



**UNITED
ENDEAVOUR**
TRUST

Scheme of Delegation

Introduction

Establishment of committees

The United Endeavour Trust is the statutory body for all the academies in the Academy Trust. The Secretary of State for Education has entered into an agreement with the United Endeavour Trust to run the academies in the Trust and therefore the Academy Trust Board is responsible for the standards and operation of all academies in the Trust.

The Academy Trust Board must determine the membership and proceedings of any committee, with due regard to the requirements of the Articles of Association of the United Endeavour Trust. Only the Academy Trust Board can take decisions on the delegation of powers, including the establishment of committees, the approval of terms of reference, the appointment of Directors and Governors [with the exception of parent or staff Governors], or non-Governors to any Committees, or the delegation of any powers to a Committee or an individual (for example, the Chair of the Academy Trust, Chief Executive Officer, Chair of the Local Governing Body or the Principal/ Headteacher), or any changes to previous agreements. The Academy Trust Board must also review the terms of reference, constitution and membership of any committee or sub-committee annually.

The Academy Trust Board has established a Local Governing Body in each federation/ academy, with agreed delegation arrangements. The committee structure of the Local Governing Bodies may include the sub-committees detailed within this document. The Local Governing Body must also review the establishment, terms of reference, constitution and membership of any committee or sub-committee annually. The membership of any Local Governing Body committee may include associate members, provided that a majority of members of the committee are governors. Each committee must have a chair, who is either appointed by the Local Governing Body or elected by the committee. Either the Academy Trust Board or the LGB may remove the chair of a committee from office at any time.

Appointment of Committees

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

The Academy Trust Board or Local Governing Body may appoint non-directors and non-governors to any of the committees providing that, on committees of the Trust Board, Directors form the majority of voting members of the committee, or in the case of Local Governing Bodies, Governors (a) form the majority of the members of the committee; (b) are in the majority at any meeting of the committee; and (c) take the Chairmanship of the committee. In addition, the Local Governing Body may, if it wishes, enable any of the non-governors to be *voting* members of the committee.

Retention of Powers

Some key decisions cannot be delegated and must be taken by the Academy Trust Board. In these cases the Academy Trust Board may still ask a person or a working group to consider issues and make *recommendations* to them, as long as the full Academy Trust Board take the decision. This is also true for the Local Governing Body, where some key decisions cannot be delegated and must be taken by the Local Governing Body. Again, the Local Governing Body may ask a person or a working group to consider issues and make *recommendations* to them, so long as the Local Governing Body 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.

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

The Academy Trust Board is the admissions authority for all academies in the Trust. (Staffordshire County Council are completing this works for Intake September 2018)

The Academy Trust Board will agree the final budget for each academy.

Duties which **cannot be delegated by the Local Governing Body** are:

- the suspension of governors
- appointing and removing the chair and vice-chair
- the delegation of functions

Decisions relating to staff dismissal and appeals must be delegated to the Staff pay & Performance Review Committee.

Outside these restrictions the Academy Trust Board *may* delegate any of its functions to a Committee or an individual (e.g. Chair, Vice-Chair, Chief Executive Officer, Local Governing Body or Principal/ Headteacher).

The trust will offer core services to its academies by negotiation other than finance which is restricted Governance Model

