.12	Prepare management accounts every month setting out the trust's financial performance and position		With the chair of trustees monthly and circulated at every finance committee and full trust board meeting					✓					

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	3.13	Approve expenditure/contract above a specified threshold		✓										
4. Operations														
	4.1	Appoint and remove external auditors	✓											
	4.2	Receive external auditors report		✓										
	4.3	Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to		✓	✓ (A)									
	4.4	Action recommendations from internal audits						✓	✓ (A)					
	4.5	Agree and deliver a programme of internal scrutiny ensuring the effective use of external third parties to support the trust			✓			✓ (A)	✓ (A)					
	4.6	Agree risk management policy		Trust Board to approve	✓ (A)			✓ (A)	✓ (A)		✓ (A)			
	4.7	Oversee the risk register and undertake a full review at least annually		✓				✓ (A)	✓ (A)					
	4.8	Undertake termly review of the risk register			✓									
	4.9	Manage and report on risk mitigation strategies						✓						
	4.10	Maintain trust contingency and business continuity plans						✓						

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	4.11	Monitor implementation of, and compliance with, health and safety policy and procedures at school level						✓						
	4.12	Agree premises management documents, including estate vision, estate strategy and asset management plan						✓ (A)				✓	✓	
	4.13	Monitor school estates to ensure they are safe and well-maintained						✓				✓ (A)	✓	
	4.14	Ensure that there is suitable expert support on health and safety						✓						
	4.15	Secure suitable insurance (commercial and/or the risk protection arrangement (RPA) for the trust							✓					
	4.16	Develop a cyber security framework						✓						
	4.17	Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes			✓			✓ (A)						
	4.18	Ensure there is adequate company secretarial support		✓					✓ (A)					
	4.19	Appoint a data protection officer (DPO)						✓						

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	4.20	Complete and maintain Single Central Record (SCR)						✓		✓ (A)			✓	
	4.21	Receive routine reports on the status of the SCR					✓							
5. Workforce														
Appointing/ Dismissing	5.1	CEO/Accounting Officer		✓										
	5.2	Executive Board Members						✓						
	5.3	Headteachers						✓				✓		
	5.4	School Staff											✓	
Professional Growth and pay progression (if applicable)	5.5	CEO		✓										
	5.6	Executive Board						✓ (CEO)						
	5.7	Trust Central Team						✓						
	5.8	Headteacher						✓ (CEO)						
	5.8	School Staff Members											✓	
Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters	5.10	CEO		✓										
	5.11	Executive Board Members		✓										
	5.12	Trust Central Team						✓						
	5.13	Headteacher						✓				✓		
	5.14	School Staff Members										✓		
	5.15	Determine Executive Team Staffing Structure						✓						
	5.16	Determine School Staffing Structure										✓ (A)	✓	
	5.17	Ensure appointment of DSL's and Deputy DSL's						✓ (A)					✓	
	5.18	Ensure appointment of SENCOs										✓ (A)	✓	
	5.19	Ensure there is effective school improvement capacity within, or accessed by, the Trust						✓						

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	5.20	Monitor compliance with safer recruitment requirements		✓				✓ (A)				✓ (A)	✓ (A)	
	5.21	Monitor staff wellbeing and workload					✓ (Trust)	✓				✓ (A)	✓ (School)	
	5.22	Monitor staff Statutory Training (Safeguarding, Prevent, H & S etc) and the impact of CPD					✓	✓				✓	✓	
6. Curriculum														
	6.1	Agree equity information and objectives (public sector equity duty) statement and monitor delivery		✓				✓ (A)					✓ (A)	
	6.2	Ensure provision of religious education						✓ (A)					✓	
	6.3	Ensure delivery collective worship						✓ (A)					✓	
	6.4	Ensure compliance with SMSC requirements including the promotion of British values						✓ (A)					✓	
	6.5	Deliver provision of Statutory Careers Education (Secondary)											✓	
	6.6	Monitor the inclusiveness of the curriculum										✓ (A)	✓	
7. Pupils and Learning Support														
	7.1	Determine use and monitor impact of pupil premium funding										✓ (A)	✓	

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	7.2	Determine use and monitor impact of sports premium funding										✓ (A)	✓	
	7.3	Monitor attendance and persistent absence of pupils					✓	✓				✓	✓	
	7.4	Ensure effective and compliant trust-wide SEND provision		✓				✓ (A)						
	7.5	Monitor effectiveness of SEND provision at school level, ensuring compliance with relevant policies and statutory requirements						✓ (A)				✓	✓	
	7.6	Monitor progress and attainment for all vulnerable children					✓	✓ (A)				✓	✓	
	7.7	Monitor support for looked after and previously looked after children					✓	✓ (A)				✓	✓	
	7.8	Monitor pupil behaviour data across different pupil groups					✓	✓ (A)				✓	✓	
	7.9	Monitor rates of suspension across the trust					✓	✓ (A)						
	7.10	Monitor children's wellbeing and how this is actively supported					✓	✓ (A)				✓	✓	
	7.11	Monitor provision and outcomes for EAL pupils						✓ (A)				✓	✓	

		Task	Members	Trust Board	Audit & Risk Committee	Finance Committee	Standards Committee	CEO/ Executive Board	CFOO	Governance Professional	Policy Support Administrator	Local Governor Committees	Headteachers	Notes
	7.12	Monitor safeguarding arrangements at school level, ensuring compliance with relevant policies and statutory requirements					✓	✓ (A)				✓ (A)	✓ (A)	
	7.13	Ensure Safeguarding policies are reviewed annually		✓ (Trust)				✓ (Trust)			✓ (A)	✓ (School)	✓ (School)	
8. Families and Community														
	8.1	Implement admissions appeal process										✓ (A)	✓	