

# Saffron Academy Trust

## Scheme of Delegated Authority

Updated June 2020



**Every child deserves to go to a great school**

<b>1</b>	<b>INTRODUCTION TO SAFFRON ACADEMY TRUST .....</b>	<b>1</b>
<b>2</b>	<b>SAT'S AIMS, VALUES AND PRINCIPLES.....</b>	<b>2</b>
<b>3</b>	<b>SCHEME OF DELEGATED AUTHORITY.....</b>	<b>3</b>
<b>4</b>	<b>SAT'S GOVERNANCE OVERVIEW .....</b>	<b>4</b>
<b>5</b>	<b>LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES.....</b>	<b>5</b>
<b>6</b>	<b>RECOMMENDED LGB APPOINTMENT PROCESS.....</b>	<b>9</b>
<b>7</b>	<b>COMPOSITION OF LOCAL GOVERNING BODIES .....</b>	<b>10</b>
<b>8</b>	<b>LGB REMOVALS AND DISQUALIFICATIONS.....</b>	<b>11</b>
<b>9</b>	<b>INTERVENTION TRIGGERS.....</b>	<b>13</b>
<b>10</b>	<b>TABLE OF RESPONSIBILITIES – HIGH LEVELS OF AUTONOMY .....</b>	<b>14</b>
<b>11</b>	<b>TABLE OF RESPONSIBILITIES – LOWER LEVELS OF AUTONOMY .....</b>	<b>22</b>

# **1 INTRODUCTION TO SAFFRON ACADEMY TRUST**

Saffron Academy Trust (SAT) was formed in 2011 when its founder school, Saffron Walden County High School, converted to academy status.

Since then, SAT has grown and now comprises Saffron Walden County High School, Katherine Semar Junior and Infant Schools, R A Butler Infant and Junior Schools, Alec Hunter Academy in Braintree and Honywood School in Coggeshall (the Academies). Beckers Green Primary School in Braintree and Helena Romanes School in Great Dunmow will join the Trust in September 2020.

Through the Saffron Teaching School Hub, SAT provides support to schools within the MAT as well as in the local authority districts of Uttlesford, Braintree, Brentwood, Harlow and Epping Forest. A key aspect of the support we provide is to deliver high quality CPD focused both on classroom practice and leadership development.

## **2 SAT'S AIMS, VALUES AND PRINCIPLES**

The educational aims of SAT are to support and promote:-

- Educational provision which enables pupils and young people, aged 3-19, of all abilities to fulfil their academic potential and achieve their personal best;
- A curriculum across all key stages which promotes excellence in the arts and sciences;
- Teaching and learning which is highly engaging and geared to students making excellent progress through the key stages;
- Transition between key stages (especially key stage 2 to key stage 3) which delivers outstanding continuity of learning;
- A focus on developing all professionals to deliver the highest quality of teaching to all our learners;
- Schooling which is outward looking and allows students to interact with ideas and people from around the world;
- Educational research into factors underpinning successful Academies and highly effective learning; and
- Involvement with the local area in a way which promotes community cohesion and cultural excellence, especially with regard to music and the arts.