Area of Responsibility	Mat Board Strategy and Operation, Standards and Resourcing	LGB Strategy ad operation, Standards and Resourcing
Audit	Educational standards and achievement	Monitor and evaluate performance and standards over time.
	Audit the systems and structures used by the academies and impact	To monitor the effectiveness of the academies structures
Academy improvement	Oversee and direct initiatives to support academy improvement across the Trust	Monitor academy performance and improvement using KPIs and AIP targets
	Raise educational standards. To set challenging and aspirational targets	To deliver the key performance targets agreed by the Trust/LGB and to report progress regularly.
	To ensure Learning & Teaching structures exist and improve provision	To deliver a Learning & Teaching framework that meets OFSTED criteria and leads to improved quality
Strategy	Develop mission, vision and values for the Trust	Develop an annual AIP which supports the strategy/plan for the Trust
	Performance Management of Chief Executive Officer and Principals	Performance management of the Principal
Audit	Audit of financial controls and risk management	Monitor auditing by responsible officer, third party or auditor of financial management
Governance	Monitor performance and provide development and support	Self-review and skills audit
Admissions	Set the admissions policy and manage appeals	Monitor admission numbers and compliance with policy
Finance	Strategic planning	Annual budget plan
	Consolidation of accounts	Monitoring of actuals versus budget (Including Academy Fund)
	Tendering and contract renewal (Including lease agreements and borrowing)	Contract monitoring

	Setting standards, policies and scheme of delegation	Compliance with standards, policies and schemes of delegation
	Annual and statutory reports to ESFA and other third parties	Preparation of reports for the Trust Board
	To review and update all financial policies and procedures for the Trust.	To monitor compliance with all trust financial policies and procedures.
	High level monitoring	Detailed monitoring of expenditure, virements, income and cash flow
Community & Membership	Develop strategy for membership engagement	Monitor engagement of stakeholders
HR	Setting and approval of all HR policies	Monitoring compliance with HR policies
	Approval of staff structures and changes to these	Monitoring staffing within agreed structures
	Ratification of novel, contentious, severance, compensation and ex-gratia payments	Monitor of novel, contentious, severance, compensation and ex-gratia payments
	Ratification of pay awards	Monitoring pay awards and correlation with PM and student achievement
ICT	Develop and implement an integrated ICT strategy	Monitor effective use of ICT in the academy
Estates	Development of strategic plans for the Trust estate	Monitor the site development plan
	Development of an Asset management plan	Monitor the development of an asset register
	Monitor major site development	Monitor ongoing site maintenance
	To ratify Acquisition and disposal of fixed assets.	To monitor the acquisition and disposal of fixed assets.

Responsibilities of the United Endeavour Trust Board

United Endeavour Trust Board Meeting frequency: Termly	Responsibility
Strategic direction and academy improvement	<ol style="list-style-type: none"> 1. To set strategic direction and priorities for the Trust and all member academies, to include the formulation of the Trusts development plan. 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 plan for the Trust 4. To ratify the AIP for each academy in the Trust 5. To facilitate collaboration and support for academy improvement across the Trust
Governance	<ol style="list-style-type: none"> 1. To monitor the performance of the local governing bodies, including regular self-review to ensure that the LGB is making sufficient impact and is fit for purpose. 2. To oversee the identification of development needs and organisation of governor development.
Academic Standards	<ol style="list-style-type: none"> 1. To ensure that attainment meets the government floor standards. 2. To work with the academies on a way of reporting and monitoring the performance of its pupils through the key stages. 3. To receive reports from the academies regarding performance and to request support plans where appropriate. 4. To ensure there is a robust and vibrant learning and teaching framework that drives up improvements in the classroom. 5. To ensure there is an effective performance development framework for each academy that shares good practice and is focused on raising standards. 6. To have the structures in place, through the MAT Members - Scrutiny, to collect information on the performance of the academies and to act accordingly. To quality assure education provision. 7. To require the LGB produce an annual plan to raise standards in each academy and to sign them off. 8. To establish clear communications with the academies regarding key principles and performance indicators. 9. Together with the HR functions to ensure that the performance management system supports and drives Learning & Teaching and outcomes.
Audit	<ol style="list-style-type: none"> 1. Identify the risks to internal financial control across the Trust and must 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. 2. Ensure there is a continuous and sufficient review of the risks. It must agree a programme of work that will address the risks identified and determine the most appropriate method of doing so. 3. It should 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. 4. The committee should ensure that one of The Education Funding Agency options are used, on their own or in combination: <ul style="list-style-type: none"> • The work of an internal audit service (either in-house, bought-in or provided by a sponsor). • The performance of a supplementary programme of work by the Trust's external auditors.

	<ul style="list-style-type: none"> • The work of a responsible officer (i.e. an individual who is a non-employed governor with an appropriate level of qualifications and/or experience), and who neither charges nor is paid by the Trust for their work. • Completing the work by peer review (i.e. the work being performed by a suitably qualified or experienced member of the finance team, from another academy trust, as an “independent reviewer”). <ol style="list-style-type: none"> 5. To appoint internal and external auditors 6. To ensure regular audits cover the following areas at each academy and receive reports detailing: legal, risk, financial (including statutory annual audits, VAT, PAYE, Pensions), health and safety, investments and insurance, and to contribute to these reviews 7. To monitor responsible officer/internal audit reviews and to advise the board of directors accordingly. To investigate on behalf of the board any financial or administrative matter which may put the Trust at risk. 8. To examine reports on special investigations and to advise the board of directors accordingly 9. To consider the appropriateness of executive action following responsible officer/internal audit reviews and to advise senior management on any additional or alternative steps to be taken 10. To ensure there is coordination between responsible officer, internal audit, external audit and any other review bodies that have been set up 11. To recommend to the Trust Board the appointment or reappointment of the auditors 12. To review the findings of the external auditors and agree any action plan arising from it 13. To review and consider the auditor’s management letter in order to ensure it is based on a good understanding of the academy’s business and to establish whether any recommendations have been acted upon. 14. To provide ICT hardware assessment reporting with financial depreciation, ensuring hardware is fit for purpose in a teaching and learning environment and not hazardous. 15. To monitor staff ICT access levels through a centrally managed folder, containing a chronological event of permission changes over time since employment start and end dates.
Governance	<ol style="list-style-type: none"> 1. To monitor the performance of the Local Governing Bodies 2. To receive the Self Skills audit from the Local Governing Bodies 3. To provide development and support.
Admissions	<ol style="list-style-type: none"> 1. The Academy Trust Board is the admissions authority for all academies in the Trust. (Service Level Agreement with Staffordshire County Council for admissions September 2017) 2. It will set the admissions criteria for each academy in the Trust on an annual basis, which will be consulted on and published annually (via the Trust Admissions Policy) 3. It will ensure the organisation of an independent admissions appeal committee as and when required.
Audit	<ol style="list-style-type: none"> 1. To make recommendations to the board of directors on the minimum and optimum level of internal and external audit arrangements. 2. To receive audits in the following areas at academy level and receive reports detailing: legal, risk, financial (including statutory annual audits, VAT, PAYE), health and safety, investments and insurance, and to contribute to these reviews. 3. To examine reports on special investigations and to advise the board of directors accordingly

	<ol style="list-style-type: none"> 4. To encourage a culture within the Trust whereby each individual feel 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 the chair of the MAT Members – Scrutiny. All employees should be aware of the Whistleblowing Policy.
Community & Membership	<ol style="list-style-type: none"> 1. Oversee the development of stakeholder forums and membership in line with United Endeavour Trust values. 2. Encourage and facilitate community involvement in the Trust.
Estates	<ol style="list-style-type: none"> 1. To make and review recommendations for the future estates 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 academies in the Trust, including estates, equipment, land and depreciating assets are in line with the Vision Statement and Academy Improvement Plan, having regard to the Asset Register maintained by the academy. 3. To oversee the appointment of architects, builders, grounds maintenance teams, surveyors etc. and monitor all aspects of their work 4. To ensure support for local site team 5. To provide landlord approval to all Academies prior to any amendments to the fabric of the buildings being completed. 6. To oversee the asset management plan of the Multi Academy Trust and its academies. 7. To agree and remain informed of all major site developments.
Finance	<ol style="list-style-type: none"> 1. United Endeavour Trust Board will consider the academy's indicative funding, notified annually by the 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. It will receive accounts at each meeting. 3. It 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. 4. The United Endeavour Trust Board will receive and scrutinise the annual budgets and forecasts submitted by the Trust and its academies ensuring that they are: <ul style="list-style-type: none"> • 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. As a result, it will recommend approval/non-approval of the academy's budget. 5. It will consider and monitor regularly the academy's short term and long term revenue and capital budget and financial planning to ensure the academies long term sustainability 6. It will oversee tendering and the signing of all contracts (Including but not limited to lease and borrowing arrangements) 7. Annually it will review and update all financial policies in accordance with the policy review schedule. These will include <ul style="list-style-type: none"> • The Trust's scheme of delegation • Fees and charges for academy services, including but not limited to academy meals (as a note), music tuition, rental income from caretakers property, lease income from contractual arrangements and the hire of academy estate and facilities. Charges to be detailed for the secondment/ support of staff to other academies within the Trusts.

