



# ENDEAVOUR LEARNING TRUST SCHEME OF DELEGATION

September 2023

## PURPOSE

The Trust Board of Endeavour Learning Trust (“the Board”) is accountable in law for all decisions about the trust and its schools.

Decisions of the Trust are made at different levels and these delegations are informed by the Trust’s Articles of Association, agreed Trust policies as well as compliance requirements, financial levels of accountability and statutory guidance.

This scheme of delegation outlines the strategic functions and decisions that fall within the remit of the Trust Board in a clear usable format which provide clarity, consistency and avoid duplication or overlap in governance. The Board has the power to amend or suspend the scheme of delegation at any time.

Operational aspects detailed in specific policies will be delegated to the CEO to manage as part of the day to day running of Trust business. All functions assigned to the CEO for delivery (responsibility) may be further delegated (for example by the CEO to the Executive Team, Operational Leads or Headteachers as appropriate), however the CEO will retain overall accountability and inform the Board as appropriate of the delegation.

Definitions	
Members	Custodians of the governance of the Trust charged with the set up and operation of the Trust within its Charitable Objects. An ‘eyes on, hands off’ role with significant separation from the Trust Board.
Trust Board	Legal accountable body with collective accountability for the effectiveness of each of the Trust’s schools and its operating arms (e.g. Endeavour Community). Where the scheme of delegation indicates that the Trust Board is responsible for the delivery of a decision, the Trust Board may delegate responsibility for delivery to the Trust’s Governance Professional (as Clerk to the Board).
Trust Committees	Resources & Audit (R&A); Standards & Effectiveness (S&E); Pay (P); Nominations (N). These enable review, scrutiny and discussion of key areas to ensure the Board has sufficient understanding and oversight. Refer to Terms of Reference.
CEO	Answerable to the Board for delivering the educational and operational outcomes for the Trust as set by the Board. The CEO is also the Accounting Officer and has personal responsibility to the ESFA and DfE.
LACs	Local Academy Councils (local tier of Governance in the Trust). One per school in the Trust. Key role to provide local input into School Development Plan, Community and Stakeholder engagement in line with the Trust’s vision, ethos and values.
Headteachers	Individual who has ultimate responsibility for the school in line Trust strategy, approach, ethos and values.
Executive Team (Sept 2023)	Comprises of members of the central team senior staff and includes CFO, Deputy CEO & Director of Secondary, Director of Primary, Director of People, Director of SEND

Key/Definitions	
A Approver (accountable)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible (for delivery)	Does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.

		Members	Trust Board	Trust Committee	CEO	LACs	Headteachers
1	GOVERNANCE / BOARD BUSINESS						
1.1	Appoint/remove members	A/R					
1.2	Appoint/remove trustees	A/R (up to 6)	A/R				
1.3	Elect chair and vice chair of trustees		A/R				
1.4	Appoint and remove board committee chairs		A	R (all)			
1.5	Establish and review trust governance structures including LACs		A/R		C		
1.6	Agree named safeguarding trustee		A/R				
1.7	Agree named SEND trustee lead		A/R				
1.8	Agree named careers trustee lead		A/R				
1.9	Appoint/remove Local Academy Council chairs		A/R		C	C	
1.10	Appoint/remove Local Academy Council committee members		A/R	R (N)	C	C	

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1.11	Appoint trust governance professional		A		R/C		
1.12	Agree academy committee clerking arrangements		A/R			C	
1.13	Review Articles of Association		A/R				
1.14	Approve (ratify) Articles of Association	A/R					
1.15	Complete annual review of Scheme of Delegation		A/R		C		
1.16	Complete annual trust board self-review		A/R				
1.17	Complete review of local governance		A/R		R	C	C
1.18	Publish governance arrangements on trust and schools' websites		A		R		
1.19	Ensure trust website is compliant and effective		A		R		
1.20	Ensure school websites are compliant and effective		A		R		R
1.21	Submit annual report on the performance of the trust to members and publish		A/R		R		
1.22	Commission external review of board effectiveness (every 3 years)		A/R		C		
1.23	Receive termly report from LACs via their Chairs		A		C	R	C
1.24	Agree Annual Governance Business Cycle		A/R		R		

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2	VISION AND STRATEGY						
2.1	Determine trust's vision, strategy and key priorities		A/R		R	C	C
2.2	Apply trust vision and strategy to individual schools		A		R	C	R
2.3	Determine trust-wide policies which reflect the trust's ethos and values (refer to policy schedule)		A		R		
2.4	Determine school level policies (refer to policy schedule)				R	A	R
2.5	Establish risk register and conduct annual review		A		R		
2.6	Monitor risk register and updating on termly basis			A (R&A)	R		
2.7	Ensure engagement with stakeholders		A	R	R	R	R
2.8	Oversight of initiatives to support staff and student wellbeing		A	R (S&E)	R	C	
2.9	Approve and monitor Growth Strategy		A	R (R&A)	R		
2.10	Approval of schools transferring in/out of Trust		A	R (R&A)	R		
2.11	Agree the process of due diligence of schools joining the trust		A	R (R&A)	R		
2.12	Agree and monitor compliance with Equality, Inclusion and Diversity legislation		A		R		

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	FINANCE AND OPERATIONS						
3.1	Appoint and remove external auditors	A	R	C (R&A)	R		
3.2	Receive external auditors report	A	R				
3.3	Action recommendations made by external auditors		A	R (R&A)	R		
3.4	Establish control framework and agree / monitor internal audit plan		A	R (R&A)	R		
3.5	Appoint and remove of internal auditors		A	R (R&A)	R		
3.6	Produce trust's scheme of financial delegation/financial regulations		A	R (R&A)	R		
3.7	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		A		R		
3.8	Submit ESFA required reports and returns		A		R		
3.9	Agree budget plan to support delivery of trust strategic priorities		A	R (R&A)	R		
3.10	Agree budget plan to support delivery of school strategic priorities including Endeavour Community				A/R		R (as delegated)
3.11	Monitor trust budgets via agreed reporting processes		A	R (R&A)	R		
3.12	Carry out benchmarking and trust-wide value for money evaluation			C (R&A)	A/R		
3.13	Approval of Capital Investment Plan		A	R (R&A)	R		
3.14	Approve and monitor the Health & Safety Policies		A	R (R&A)	R		

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3.15	Monitor compliance with GDPR, Whistleblowing and Data Protection policies		A	R (R&A)	R		
3.16	Managing Conflicts of Interest and Related Party transactions		A	R (R&A)	R		
3.17	Ensuring adequate insurance cover is in place including relevant approvals on indemnities		A	R (R&A)	R		
4	<b>HUMAN RESOURCES</b>						
4.1	Appoint / Suspend/ Dismiss CEO (Accounting Officer)		A/R				
4.2	Appoint / Suspend/ Dismiss member of Executive Team, incl CFO		A		R		
4.3	Appoint / Suspend / Dismiss Headteachers				A/R	C	
4.4	Agree Executive Team pay and reward (incl CEO)		A	R (P)			
4.5	Agree all staff (teaching & non-teaching) pay and reward				A/R		C
4.6	Conduct CEO performance management		A/R				
4.7	Conduct Executive Team performance management				A/R		
4.8	Conduct Headteacher performance management				A/R		
4.9	Agreement of severance packages (within delegated limits)				A/R		
4.10	Review and agree staff appraisal procedure and Trust-wide pay policy.		A	R (P)	R		C

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4.11	Determine Executive Team staffing structure		A		R		
4.12	Determine central team staffing structure incl. Endeavour Community				A/R		
4.13	Determine school staffing structure (within approved budget)				A		R
4.14	Implement disciplinary and capability procedures Executive Team		A/R				
4.15	Implement disciplinary and capability Central team, Headteachers and Endeavour Community				A/R		
4.16	Implement disciplinary and capability procedures – schools				A		R
5	<b>EDUCATION</b>						
5.1	Approve Trust Education Strategy including approach to curriculum development, delivery and assessment incl EYFS			A (S&E)	R		R
5.2	Oversight of school performance and effectiveness (incl data analysis)		A	R (S&E)	R	R	R
5.3	Set objectives for Trust-wide improvements		A	R	R	C	R
5.4	Agree Trust-wide development plan		A	R	R		R
5.5	Approve annual school development plan			A		R	R
5.6	Decision to permanently exclude and suspend pupils						A/R
5.7	Review permanent and suspensions (fixed term exclusions)		A/R	R (S&E)	R	R	
5.8	Determine admissions policies for schools		A	R		C	R
5.9	Monitoring implementation of Admission Policy		A	R		C	R



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5.10	Determine complaints procedure		A/R	R			
5.11	Implement complaints procedure		A/R	R	R	R	R
5.12	Determine annual Safeguarding Policies and monitor practices with regard to statutory guidance include appointing DSLs		A	R (S&E)	R	R	R
5.13	Monitor Staff, Student and Parental Voice and action feedback		A	R (S&E)	R	R	R
5.14	Approve and monitor Pupil Premium Strategy Statement				A/R	R	R
5.15	Monitoring of equity of opportunity for vulnerable students (e.g. Looked After, SEN and disadvantaged)		A	R (S&E)	R	R	R
5.16	Delivering careers guidance, with regards to statutory requirements		A	R (S&E)	R		R
5.17	Keeping Admission and Attendance registers				A		R
5.18	Agree school term dates, inset dates and holiday pattern and ensure published on school website					C	A/R
6	<b>COMMUNITY</b>						
6.1	Developing stakeholder partnerships across the trust		A	R		C	C
6.2	Developing stakeholder partnerships at school level			C		A	R

## CHAIR'S ACTION

The Trust has included with the governance arrangements, precaution for dealing with emergencies, where decision may be required in a time critical manner for occasions when it would not be possible to convene an emergency meeting. Meetings of the Trust board may be called at short notice and arranged within a week when necessary. There may, however, be situations which arise where a 'delay' has the potential to be '**seriously detrimental**' to the interests of the schools or Trust, any student or their parent, or a member of staff within the Trust.

The Chair of the Board would be consulted in all the above cases but may use their discretion to establish the urgency of the matter and, should it be deemed necessary, may use 'Chair's Action' to make a decision. This would only apply where an urgent, sensitive matter requires a decision within, for example a 48-hour period, accounting for the fact to a convene a meeting within this timeframe would not be feasible. The decision would be reported to the Trust Board at the earliest opportunity. In the Chair's absence, the power to use 'Chair's Action' will also apply to the Vice-Chair but only if the Chair is not contactable.

## DOCUMENT CONTROL

V1 September 2023	Establishment of new scheme of delegation to reflect change in Executive leadership (as per Academy Handbook)
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