



**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 Board 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 Board in each academy, with agreed delegation arrangements. 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 is either appointed by the Local Governing Board or elected by the committee. The Academy Trust Board 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. Good practice requires the Academy Trust Board to consider the delegation arrangements at least annually.

The Academy Trust Board or Local Governing Board may appoint non-directors and non-governors to any of the committees providing that, on the Trust Board, Directors form the majority of voting members of the board, or in the case of Local Governing Boards, Governors (a) form the majority of the members of the board; (b) are in the majority at any meeting of the board; and (c) take the Chairmanship of the board. In addition, the Local Governing Board 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 Board, where some key decisions cannot be 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.

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 2022).

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

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

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

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, Trust Director, Local Governing Board or Executive/ Principal).

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

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

Responsibilities of the United Endeavour Trust Board

United Endeavour Trust MAT Members Audit Committee (Strategy and Operation) Meeting frequency: Twice/ Three Per annum	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. 3. To appoint auditors
HR	<ol style="list-style-type: none"> 1. To oversee the performance management of the CEO, Trust and Academy Leaders. (Including increment authority) 2. To oversee the performance of UET Business Team.

United Endeavour Trust Board Meeting frequency: Half Termly	Responsibility
Academic Standards	<ol style="list-style-type: none"> 1. To ensure that attainment meets FFT50 expected targets set annually. 2. To work with the academies on 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 to collect information on the performance of the academies and to act accordingly. To quality assure education provision. 7. To require the LGB to produce annual KPIs against actions 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.

	<p>9. Together with the HR functions to ensure that the performance management system supports and drives Learning & Teaching and outcomes.</p>
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 enough 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 a programme of internal scrutiny is in place to provide independent assurance that its financial and non financial controls and risk management procedures are operating effectively. 5. 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. 6. 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. 7. To examine reports on special investigations and to advise the board of directors accordingly 8. 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 9. To ensure there is coordination between internal scrutiny, external audit and any other review bodies that have been set up 10. To recommend to the Trust Board the appointment or reappointment of the auditors 11. To review the findings of the external auditors and agree any action plan arising from it 12. 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. 13. To provide ICT hardware assessment reporting with financial depreciation, ensuring hardware is fit for purpose in a teaching and learning environment and not hazardous. 14. To make recommendations to the Mat Board on the minimum and optimum level of internal and external audit arrangements 15. 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 Audit Committee. All employees should be aware of the Whistleblowing Policy
Governance	<ol style="list-style-type: none"> 1. To monitor the performance of the Local Governing Boards 2. To receive the Self Skills audit from the Local Governing Boards 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 2022) 2. It will set the admissions criteria for each academy on an annual basis, which will be consulted on and published annually (via the Trust Admissions Policy)

	<ol style="list-style-type: none"> 3. It will ensure the organisation of an independent admissions appeal committee as and when required. 4. To monitor admission numbers and compliance with the Trust Admissions Policy
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 provide landlord approval to all Academies prior to any amendments to the fabric of the buildings being completed. 5. To agree and remain informed of all major site developments. 6. It will oversee and take responsibility for all areas relating to Health and Safety. 7. To monitor all ongoing site maintenance and statutory compliance. 8. To monitor contracts held within the academy.
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 Strategic 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 Academy Trust handbook • Consistent with the Trust's Development Plan. • If necessary, it will refer to the local governing boards for review. As a result, it will recommend approval/non-approval of the academy's budget. • 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 5. It will oversee tendering and the signing of all contracts (Including but not limited to lease and borrowing arrangements). 6. Annually it will review and update all financial policies in accordance with the policy review schedule. 7. 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 8. Preparation of a disaster recovery/business continuity plan for the Trust and ensuring local plans exist in each academy within the Trust 9. To receive frequent reports on contracts and lease agreements held in the academy.