	<ol style="list-style-type: none"> 8. Academy financial contributions to the management and governance costs of the Trust 9. Cross charging and transfer arrangements between academies 10. Service charges to the academies and other parts of the Trust for centralised functions 11. Lettings 12. Gifts and hospitality 13. Donations 14. To ensure the preparation of the Directors' 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 Charity Commission requirements 15. To explore and agree income generation for the academies in the Trust, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/ Parents Associations in their fundraising activities. 16. Preparation of a disaster recovery/business continuity plan for the Trust and ensuring local plans exist in each academy within the Trust 17. To receive annual reports on contracts and lease agreements held in the academy. 18. To set standards, policies and procedures annually or upon joining the multi academy trust. 19. To ratify novel, contentious and ex-gratia payments. 20. To ratify (taking into account content of the Scheme of Delegation/ Academies Financial Handbook) acquisition/ disposal of fixed assets, leasing and borrowing arrangements.
HR	<ol style="list-style-type: none"> 1. It will be responsible for the amendment of the Trust and Academy staffing structures. 2. The approval of academy staffing structures within the academy budget, including approval of any restructuring. 3. The appointment of Principals. 4. The organisation of procedures for the appointment of senior staff at the academies, including middle leaders and senior support staff (Grade 8 and above). 5. To determine the Pay Policy for the Trust. 6. To advise the Local Governing Body/ LGB Resources Committee on current and future pay level. 7. To ratify appropriate salary ranges and starting salaries for all members of the leadership group. 8. To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made by the local governing body Staff Pay and Performance Review committee, in accordance with the approved pay policy. 9. To ratify appropriate salary ranges and starting salaries for all members of the leadership group. 10. To ratify applications to be paid on the Upper Pay Range. 11. To approve annual pay progress for Academy Principals (by 31 December at the latest), taking account of the recommendation made by the Staff Pay and Performance Review Committee following the annual review. 12. To determine the application of national inflationary increases as required; 13. To monitor and report to the Local Governing Body on the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils. 14. To oversee the work of the Staff Disciplinary, Dismissal and Appeals Committee (including pay appeals)

	<p>15. To monitor and review the performance and pay of all Principals in the Trust.</p> <p>16. To oversee the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level.</p> <p>17. To ratify all HR policies for the Trust.</p> <p>18. To receive from LGBs annually staff pay structures and salary revision recommendations.</p> <p>19. The Academy Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline.</p>
ICT	<p>1. To ensure compatibility and integration of computer systems across all academies in the Trust to facilitate maximum efficiency and cohesiveness. Reported Monthly as per the Contracts and services which are active at the sites for support.</p> <p>2. To develop and implement an ICT strategy for the Trust that maximises the use of technology in both administrative and academic settings. Reported Annually for the master strategy, however monthly for ongoing strategic direction and changes required for changing landscape.</p> <p>3. To provide ICT support to all academies within the Trust. Reported Monthly</p> <p>4. To ensure compliance and effective governance of ICT systems. Reported Monthly</p>
Marketing and communication	<p>1. To agree a marketing strategy for the Trust which addresses the following:</p> <ul style="list-style-type: none"> • Identification of stakeholders and their needs and encouraging stakeholder engagement • Identifies communication strategies for each stakeholder • Identifies all aspects of marketing the academy to all stakeholders, in particularly primary parents and primary feeder academies in the case of secondary academies and pre-academies/nurseries in the case of primary academies. <p>2. To receive and review annual statistics on complaints to academies within the Trust.</p> <p>3. To report on data protection and publications.</p> <p>4. To oversee and monitor the development of the academy website as a source of information for all stakeholders.</p> <p>5. To oversee academy brochures/leaflets etc.</p>
Admissions	<p>1. To monitor admission numbers and compliance with the Trust Admissions Policy</p>
Community & Membership	<p>1. To actively seek out opportunities in the development of stakeholder forums and membership in line with The Trusts Community and membership strategy.</p> <p>2. To monitor the Academies, work in this area and to provide termly reports to the Trust board.</p> <p>3. Encourage and facilitate community involvement in the Trust.</p>
Estates (Including Health & Safety)	<p>1. It will take responsibility for all areas relating to Health and Safety.</p> <p>2. It will oversee all matters relating to Health and Safety.</p> <p>3. To monitor all ongoing site maintenance and statutory compliance.</p> <p>4. To monitor contracts held within the academy.</p> <p>5. To receive and monitor the academy asset management and development plan.</p>
Finance	<p>1. It will make recommendations to the Trust board in regard to annual budget setting.</p> <p>2. It will consider and monitor regularly the academy's short term and long term revenue and capital budget and financial planning to ensure the academies long term sustainability, reporting this information to the Trust board.</p>

	<ol style="list-style-type: none"> 3. It will complete detailed monitoring of income and expenditure against budgets on a half termly basis and ensure compliance with the overall financial plan for the academy, and with the Trust's financial regulations, drawing any matters of concern to the attention of the Trust Board. (Including the Academy fund) 4. To carry out detailed monitoring of the academies cash flow statements. 5. It will contribute to the formulation of the Trust's development plan, through the consideration of financial priorities and proposals. 6. It will review and approve any virements and other transactions in accordance with the Trust's Financial Regulations and Scheme of Delegation. 7. To service the Trust board by preparing annual and statutory reports. 8. To ensure compliance with standards, policies and scheme of delegation. 9. To monitor novel, contentious and ex-gratia payments. 10. To monitor acquisition/ disposal of fixed assets, leasing and borrowing arrangements.
HR	<ol style="list-style-type: none"> 1. It will be responsible for all matters relating to staffing structures and appointments within the delegated remit of the MAT Board. 2. It will make proposals to the MAT Board annually for staff pay structures. 3. To make recommendation to the MAT Resourcing Committee regarding pay progression, taking into account correlation of Performance management and student achievement. 4. To monitor compliance with MAT HR policies. 5. Via the Safeguarding governor monitor safer recruitment in the academy follows legislation.
ICT	<ol style="list-style-type: none"> 1. To monitor the effective use of ICT in the academies. 2. To monitor AIPs relating to ICT reported across the trust. 3. To monitor and agree to the academy ICT development plan.
Marketing and communication	<ol style="list-style-type: none"> 4. To monitor and implement the impact of marketing and Communication strategies. 5. To have oversight of the community resources for the academies.

Responsibilities of the Local Governing Bodies

Local Governing Body Meeting frequency: Termly	Responsibility
Full committee	<ol style="list-style-type: none"> 1. To provide on an annual basis a self-review and skills audit. 2. To receive the termly report from the Chief Executive Officer and Principal 3. To receive the agenda and minutes from sub-committees
Learning, Teaching and Achievement	<ol style="list-style-type: none"> 1. Progress and attainment outcomes 2. Development of pedagogy for learning and teaching 3. Quality assurance of quality of learning and teaching 4. Quality assurance of personal development, behaviour, welfare and safety (including Safeguarding) 5. Effectiveness of leadership and management
Pay & Performance Review	<ol style="list-style-type: none"> 1. To receive information from the Chief Executive Officer and Principal regarding salary amendments. (Following performance management review for teaching staff) 2. To attend and review the performance management of the Principal (with the Chief Executive Officer) and to make recommendations to the MAT board regarding this.

Scheme of Delegations

Authorisation Limits

These limits are taken from the financial regulations that were approved by the MAT Board on 9th October 2017.

Description	Delegated Authority	Value
Expenditure Limits	<ul style="list-style-type: none"> Principal / Trust Director Chief Executive Officer Chair of LGB & LGB Resources Committee MAT Resourcing Committee Board of Directors 	<ul style="list-style-type: none"> Up to £10,000 From £10,001 to £25,000 From £25,001 and £30,000 From £30,001 to £100,000 Over £100,000
Cheque Signatories	<ul style="list-style-type: none"> Two signatories Written permission from Chair or Vice-Chair of LGB (plus one other) Cheque signatories to be reviewed as MAT size increases (Any two) 	<ul style="list-style-type: none"> Up to £15,000 Over £15,501 Chief Executive Officer Trust Director Head of Service - Finance
Credit Card Expenditure	Card Holders <ul style="list-style-type: none"> Trust Director Head of Service - Finance 	<ul style="list-style-type: none"> Monthly allowance £10,000 Monthly allowance £10,000
Online payment Authorities	<ul style="list-style-type: none"> The two authorities for on line payment authorisation are limited to both: 	<ul style="list-style-type: none"> Chief Executive Officer Trust Director Head of Service - Finance
Virement Limits	<ul style="list-style-type: none"> Chief Executive Officer LGB Resources Committee Board of Directors and notify ESFA if significant 	<ul style="list-style-type: none"> Up to £20,000 From £20,001 to £30,000 Over £30,000
Writing off bad debts	<ul style="list-style-type: none"> Trust Director Principal/ Chief Executive Officer LGB Resources Committee Board of Directors and approval from ESFA 	<ul style="list-style-type: none"> Up to £1,000 From £1,001 to £5,000 Over £5,000 Section 3.6 of the Academies Financial Handbook 2015 applies
Disposal of Surplus Stock, Stores & Assets (estimated value)	<ul style="list-style-type: none"> Principal LGB Resources Committee Board of Directors Board of Directors plus prior approval of ESFA 	<ul style="list-style-type: none"> Up to £250 From £251 to £5,000 Over £5,000 Section 3.6 of the Academies Financial Handbook 2017 applies
Other Monetary Limits		

Mileage Allowance		<ul style="list-style-type: none"> • Adopted from SCC payment structure
Petty Cash Imprest		<ul style="list-style-type: none"> • £50 (except for an Unusual Event) • Staff expenditure will be paid via the creditor payment run.
Safe Cash/ Cheque limits		<ul style="list-style-type: none"> • £ 10,000 – cash • £ 250,000 – cheques (recorded at point of receipt) • £ 500 monetary instruments i.e. stamps, vouchers
Ordering Procedures	<ul style="list-style-type: none"> • 3 Competitive quotations • (Written evidence required) • Tendering procedure • Tendering procedure + OJEU • Tendering procedure + OJEU 	<ul style="list-style-type: none"> • £5,000 - £50,000 • Over £50,000 • €207,000+ (Euros) for supplies and services • €5,186,000+ (Euros) for works
Asset Register	<ul style="list-style-type: none"> • Capitalisation limit • Attractive portable items 	<ul style="list-style-type: none"> • Over £5,000 • Over £500

Committee Structure

The diagrams below illustrate the committee structures within the Trust board and the local governing body. Detailed terms of reference for each committee are available on the governors' website.

