

Endeavour Partnership Trust

Excellence
Through
Partnership

Governance Structure & Purpose – June 2025



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Purpose of governance at Endeavour Partnership Trust:

1.1. In academy Trusts, the purpose of governance is to provide:

- Strategic leadership
- Accountability and assurance
- Strategic engagement

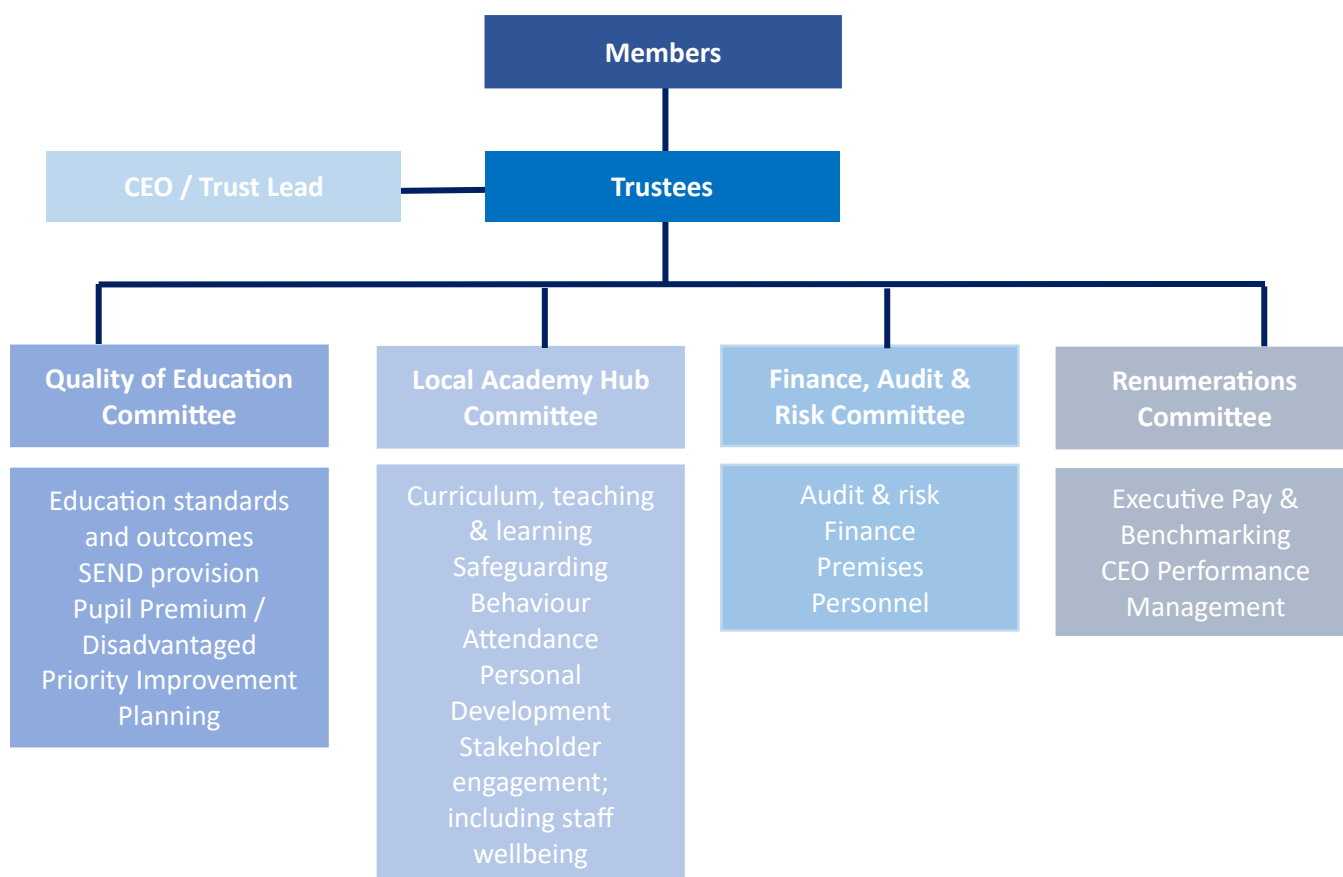
1.2. The Trust Board, whilst ensuring the delivery of excellent education for all and effective financial management, must also ensure compliance with:

- Regulatory, contractual and statutory requirements
- Its funding agreement

Governance structure at Endeavour Partnership Trust:

1.3. Governance at Endeavour Partnership Trust comprises of the following tiers of governance:

- Members
- Trustees (the Trust Board)
- Chief Executive Officer (Trust Lead) / Accounting Officer and the Trust Leadership Team
- Sub-committees of the Trust Board – Quality of Education Committee & Finance, Audit & Risk Committee and Remunerations Committee. The sub-committee structure also includes the local tier of governance – known as the Local Academy Hub which currently collectively represents the views of the three schools within the Trust



Roles and responsibilities:

1.4. Members

Members ensure that the Trust Board has the necessary expertise to fulfil its functions. Members are the founders and/or subsequent Members of the Academy Trust. Members have a general duty to exercise their powers to further the Academy Trust's Charitable purpose. They agree the Articles of Association, safeguard governance and have the power to appoint and remove Members and Trustees.

1.5. Trustees

Trustees are the decision-making body of the Trust and are accountable and responsible for the Trust and all the schools within it. The Trust Board delegates the day-to-day running of the Trust to the Chief Executive Officer / Trust Lead.

1.6. The Board of Trustees

The Board of Trustees is the accountable body for the multi academy Trust, responsible for ensuring the highest standards of governance and strategic leadership across all schools within the Trust. Trustees are responsible for delivering the Trust's charitable objectives, upholding the Seven Principles of Public Life (the Nolan Principles), and ensuring compliance with all statutory and regulatory obligations, including those set out in the Academy Trust Handbook and company and charity law. The Trust Board understands their role is strategic and not operational, in order to maintain clear lines of governance which is independent, effective, ambitious and robust. They are a critical friend to the Trust Lead.

The board's core responsibilities reflect the 2023 DfE's 5 pillars of quality for effective trusts:

- **High quality and inclusive education:**
 - Ensure that all pupils across the Trust receive a broad, balanced, and ambitious curriculum that meets the needs of all learners, including those with SEND and the most disadvantaged
 - Hold Trust leaders to account for educational performance, ensuring continuous school improvement and a culture of high expectations
 - Ensure that schools operate with a strong safeguarding culture and meet all statutory safeguarding requirements
- **School improvement:**
 - Oversee a robust school improvement strategy that builds leadership capacity, drives improvement in teaching and learning, and secures strong outcomes in all schools
 - Evaluate the effectiveness of the Trust's improvement offer and challenge the Trust leaders to ensure timely and effective support and intervention where needed
- **Workforce and professional development:**
 - Ensure the Trust has measures in place that promote staff wellbeing, recruitment, retention and development
 - Oversee the professional development offer across the Trust and its alignment with school improvement priorities
 - Hold leaders to account for fostering a positive culture and climate in which staff and leaders can thrive
 - Ensure the Trust meets its statutory responsibilities as an employer
- **Finance and operations:**
 - Ensure robust financial governance and compliance with the Academy Trust Handbook, including oversight of the Trust's financial strategy, budgeting, reserves, and risk management
 - Approve and monitor the Trust's annual budget and ensure public funds are used effectively and efficiently
 - Oversee compliance with health and safety, estates management, and data protection obligations
 - Maintain a strong internal control framework, including the oversight of internal and external audit
 - Oversee the Trust's growth strategy
- **Governance and leadership:**
 - Set the strategic vision, ethos, and values of the Trust and ensure alignment across all schools
 - Appoint, support, and hold the Chief Executive Officer (CEO) to account for the performance of the Trust
 - Ensure the governance structure is fit for purpose and that the Scheme of Delegation clearly defines roles and responsibilities at Trust Board, Trust leadership, and Local Governance levels
 - Promote effective stakeholder engagement and ensure that pupils, parents, staff, and local communities are appropriately considered in decision-making

- Monitor governance effectiveness through regular self-evaluation, Trustee development, and adherence to best practice in governance.

In addition to the above, Trustees also perform the following **additional duties**:

- Approve key policies as defined in the Trust's Scheme of Delegation
- Lead on strategic risk management, ensuring that key risks are identified, mitigated, and regularly reviewed

The Trust Board delegates some of the above responsibilities to its sub-committees, who report directly to and are accountable to the Trust Board. The responsibilities of the Trust's sub-committees are outlined below.

1.7. Sub-Committees

Four subcommittees of the Trust Board exist at Endeavour Partnership Trust. These can be seen in the diagram above. What follows is an explanation of the key remit areas for each sub-committee.