	<ol style="list-style-type: none"> 10. To set standards, policies and procedures annually or upon joining the multi academy trust. 11. To ratify novel, contentious and ex-gratia payments. 12. To ratify (taking into account content of the Scheme of Delegation/ Academy Trust Handbook) acquisition/ disposal of fixed assets, leasing and borrowing arrangements. 13. It will make recommendations to the Trust board in regard to annual budget setting. 14. 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. 15. 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) 16. To carry out detailed monitoring of the academies cash flow statements. 17. It will contribute to the formulation of the Trust's development plan, through the consideration of financial priorities and proposals. 18. It will review and approve any virements and other transactions in accordance with the Trust's Financial Regulations and Scheme of Delegation. 19. To service the Trust board by preparing annual and statutory reports.
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 ratify appropriate salary ranges and starting salaries for all members of the leadership group. 7. To ratify annual pay progress for teachers 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. 8. 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. 9. To determine the application of national inflationary increases as required. 10. To oversee the work of the Staff Disciplinary, Dismissal and Appeals Committee (including pay appeals) 11. To oversee the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level. 12. To ratify and monitor all HR policies for the Trust. 13. To receive from LGBs annually staff pay structures and salary revision recommendations (including ratification of UPS applications). 14. The Academy Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline. 15. Via the Safeguarding governor, monitor safer recruitment in the academy following legislation
ICT	<ol style="list-style-type: none"> 1. To ensure compatibility and integration of computer systems across all academies in the Trust to facilitate maximum efficiency and cohesiveness.

	<ol style="list-style-type: none"> 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. 3. To ensure compliance and effective governance of ICT systems. 4. To monitor and agree to the academy ICT development plan
Marketing and communication	<ol style="list-style-type: none"> 1. To agree a marketing strategy for the Trust which addresses the following: <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. 2. To receive and review annual statistics on complaints to academies within the Trust. 3. To report on GDPR and publications. 4. To oversee and monitor the development of the academy website as a source of information for all stakeholders. 5. To actively seek out opportunities in the development of stakeholder forums and membership in line with The Trusts Community and membership strategy.

Responsibilities of the Local Governing Boards

Local Governing Board	Responsibility
Meeting frequency: Half Termly	
	<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
	<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
	<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 and support 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 January 2021.

Description	Delegated Authority	Value
Expenditure Limits	<ul style="list-style-type: none"> Principal / Trust Director Chief Executive Officer Chair of LGB / Chair of Board MAT Board / Chair of Board Board of Directors 	<ul style="list-style-type: none"> Up to £15,000 From £15,000 - £ 50,000 From £50,000- £65,000 From £65,000-£125,000 Over £125,000
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 £50,500 Over £50,500.01 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 Board of Directors and notify ESFA if significant 	<ul style="list-style-type: none"> Up to £30,000 Over £30,000
Writing off bad debts	<ul style="list-style-type: none"> Trust Director Principal/ Chief Executive Officer Chair of Directors Board of Directors and approval from ESFA 	<ul style="list-style-type: none"> Up to £1,000 From £1,000.01 to £5,000 Over £5,000.01 -£44,999.99

		<ul style="list-style-type: none"> Section 5.20 of Academy Trust Handbook applies Currently 1% of total annual income or £45,000 whichever is smaller per single transaction. Cumulatively 2.5% of total annual income (To a max of £250k) refer to Academy Trust Handbook.
Disposal of Surplus Stock, Stores & Assets (estimated value)	<ul style="list-style-type: none"> Principal/ Trust Director Chief Executive Officer Board of Directors Board of Directors plus prior approval of ESFA (ESFA for land, building and heritage) 	<ul style="list-style-type: none"> Up to £250 From £251 to £5,000 Over £5,000 Section 5.23 of Academy Trust Handbook 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 (or a DfE approved framework as applicable) (Written evidence required) <p>Tendering procedure</p> <ul style="list-style-type: none"> Tendering procedure + OJEU Tendering procedure + OJEU 	<ul style="list-style-type: none"> £25,000 - £50,000 (Encourage for quotations under this value but acknowledge that this isn't always possible) Over £50,000 To latest financial regulations for supplies and services To latest financial regulations 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.

New structure:

