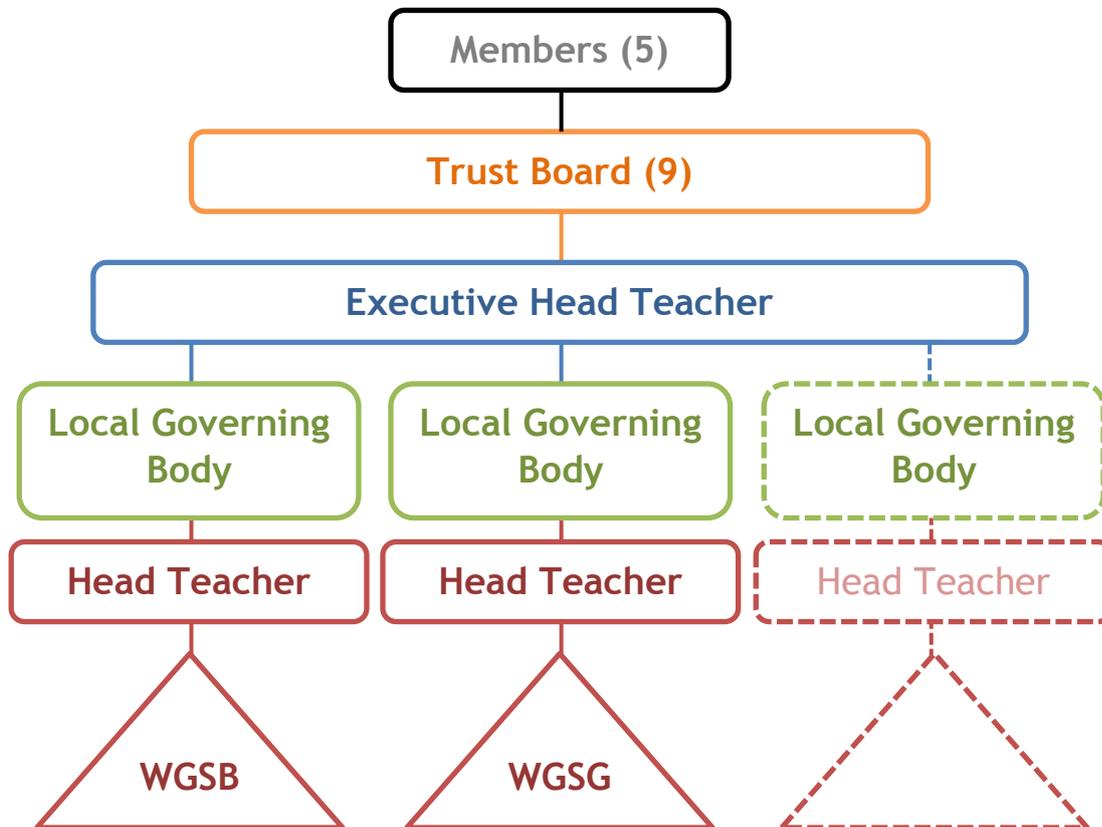


**Endeavour MAT**  
**Scheme of Delegation**  
**Approved 19-04-2017**

## Proposed Structure for Endeavour MAT (EMAT)



Members are guardians of the vision and values and can appoint or dismiss Trustees.

The Trust Board is the strategic authority for the Trust as a whole.

The Executive Head Teacher (EHT) is responsible to the Trust Board for the standards and outcomes in the schools. She and the Trust's Chief Financial Officer are both Trust Board members. The EHT and Trust Board Chair have the right to attend any meeting pertaining to the governance of the MAT.

The Head Teachers are line managed by the EHT and are responsible for the standards and outcomes of their school. They sit on the Local Governing Board of their school.

Local Governing Boards have the strategic leadership and monitoring role for their own school but must act within the policies and expectations set by the Trust Board.

## **1. Formation of the Trust**

The Endeavour MAT (EMAT) was formed in April 2017 and consists initially of Wilmington Grammar School for Boys (WGSB) and Wilmington Grammar School for Girls (WGSG). The Trust will build on the close working relationship of the two schools and the joint Sixth Form known as WG6. There are currently approximately 1,800 students in EMAT, of whom 260 are in the Sixth Form. In September 2016 WGSG applied on behalf of EMAT to lead the opening of a new free school (Stone Lodge Academy). This application was successful and EMAT is now working with the Department for Education to develop the new school through the pre-opening phase. The Trust will consider approaches from other schools to join EMAT in due course but does not expect to become a large MAT, rather remain a group of like-minded schools in the area. The capacity to maintain high quality provision for our students will be the determining factor in whether to expand further. Each Academy has a Local Governing Body and Head Teacher with delegated responsibility for the day-to-day operation. They report through the Executive Head Teacher to the over-arching Trust Board, which is responsible for the success and wellbeing of all schools within the Trust and for the strategic direction of the organisation.

## **2. Vision and Values**

EMAT has a belief in helping students to achieve the highest possible standards in a caring and respectful environment. Staff can also expect to work hard but will be developed and supported in their performance and career aspirations. The Trust expects to maintain its largely single-sex provision at Key Stages 3 and 4 with the mixed Sixth Form but sees great benefits in developing the best provision and pathways for students together in minority subjects if appropriate.

## **3. Introduction to Trust and Local Accountability**

3.1 Endeavour MAT is the responsible body for all the schools in the Trust. The Secretary of State for Education has entered into an agreement with the EMAT to run the schools in the Trust and therefore the EMAT Trust Board is responsible for the standards and operation of all schools in the Trust.

3.2 The Trust Board may delegate the authority to make certain decisions to a local governing board or other committee, and must approve the membership and proceedings of any local governing board or committee, with due regard to the requirements of the Articles of Association of Endeavour MAT.

3.3 Only the Trust Board can take decisions on the delegation of powers, including the establishment of local governing bodies or committees, the approval of terms of reference, the appointment of trustees and governors (with the exception of elected parent or staff governors), or non-governors to any committees, or the delegation of any powers to a local governing board or committee or an individual (for example, the Chairman of the EMAT Trust Board, Executive Head Teacher, chairman of the local governing board or Head Teacher), or any changes to previous agreements. The Trust Board must also review the terms of reference, constitution and membership of any local governing board, committee or sub-committee annually.

3.4 The Trust Board will establish a local governing board in each school, with agreed delegation arrangements. The committee structure of the local governing bodies may include sub-committees. The local governing board must also review the establishment, terms of reference, constitution and membership of any committee or sub-committee annually. The membership of any local governing board committee may include associate members, provided that a majority of members of the committee are governors. Each committee must have a chair, who will be appointed by the Trust Board. The Trust Board may remove the chair of a committee from office at any time.

#### **4. Appointment of Local Governing Bodies and Committees**

4.1 The delegation arrangements should be kept under constant review, and should be approved each year with regard to each member academy (e.g. the first Trust Board meeting in the autumn term). Good practice requires the Trust Board to consider the delegation arrangements at least annually.

4.2 The Academy Trust Board or local governing board may appoint non-trustees and non-governors to any of the committees providing that, on committees of the local governing board, governors (a) form the majority of voting members of the committee, or in the case of local governing bodies, governors; (b) are in the majority at any meeting of the committee; and (c) take the chairmanship of the committee.

4.3 Neither the Trust Board nor any committee with delegated powers of governance may contain more than one third of members who are Employees of the Trust.

#### **5. Retention of Powers**

5.1 Some key decisions cannot be delegated and must be taken by the Trust Board. In these cases the Trust Board may still ask a person or a working group to consider issues and make *recommendations* to them, as long as the full Trust Board takes the decision. This is also true for the local governing board, where some key decisions cannot be further delegated and must be taken by the local governing board. Again, the local governing board may ask a person or a working group to consider issues and make *recommendations* to them, so long as the local governing board takes the decision. The Trust Board and local governing bodies should take care to distinguish between committees which have delegated powers and working groups/parties or informal groups which do not.

5.2 The Trust is the employer of all staff and therefore the Trust Board is the final appeal body in matters of pay and staff discipline. Decisions relating to staff dismissal and appeals must be referred to the staff discipline committee and staff appeal committee. Appointments other than for senior staff will normally be handled within the academy or school and delegated to the appropriate level. All senior staff appointments will involve the Executive Head Teacher and Head Teacher or Director of Finance as appropriate and all appointments will fall within the approved staffing complement and pay structure of the Trust.

5.3 The Trust is the admissions authority for all schools in the Trust.

5.4 The Trust Board will agree the final budget for each school and the Trust as a whole.

5.5 The Trust Board may delegate such authority as it deems appropriate to a Local Governing Board but the Trust Board remains collectively and personally responsible for every decision made by the Local Governing Board.

5.6 Consequently the Trust will not:

(a) fetter or restrict its own ability to withdraw such delegation at any time, with or without notice; or

(b) delegate authority to a Local Governing Board to:

- set a budget without the approval of the Trust Board
- appoint or remove a Head of Teacher (though the Local Governing Board will be consulted)
- appoint or remove a School Business Manager (though the Local Governing Board will be consulted)
- appoint or remove a Chair or Vice Chair of a Local Governing Board
- suspend or remove a Local Governing Board Member
- act in a way inconsistent with any of the Trust's policies and procedures

## 6. Governance Model

	Trust Board		Local Governing Board	
Area of Responsibility	Matters for decision	Final Decision	Role	Final Decision
<b>Strategy</b>	Develop overall mission, vision and values for the Trust	Board	Develop own distinctive vision & values consistent with the Trust	LGB
	Develop an over-arching strategy plan for the Trust	Board	Develop an annual SDP which supports the strategy/plan for the Trust	LGB
<b>Finance</b>	Strategic planning	Board	Annual budget plan	LGB
	Consolidation of accounts	Board	Monitoring of actuals versus budget	LGB
	Tendering and large contract renewal	Board	Monitor contracts as agreed	LGB
	Setting financial standards, policies	Board	Compliance with standards, policies	LGB
	Setting financial scheme of delegation	Board	Compliance with schemes of delegation	LGB
	Annual and statutory reports to EFA and other third parties	Board	Preparation of reports for the Trust Board (common format)	LGB
	High level monitoring	Board	Detailed monitoring of expenditure, virements, income and cash flow	LGB
<b>Audit</b>	Commissioning Audit	Board	Monitor auditing by responsible officer, third party or auditor of financial management	LGB
	Audit of financial controls and risk management	Board		
<b>HR</b>	Setting and approval of all HR policies	Board	Monitoring compliance with HR policies	LGB
	Approval of staff structures and changes to these	Board	Monitoring staffing within agreed structures	LGB
	Overall consideration of pay policies for MAT and effective PM practice across the Trust	Board	Ensure PM of staff is conducted in accordance with policy and regulations and targets are linked to student achievement	LGB
	Ratification of pay awards and progression to UPR	Board	Recommending pay awards (inc UPR) and correlation with PM and student achievement	LGB
	Recruitment and Performance Management of Executive Headteachers and Heads of School	Board	Participation in PM for Head of School – gathering evidence and setting new targets	LGB
<b>Admissions</b>	Set the admissions policy and manage appeals	Board	Monitor admission numbers and compliance with policy	LGB
<b>Premises and resources</b>	Development of strategic plans for the Trust estate	Board	Monitor the site development plan	LGB
	Development of an Asset management plan	Board	Assist the development of the asset management plan	LGB
	Plan and monitor major site development	Board	Monitor ongoing site maintenance	LGB
	Collation of inventory checks for MAT	Board	Inventory check and reporting	LGB
<b>IT</b>	Develop and implement an integrated IT strategy	Board	Monitor effective use of IT in the academy	LGB
<b>Marketing &amp; Comms</b>	Develop strategies for the Trust	Board	Monitor implementation and impact of strategies locally	LGB

<b>Complaints</b>	High level monitoring of complaints across the Trust and development of action plans to mitigate in future	Board	Detailed monitoring of complaints and monitoring of Trust action plans to mitigate in future	LGB
<b>Governance</b>	Monitor performance and provide development and support	Board	Self-review and skills audit	LGB
<b>Community/ Membership</b>	Develop strategy for membership/stake-holder engagement for the MAT	Board	Monitor local engagement of stakeholders – report up to Board	LGB
<b>School Improvement</b>	Oversee and direct initiatives to support school improvement across the Trust	Board	Monitor school performance and improvement using KPIs and SDP targets, dashboard.	LGB
	Set, agree and monitor pupil level targets across the Trust	Board	Monitor progress towards pupil level/cohort targets and report to Board	LGB
	Monitor quality of teaching and learning across the Trust	Board	Monitor quality of teaching and learning locally and implement remedial actions if required	LGB
<b>Safeguarding</b>	Develop coherent policies applicable across the Trust	Board		
	Ensure training and legal compliance issues	Board	Monitor local compliance with legislation	LGB
	Monitor implementation of policies across the Trust	Board	Monitor implementation of policy in academy	LGB
<b>Curriculum</b>	Approval of MAT level initiatives, provision and shared resources	Board	Local monitoring and development of curriculum and schemes of work	LGB
	High level monitoring of impact of curriculum plans and intervention strategies.	Board	Monitoring of local impact of curriculum plans/schemes including intervention strategies	LGB
<b>Health &amp; Safety</b>	Agreement of overall consistent MAT Health & Safety policies	Board	Routine regular H&S inspections	HT/LGB
	Monitoring of compliance and effectiveness of H&S issues	Board	Local reporting of compliance concerns and incidents	LGB
<b>SEND</b>	Develop coherent policies applicable across the Trust	Board	Contribute to MAT policies and action plans	LGB
	Ensure training and legal compliance issues	Board		
	Monitor implementation of policies and practice across the Trust	Board	Monitor local compliance with policies and plans	LGB
<b>Well being</b>	Collate local reporting of stress/well-being issues and take appropriate action	Board	Monitor local well-being and stress issues (H&S stress audit and PM) and recommend actions to Trust Board	LGB
<b>External reviews</b>	High level responsibility for commissioning, outcomes and subsequent action plans	Board	Contribute to external reviews and subsequent action plans	LGB

## 7. Leadership Team(s):

7.1 The leadership team(s) will be convened by the Executive Head Teacher. The leadership team will be responsible and held to account for the following aspects of the Trust's operation:

- curriculum
- performance
- behaviour
- SEND provision
- safeguarding
- CPD

The team will, from time to time, depending on the matters under discussion/development incorporate members of the wider leadership teams in each academy, and may also include local governing board members or Trust Board members.

7.2 As referred to above, a committee consisting of more than one third employees of the Trust may not have governance powers delegated to it. The Leadership Team is therefore part of the Operational Structure rather than the Governance Structure. The Executive Head Teacher and the Head Teachers have operation authority delegated to them through their contracts of employment and their job description. The Leadership Team(s) will also make *recommendations* on policy and strategy to the Trust.

## 8. Responsibilities of the Endeavour MAT

The Trust Board and its committees (including Local Governing Boards) will be mainly responsible for the strategic direction of the Trust and all its member organisations. The operational aspects of the Trust will be the responsibility of the Senior Leadership Team of the Trust and the schools. The list below compliments the documented responsibilities of local governing boards as set out in the Terms of Reference for Local Governing Boards.

The Trust Board will directly discharge the following responsibilities:

### 8.1 Finance

1. The Trust Board will consider the MAT's funding, notified annually by the Education and Skills Funding Agency (ESFA) and assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the local governing bodies.
2. The Board will determine the level of any contingency fund or balances to be held by the Trust and its academies, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Development Plan.
3. The Trust Board will receive and scrutinise the annual budgets and forecasts ensuring that they are:
  - in accordance with the funding agreement, the Trust's memorandum and articles of association and ESFA financial handbook
  - consistent with the Trust's Development Plan.

If necessary it will refer back to the local governing bodies for review. Approval/non-approval of the academy's budget will be determined by the Trust Board. In the event of non-compliance or failure of the local governing board to demonstrate effective performance, the Board may withdraw or vary the delegated powers.

4. The Trust Board will consider and monitor regularly the MAT's short term and long term revenue and capital budget and financial planning to ensure the MAT's long term sustainability.
5. The Trust Board will monitor and review income and expenditure against budgets on a regular basis and ensure compliance with the overall financial plan for each academy, and with the Trust's financial regulations, drawing any matters of concern to the attention of the Trust Board.
6. The Trust Board will contribute to the formulation of the Trust's development plan, through the consideration of financial priorities and proposals.
7. The Trust Board will review and approve any virements and other transactions in accordance with the Trust's Financial Regulations and Scheme of Delegated Financial Limits.

8. The Trust Board will oversee tendering (where required) and the signing of contracts in accordance with the Trust's Financial Regulations and Scheme of Delegated Financial Limits.
9. The Trust Board will be responsible for the amendment of Trust and academy staffing establishments in accordance with the Trust's Financial Regulations and Scheme of Delegated Financial Limits.
10. As necessary the Trust Board will review and update all financial policies in accordance with the policy review schedule. These will include:
  - the Trust's scheme of delegation and scheme of delegated financial limits
  - fees and charges for school services, including but not limited to school meals, music tuition and the hire of school premises and facilities
  - individual academy financial contributions (top slice) to the management and governance costs of the Trust
  - cross charging and transfer arrangements between academies
  - service charges to the academies and other parts of the Trust for centralised or shared functions
  - lettings
  - gifts and hospitality
11. To ensure the preparation of the Trustees' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and the ESFA requirements.
12. To explore and agree income generation for the schools in the Trust, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/Parents Associations/Friends in their fundraising activities.
13. Preparation of a disaster recovery/business continuity plan for the Trust and ensuring local plans exist in each academy in the Trust.

## **8.2 Audit**

The Trust Board is responsible for the management and identification of risk, and the sound management and control of the Trust's finances and other resources. These responsibilities are to:

1. appoint, re-appoint or remove the external auditors. The removal of external auditors needs to be reported to the ESFA
2. review and consider the auditor's management letter in order to ensure it is based on a good understanding of the schools' business and to establish whether any recommendations have been acted upon
3. review the findings of the external auditors and approve an action plan arising from it
4. ensure that the audited accounts are filed with Companies House and the ESFA
5. ensure that suitable accounting records are maintained and to provide publicly accessible accounts in line with the Statement of Recommended Practice (SORP) for Charities
6. identify the risks to internal financial control across the Trust and agree a programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors
7. ensure there is a continuous and sufficient review of the risks. It must agree a programme of work that will address the risks identified.
8. drive the process for independent checking of financial controls, systems, transactions and contracts. It should ensure that arrangements for protecting the Trust's assets are in place and recommend the appointment, re-appointment or removal of an Internal Control Monitoring function
9. ensure regular audits cover the following areas: legal, risk, financial (including statutory annual audits, VAT, PAYE), health and safety, investments and insurance, and to contribute to these reviews

10. monitor Internal Control Monitoring reviews and investigate any financial or administrative matter which may put the Trust at risk
11. consider the appropriateness of executive action following Internal Control Monitoring reviews and to advise senior management on any additional or alternative steps to be taken
12. encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to a Trustee

### **8.3 Human Resources**

The Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline.

The Board has the following responsibilities with regard to HR:

1. The approval of academy staffing structures outside the academy's budget set, including approval of any restructuring.
2. The appointment of Head Teachers and School Business Managers.
3. To determine the Pay Policy for the Trust.
4. To advise each local governing board/relevant committee on current and future pay levels.
5. To ratify appropriate salary ranges for all staff and starting salaries for members of school leadership teams.
6. To ratify annual pay progression for all staffs (for teachers by 31 October at the latest and other staff by 31 March) as set out in the Pay Policy, taking account of any recommendations made by the local governing board, in accordance with the approved pay policy.
7. To ratify approval of applications to be paid on the Upper Pay Scale.
8. To consider and determine annual pay progression for the Executive Head Teacher (by 31 December at the latest), taking account of the recommendation made by the Performance Review Panel, following the annual review.
9. To determine the application of inflationary increases as required.
10. To monitor and report to local governing boards on the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.
11. To oversee the work of the Staff Disciplinary/Dismissal Committee and the Staff Appeals Committee (including pay appeals).
12. To monitor and review the performance and pay of all Head Teachers in the Trust.
13. To oversee the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level.
14. To ratify all HR policies for the Trust.

### **8.4 Admissions**

1. The Trust Board is the admissions authority for all schools in the Trust.
2. It will set the admissions criteria for each school in the Trust on an annual basis, which will be consulted on and published annually.
3. It will ensure the organisation of an independent admissions appeal committee as and when required.

### **8.5 Premises**

The Trust Board is responsible for the estate strategy for all schools within the Trust. Its responsibilities as they relate to the estate will include:

1. To consider recommendations for the future premises provision and develop an Estate Strategy.
2. To ensure the development and maintenance of an asset management plan to ensure the development, maintenance and replacement of all physical assets, equipment and facilities of all schools in the Trust, including premises, equipment, land and depreciating assets are in line with the Vision Statement and School Improvement Plan.

3. To oversee the appointment of architects, builders, grounds maintenance teams, surveyors etc. and monitor all aspects of their work.
4. To ensure support is provided for local site teams.

### **8.6 ICT**

1. To ensure compatibility and integration of computer systems across all schools in the Trust to facilitate maximum efficiency and cohesiveness.
2. To develop an ICT strategy for the Trust that maximises the use of technology in both administrative and academic settings.
3. To ensure ICT support is provided to all schools within the Trust.

### **8.7 Marketing, Public Relations and Communication**

To agree the strategy for the Academy Trust that;

1. Will develop the Endeavour MAT identity.
2. Will identify stakeholders and encourage engagement.
3. Will develop a Public Relations and communication strategy that promotes the success of Schools within their communities, the local and national press agencies.
4. Will oversee the development of the Trust web sites and review content and ease of use.
5. Oversee the development of any stakeholder forums (e.g. Parents' Forums) and membership.
6. Encourage and facilitate community involvement in the Trust.

### **8.8 Governance**

1. To monitor the performance of the local governing bodies, including regular self-review to ensure that local governing boards are making sufficient impact and are fit for purpose.
2. To oversee the identification of development needs and organisation of governor development.

### **8.9 Strategic direction**

1. To set strategic direction and priorities for the Trust and all member academies.
2. To set the vision, mission and ethos of the Trust and ensure it is embedded in each academy in the Trust.
3. To oversee and ratify a three year strategic plan for the Trust.
4. To develop and monitor the implementation of a Trust wide Improvement Plan, taking into account recommendations from Leadership Teams and any external audits and reviews, with targets which will feed in to the performance review of the Executive Head Teacher, Head Teachers and the Director of Finance.
5. To monitor the performance of the schools in the Trust against the School Improvement Plans.
6. To ensure the Executive Head Teacher facilitates collaboration and support for school improvement across the Trust.