Finance, Audit & Risk Committee: In accordance with the Academy Trust Handbook, the Academy Trust must establish either a separate or combined committee to oversee the areas of finance, audit and risk. Within Endeavour Partnership Trust this is overseen by one committee, known as the Finance, Audit & Risk Committee. Members are appointed by the Trust Board and must meet at least three times per year. The remit of the Finance, Audit & Risk Committee is varied, covering a number of strands:

- Audit & risk
- Finance
- Premises
- Personnel

These four stands are expanded on below:

- From an **audit and risk** perspective, the committee's responsibility is to:
 - Oversee and approve the Trust's audit programme; including making recommendations on the appointment of external auditors to the Trust Board
 - Ensure that risks are being addressed appropriately
 - Report to the board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks
- From a **finance** perspective, the committee:
 - Ensures that financial plans are prepared and monitored, satisfying itself that the Trust remains a going concern and financially sustainable
 - Takes a longer-term view of the Trust's financial plans consistent with the requirements to submit three-year budget forecasts to ESFA / DfE
 - Sets a policy for holding reserves, and explain it in its annual report, including a clear plan for managing reserves
 - Approves key policies, delegated by the Trust Board, e.g. charging policy, income generation policy, lettings policy, governors' expenses policy etc.
 - Management Accounts – including an income and expenditure account, variation to budget report, cash flow forecasts and balance sheet setting out its financial performance and position every month, which is shared with Trustees
 - Oversees that Trust's policy and decisions regarding contracts and service level agreements
- Additionally, the committee oversees the Trust's management of Trust **premises**. This includes:
 - Advising the Trust Board on priorities, including health and safety, for the maintenance of the Trust's premises
 - Oversee arrangements for repairs and maintenance
 - Make recommendations on premises-related expenditure
 - In consultation with the CEO, oversee premises-related funding bids – e.g. Condition Improvement Fund (CIF bids)
- Finally, the committee has responsibility and oversight of **personnel** related matters. This includes:
 - Approving key policies, delegated by the Trust Board, e.g. pay policy
 - Oversight of the Trust's recruitment and selection processes
 - Staff retention across the Trust and all of its schools

Membership will be made up of a minimum of 3 Trustees, with the Trust Lead (as Accounting Officer) and the Trust Business Manager in attendance. Neither will have voting rights. The quorum of the finance, risk and audit committee will be 2 Trustees. The Trust Board will ensure that committee members have the knowledge and experience to fulfil the duties of the committee. The committee will meet at least XX times a year, with dates coinciding with key financial dates in the Trust's reporting cycle. The finance, risk and audit committee report back directly to the Trust Board.

Quality of Education Committee: The Quality of Education Committee is made up of both Trustees and Local Academy Hub Members; appointed by the Trust Board. The Chair is appointed by the Trust Board and is normally different to the Chair of the Local Academy Hub. The Quality of Education Committee takes ownership of the following strands, as delegated by the Board of Trustees:

- Education standards and outcomes
- SEND provision
- Pupil Premium / Disadvantaged
- Priority Improvement Planning (related to the above three strands)

The Quality of Education Committee shall maintain oversight for the following:

- Ensure that the Trust's vision, ethos and strategy is adopted and applied by the school leaders at all schools within the Trust
- Ensure that pupils are receiving a high quality, inclusive education
- Monitor and evaluate the trust-wide performance and improvement of its schools through regular reviews of pupil performance data, including progress and attainment
- Hold leaders to account for the academic performance of pupils in Trust schools
- Understand the broad educational needs of the pupils attending the Trust's schools that impact on attainment and outcomes
- Oversight of the trust-wide approach to improving the life chances for pupils attending Trust schools; including the trust's approach for school improvement and school-to-school support and its impact
- Approve school level Pupil Premium Strategy statements and monitor and evaluate the impact of leaders' actions relating to the strategy and its contribution to improving outcomes
- Oversight of how pupils with SEND are supported across the Trust and its schools; including their progress and attainment
- Approve key policies, delegated by the Trust Board, e.g. SEND policy, accessibility plan, Pupil Premium Strategy statements
- Oversee and monitor school-level priority improvement plans

Membership of the Quality of Education Committee will be made up of members from both the Board of Trustees and the Local Academy Hub Committee. The Chair can either be a Trustee or Local Academy Hub Committee member – it cannot be the Chair or Vice Chair of the Local Academy Hub Committee. Membership will be made up of 5 members, with at least 1 member being a Trustee. The Trust Lead and Headteachers will be in attendance. Expressions of interest to sit on the Quality of Education Committee should be made, in writing to Trustees who will then decide on membership. Refer to Appendix A for expression of interest form. The quorum of the committee will be 3 members. The Quality of Education Committee will meet at least 3 times a year. The Quality of Education Committee will report back to the Trust Board and the Local Academy Hub Committee at the next available meeting.

Local Academy Hub Committee: The Local Academy Hub Committee is made up of local academy members representing schools in their hub. The Chair is approved by the Trust Board and is normally different to the Chair of the Quality of Education Committee. The Local Academy Hub Committee takes ownership of the following strands, as delegated by the Trust Board :

- Curriculum, teaching & learning
- Safeguarding
- Behaviour
- Attendance
- Personal development
- Stakeholder engagement; including staff wellbeing

- Priority Improvement Planning

Whilst the Local Academy Hub Committee is a separate committee to the Quality of Education Committee, it is acknowledged that some of the issues will sit across both committees.

The Local Academy Hub Committee shall maintain oversight for the following:

- Ensure that the Trust's vision, ethos and strategy is adopted and applied by the school leaders at all schools within the Trust
- Monitor and evaluate the culture and effectiveness of safeguarding arrangements in each school
- Ensure each school's curriculum is effectively implemented; taking into account the schools' contexts
- Oversee the effectiveness of each school's approach to teaching and learning
- Review current and emerging patterns, trends and risks relating to pupil attendance; and the impact of leaders' actions to address any patterns of concern
- Review current and emerging patterns, trends and risks relating to pupil behaviour, including incidents of bullying, suspensions and exclusions; and the impact of leaders' actions to address any patterns of concern
- Ensure that schools within the hub have a carefully planned programme of personal development for its pupils in place that effectively supports their development, beyond the academic
- Hold leaders to account for the workload and wellbeing of staff; ensuring appropriate policies and support systems are in place; and recognise their role in promoting the wellbeing of leaders
- Oversee and monitor school-level priority improvement plans
- Monitor the Trust's school level 'school health' dashboard
- Act as the voice and representatives of different stakeholder groups
- Approve key policies, delegated by the Trust Board, e.g. teaching and learning policy, behaviour policy, anti-bullying policy, equality objectives

The Local Academy Hub Committee is a sub-committee of the Trust Board. Membership of the Local Academy Hub Committee will be made up of a minimum of 12 members. Membership will normally include the following:

- Headteacher representatives from each school within the hub
- 1x staff representatives from each school within the hub
- 1x parent and/or carer representative from each school within the hub
- A minimum of 3x community representatives

The quorum will be 50% of committee members and must include either the Chair or Vice-Chair of the committee. Neither the Chair or Vice Chair can be an employee of the Trust. The Chair and Vice Chair shall be elected annually. It is the responsibility of the Trust Board to approve all appointments. They reserve the right to reject or remove appointments. Typically, the Chair or Vice Chair will also sit as a committee member on the Quality of Education Committee. The Local Academy Hub Committee will meet at least 3 times per year. To ensure clear reporting lines between layers of governance, the Chair will be invited to attend agenda specific items to present / report back to the Trust Board meetings.

Members of the Local Academy Committee bring distinct perspectives, expertise and experience to the Local Academy Hub Committee. These are outlined below:

- **Staff Local Academy Hub Committee members**– provide insight, from a staff perspective. They represent the collective views and experiences of all staff within their school. They provide an important, internal perspective of how policies affect teaching and the working day of a school.
- **Headteacher Local Academy Hub Committee members** – provide a detailed understanding of their school's day-to-day running. They report on the implementation of policy and strategy and the effectiveness of these for the benefit of pupils and staff.
- **Community Local Academy Hub Committee members** – bring an external perspective to the committee. Whilst called 'community' members, this does not mean that they need to live directly in the locality of the schools. They are often appointed because of the specific skills, knowledge or experience that they bring. They may also be appointed in order to ensure representation of the various stakeholders within the community that the school serves.

- **Parent and/or carer Local Academy Hub Committee members** – bring a parental / carer perspective to strategic discussions. They are not expected to speak for all parents and/or carers but to act in the best interest of all pupils. They bring an important insight to decision making from a parent and/or carer perspective.

Regardless of role, no committee member should be using their position to drive forward personal agenda items. The role is strategic and members should not involve themselves in the operational running of a school. This is the role of Headteachers, They should act with integrity, objectivity and honesty in the best interests of the school and its pupils.

Remuneration Committee: The Terms of Reference of the Remuneration Committee will include the following requirements:

- Membership will be made up of three Trustees, that of the Chair of Trustees, the Chair of Finance, Audit & Risk Committee and one other.
- The Remuneration Committee may appoint an independent adviser in the execution of their duties.
- The quorum for the Remuneration Committee will be three Trustees

The Trust Board will ensure that the Committee members have the knowledge and experience to fulfil the duties of the Remuneration Committee. The Remuneration Committee will meet annually. The Remuneration Committee will report back to the Trust Board at the next available meeting. The Remuneration Committee shall maintain oversight for the following:

- Performance Management of the CEO / Trust Leader
- Remuneration recommendations to the Trust Board
- External benchmarking of executive remuneration
- Recommendations around pay and leadership scales/structures will be in keeping with the Academies Handbook and Nolan Principles and be both affordable and sustainable in the long term
- Decisions around remuneration must follow the requirements of the Academy Trust Handbook, ensuring the approach is transparent, proportionate and justifiable

How do Trustees differ from Local Academy Hub Members in their role and remit:

1.8. Trustees and local academy hub members perform distinctly different roles within the Endeavour Partnership Trust. The table below sets out the key differences between both layers of governance:

Aspect	Trustees (Directors)	Local Academy Hub Members
Legal status	Directors of the academy trust and charity trustees under charity law	Members of a committee (Local Governing Board) established by the trust board
Accountability	Accountable to the Secretary of State for Education through the master funding agreement and/or articles of association	Accountable to the Trust Board for the functions delegated to them
Overall responsibility	Strategic direction and oversight of the entire trust	Monitoring and supporting individual schools. Responsibilities delegated by Trustees.
Scope of role	Covers all academies within the Trust	Focused on a single academy school or a small group of academy schools within the Trust
Key responsibilities	- Set strategic vision for the Trust - Approve trust-wide policies - Financial oversight - Hold Trust leaders to account - Ensure compliance with legal duties	- Monitor school performance - Support and challenge the Headteacher - Promote the school's ethos - Engage with parents and/or carers and the community
Decision-making powers	Holds ultimate decision-making authority and can delegate functions	Exercises decision-making only where explicitly delegated by the Trust Board

Interaction with school leaders	Holds CEO and Trust leadership team to account	Supports and challenges the school headteacher(s) and their leadership team(s)
Focus area	Trust-wide vision, finance, standards and risk	Local school improvement, pupil outcomes, safeguarding, SEND, curriculum and community links

Articles of Association:

- 1.9. The Articles of Association haven't been updated since the inception of the Endeavour Partnership Trust in September 2016. The Trust is currently undertaking a piece of work to move to the DfE's latest model Articles of Association which reflect changes in company law and DfE policy.

Decision-making matrix:

- 1.10. To ensure that all layers of governance adhere to their specific areas of responsibility, a decision-making matrix exists (also known as a scheme of delegation). The scheme of delegation provides the Trust with a written framework of structure for governance and provides operational clarity around the delegated powers, those that the Trustees retain and those that have been formally delegated, including their roles and responsibilities. The scheme of delegation applies to all Members, Trustees, Local Academy Hub Committee Members and Staff.

References:

DfE (2024) *Academy trust governance guide* Department for Education. Available at: <https://www.gov.uk/guidance/-governance-in-academy-trusts> (Accessed 24 June 2025)

DfE (2024) *Academy Trust Handbook* Department for Education. Available at: <https://www.gov.uk/guidance/academy-trust-handbook> (Accessed 24 June 2025)

DfE (2023) *Annex A – Trust Quality Descriptions* Department for Education



Quality of Education Expression of Interest

Local Academy Hub Committee Member Name	
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Please outline, in no more than 200 words, why you wish to join the Quality of Education Committee. Within the wordage, please explain what skills and experience you bring that will specifically be of benefit to this committee:

Trustee decision:	☐ Appointed to committee ☐ Not appointed to committee
Reason for decision:	



Endeavour Partnership Trust

C/O 2 Bentham Road
Thamesmead, SE28 8AR
020 8310 0157

www.endeavourpartnershiptrust.org