### **3 SCHEME OF DELEGATED AUTHORITY**

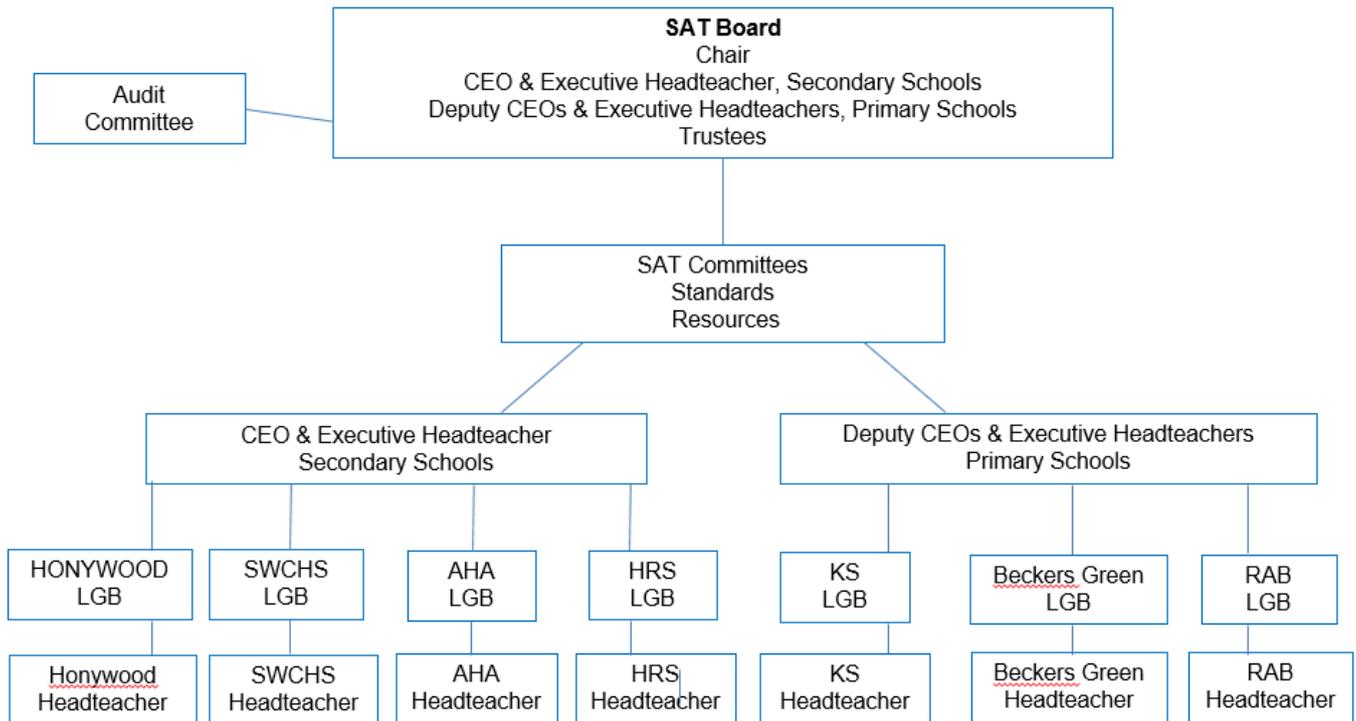
This Scheme of Delegated Authority (SoDA) identifies the key decisions that are required in connection with the overall governance and management of SAT, and the academies within. This SoDA sets out the delegation by the Trustees under Article 105 of SAT's Articles of Association. It is designed to clearly set out the respective roles and responsibilities across all layers of governance. The different layers of governance are explained in more detail in section 5 ([Layers of Governance: Roles and Responsibilities](#)) of this SoDA.

This SoDA should be read in conjunction with SAT's Committee Terms of Reference.

This SoDA will be reviewed on an annual basis by the Board of Trustees, or more often if required. In the event that any material changes are being proposed to this SoDA, the Board of Trustees will have regard to any representations of the LGBs. However, this SoDA may only be altered or revoked by the Board of Trustees.

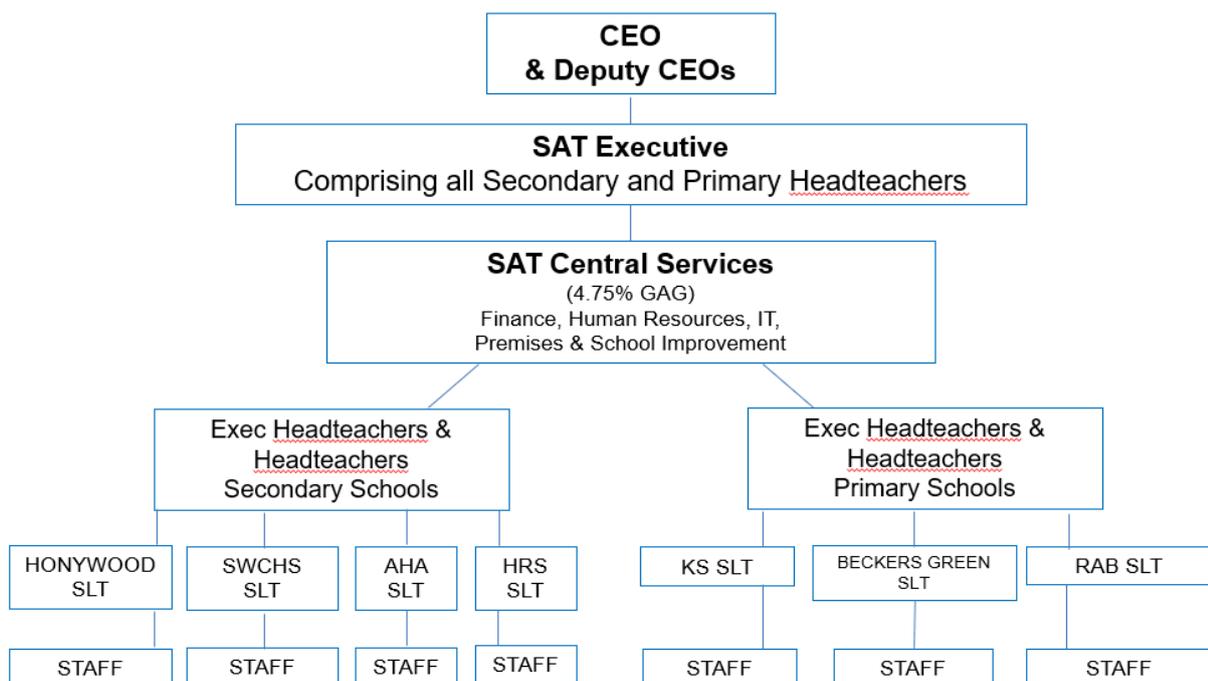
# 4 SAT'S GOVERNANCE OVERVIEW

## Governance Structure Diagram:



The LGBs at Academies within the MAT mirror the committee structure of the Board, with two main committees covering Resources and Standards. The LGB committees report to the relevant SAT Board committee which, in turn, report to the main Board of Trustees.

## Leadership Structure Diagram:



## **5 LAYERS OF GOVERNANCE: KEY ROLES AND RESPONSIBILITIES**

SAT is a company limited by guarantee, and by way of the Academies Act 2010, is an exempt charity.

SAT's three core layers of governance are Members, Trustees and Local Governing Bodies (LGBs). We have set out below an overview of the key roles and responsibilities across the different layers of governance.

### **Members**

The Members are akin to the shareholders of a company and are often referred to as the 'gatekeepers'. However, unlike shareholders of a company, Members cannot take out any money or assets. The Members have ultimate control over SAT, with the ability to appoint some of the Trustees and the right to amend SAT's Articles of Association (a document which sets out the powers of SAT itself, the Members and Trustees). The Articles of Association describe how Members are recruited and replaced and how many of the Trustees the Members can appoint to the Board of Trustees. The Members can also remove Trustees. Accordingly, the Board of Trustees submits an annual report on the performance of SAT to the Members.

### **Trustees**

The Trustees are responsible for the general control of SAT in accordance with the provisions set out in the Articles of Association and this SoDA. The Board of Trustees is the accountable body for the performance of all Academies within SAT and as such must:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the CEO to account for the educational performance of the Academies and their pupils, and the performance management of staff; and
3. Oversee the financial performance of SAT and make sure its money is well spent.

As mentioned above, SAT is a company limited by guarantee and an exempt charity. Therefore, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'. The use of the term Trustee also differentiates between executive officers with the job title director but who are not actually Companies House registered directors.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees. The exception to this is the Chair of Trustees who sits as a Member to create a link between the Members and Trustees.

The Board of Trustees is permitted to exercise all the powers of SAT. The Board of Trustees will delegate to the CEO responsibility for the day to day operations of SAT.

The Trustees (with the consent of the Members in respect of changes to the Board of Trustees) have the right to review and adapt its governance structure at any time which includes removing delegation.

The Board of Trustees meet on a termly basis. The Board of Trustees also has three committees, SAT Standards, SAT Resources and SAT Audit to enable greater scrutiny and challenge. The SAT Standards and SAT Resources committees meet on a termly basis and the SAT Audit Committee meets twice a year.

## Payment of Trustees

Very importantly, because SAT is an exempt charity, Trustees are bound to comply with charity law. Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage or normally allow for a profit to be made by a Trustee or a Member simply for acting in accordance with the role they have taken on.

SAT's Articles of Association set out specific provisions around payment of Trustees. In short, there are three circumstances in which Trustees may be paid by SAT:

1. **Reimbursement of reasonable expenses** properly incurred when acting on behalf of SAT. Please note this is at the discretion of the Board of Trustees.
2. **Payment for services** provided outside the role of a Trustee but this is subject to very strict rules and we strongly recommend legal advice is sought when considering this.
3. **Payment of salary** to staff Trustees or the Headteacher in their capacity as an employee and not as a Trustee.

In summary, payment of Trustees must be considered with care. This SoDA only sets out a very brief summary of the issues in relation to payment of Trustees and this SoDA is not intended to be a substitute for detailed advice on this subject.

## Conflicts of Interest

A conflict of interests is any situation in which a Trustee's personal interests (or a person connected to him/her), or interests that they owe to another body, (or may appear to) influence or affect that individual's decision making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first duty derives from the charity law duty imposed on Trustees by virtue of their position as charity law Trustees.

The second duty comes from company law and is imposed on Trustees by virtue of their position as company law Trustees.

Essentially, the Trustees have a legal obligation to act in the best interests of SAT and in accordance with SAT's Articles of Association, to avoid situations where there is an actual conflict of interests or a potential conflict of interests where it is reasonably perceived that an actual conflict could emerge.

## **SAT Committees:**

There are three SAT Committees as follows:

### **SAT Standards Committee**

The SAT Standards Committee comprises the CEO, Trustees and external advisors. The SAT Standards Committee will meet termly and is responsible for raising educational standards within SAT.

### **SAT Resources Committee**

The SAT Resources Committee comprises the CEO and Trustees. The SAT Resources Committee will meet termly and is responsible for Finance, HR, Premises, Legal, ICT, and Business.

### **SAT Audit Committee**

The purpose of the SAT Audit Committee is to assist SAT and the LGBs in fulfilling their oversight responsibilities regarding financial reporting, accounting systems and internal controls. The committee primarily comprises independent members with Trustees in attendance. The committee usually meets twice a year.

## **CEO**

The CEO has the delegated responsibility for the operation of SAT including the performance of SAT's Academies. The CEO contributes to the performance management of the Academies' Headteachers, seeking input from the LGBs, other than at SWCHS where the CEO is also the Executive Headteacher.

The CEO is the accounting officer with overall responsibility for the operation of SAT's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

## **Academy Headteachers**

The Academy Headteachers are responsible for the day to day management of their Academies. Headteachers of academies that are Ofsted category 'Require Improvement' (RI) are directly line-managed by the CEO. All Academy Headteachers are accountable to their LGBs and to the over-arching Trust.

## **Local Governing Bodies**

Lord Nash, in the January 2015 edition of the DfE's Governors' Handbook stated:

*"Governing bodies have a vital role to play in driving up school and pupil performance and ensuring that resources are used well to give every child the best possible education".*

The Local Governing Bodies (LGBs) are Committees of the Board of Trustees and have delegated decision making powers in accordance with this SoDA and their Ofsted grading (see [Table of Responsibilities](#)). The LGBs shall each hold at least three meetings in every school year.

There are eight elements to effective governance:

1. The right people around the table;
2. Understanding the role and responsibilities;
3. Good chairing;
4. Professional clerking;
5. Good relationships based on trust;
6. Knowing the school – the data, the staff, the parents, the children and the community;
7. Committed to asking challenging questions; and
8. Confident to have courageous conversations in the interests of the children and young people.

The Clerk of the LGB shall give governors: at least seven clear days' notice, in writing, before the date of an LGB meeting and a copy of the agenda for the LGB meeting.

Each LGB meeting shall be minuted and a copy of such minutes must be provided to the SAT Board of Trustees at the next board meeting.

The minutes of the proceedings of a meeting of the LGB shall be drawn up and entered into a book kept for the purpose by the person authorised to keep the minutes of the LGB; and shall be signed (subject to the approval of the of the LGB governors) at the same or next subsequent meeting by the person acting as the Chair thereof.

The minutes shall include a record of all appointments of officers made by the LGB; and all proceedings at meetings of the LGB and of committees of the LGB including the names of all persons present at each such meeting.

The Chair shall ensure that copies of minutes of all meetings of the LGB (and such of the subcommittees as the SAT Board shall from time to time notify) shall promptly be provided to the SAT Board of Trustees when requested.

As set out in SAT's Articles of Association, the Board of Trustees establishes the LGBs and ensures that, as a minimum, two parents are elected or appointed. The Board of Trustees will determine what will be delegated to the LGBs.

## **Clerking**

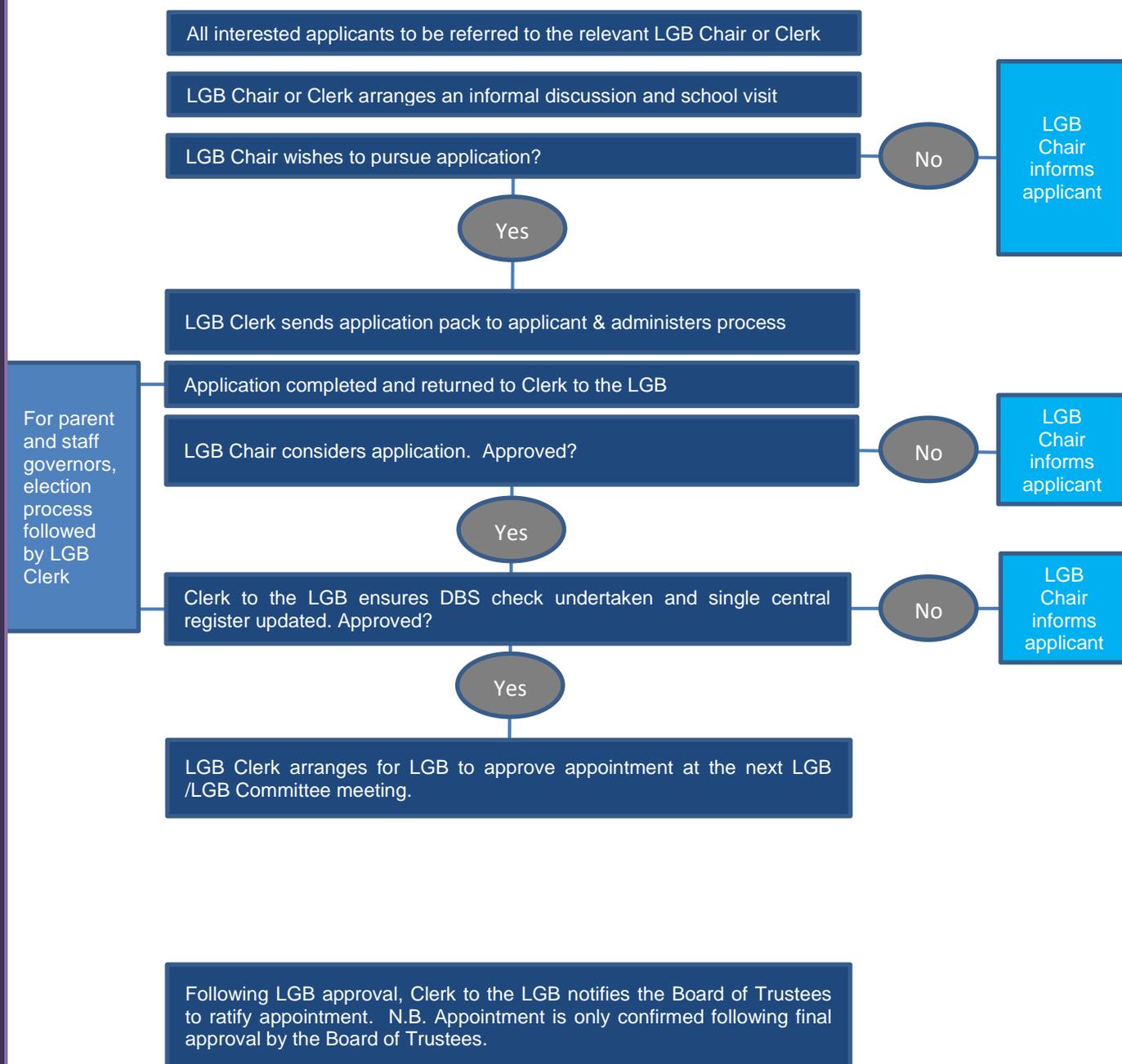
Each LGB and the Board of Trustees has a Clerk. The Clerk to the Trustees supports the Clerks to the LGBs. This team will communicate appropriately to facilitate sharing best practice, common processes, systems and documentation to be set up and to provide each other with support, guidance and assistance when needed.

The Clerk to the Trustees is responsible for setting the meeting timetable for all governance meetings for the academic year in collaboration with the Clerks to the LGB.

The Clerks to the LGBs are given a timeframe in which meetings must be arranged, to allow flexibility. The LGB meeting minutes must be available for SAT's Board meetings and LGB committees' meeting minutes must be available for the relevant SAT committee's meetings.

The meeting minutes must be sent to the SAT Clerk no later than 10 days before the relevant SAT meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

## 6 RECOMMENDED LGB APPOINTMENT PROCESS



Note: Academies follow the local authority's current policies for the recruitment of Staff and Parent Governors.

## 7 COMPOSITION OF LOCAL GOVERNING BODIES

The LGBs are responsible for proposing the constitution and membership of their own LGB. However, the Board of Trustees is still ultimately accountable and therefore the Board of Trustees must approve the constitution of the LGB, including any changes to the constitution or membership. The total number of governors on the LGB cannot be less than six, but there is no maximum. The number of employees of SAT on the LGB, including the Headteacher cannot exceed one third of the total number of governors on the LGB. When seeking to find new governors to join the LGB, the existing LGB governors should seek to ensure that the governors serving on the LGB between them have an appropriate range of skills and experience and due attention is given to succession planning.

A person appointed to the LGB must be over eighteen at the date of appointment. In addition, no current pupil of the Academy is entitled to serve as an LGB governor.

LOCAL GOVERNING BODY			
Type of Governor	Number	Term of Office	How they are appointed
Headteacher	1	Indefinite	N/A
Chair of LGB	1	Annual election	The Chair of the LGB shall be appointed by a majority vote of the LGB governors. Where there is an equal division of votes, the appointment shall be made by a majority vote of the SAT Board of Trustees. However, the Board of Trustees reserve the right to remove or appoint a Chair if the need arises.
Parent governors	2	4 years	Parent governors shall be appointed or elected by the parents of the Academy. In the event that the number of parents standing for election is less than the number of vacancies, the Board of Trustees may appoint Parent governors.
Staff governors	2	4 years	Staff governors shall be elected by the staff of the Academy. In the event that the number of staff standing for election is less than the number of vacancies, the Board of Trustees may appoint staff governors.
Co-opted governors	N/A	1 year, can be re-appointed	Co-opted governors are recommended by the LGB but are subject to approval by the Board of Trustees.
Other governors e.g. Community	N/A	4 years	Other governors are recommended by the LGB but are subject to approval by the Board of Trustees.

## 8 LGB REMOVALS AND DISQUALIFICATIONS

A Governor shall no longer serve on the LGB if:-

- they resign by giving notice in writing to the Chair of the LGB, who must forward a copy of the letter to the Chair of the Trustees;
- they are removed by the Board of Trustees, with notice given in writing, a copy of the letter is then forward to the Chair of the LGB;
- a recommendation to be removed is sent to the Board of Trustees, by the Chair of SAT. They are then removed by the Board of Trustees, with notice given in writing, a copy of the letter is then forward to the Chair of the LGB;
- they become incapable by reason of mental disorder, illness or injury of managing or administering their own affairs;
- they are absent without the permission of the Chair of the LGB from all meetings of the LGB held within a period of six months and the GB resolves that his/her office be vacated;
- they are a staff governor and they no longer work for the Academy of which they are a governor; and
- they are a parent governor, but their child no longer attends the Academy of which they are a governor. However, a parent governor may complete their term of office if their child leaves the Academy during this period;
- their estate has been sequestrated and the sequestration has not been discharged, or that person is subject to a bankruptcy restrictions order;
- they are subject to a disqualification order under the Company Directors' Disqualification Act 1986, or to an order made under the Insolvency Act 1986;
- by order of the Charity Commission that person has been removed from the office of charity trustee on the grounds of misconduct or mismanagement in the administration of the charity for which they were responsible or to which maladministration her/his conduct contributed;
- they are included in the list kept by the Secretary of State under Section One of the Protection of Children Act;
- that person is disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;

- that person is barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;
- a direction has been made against her/him under section 142 of the Education Act 2002 or is subject to a prohibition order which takes effect as if contained in this direction;
- they have at any time, been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72;
- they do not provide the Chair of the LGB with a criminal records certificate at an enhanced disclosure level. In the event that the certificate discloses information which in the opinion of the Chair or the Headteacher confirms their unsuitability to work with children that person shall be disqualified.

## 9 INTERVENTION TRIGGERS

SAT is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. SAT desires to delegate many areas of decision making to individual academies but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

For Ofsted rated level 1 (Outstanding) and level 2 (Good), the Board of Trustees delegates high levels of autonomy to the LGB as set out in section 11 ([Table of Responsibilities– High Levels of Autonomy](#)).

However, if at any time:

- a) Ofsted rate the Academy as a level 3 (Requires Improvement) or 4 (Inadequate);
- b) the Academy is predicted to have or has an in-year material deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;
- c) an event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Trust;
- d) the LGB is dysfunctional; or
- e) any event analogous to the above events occurs at or in relation to the Academy,

the Board of Trustees may change the authority delegated to the LGB as set out in section 12 ([Table of Responsibilities – Lower Levels of Autonomy](#)) until such time as the Board of Trustees are satisfied that the event that has occurred to trigger the lower levels of autonomy has been rectified or ceases to cause a concern to the Board of Trustees. For all schools, the Board reserves the right to impose higher levels of intervention if a trend of results suggests that an Ofsted judgement 3 or 4 is likely in any category.

When making such decisions the Board of Trustees shall have regard to any representations made by the LGB.

## 10 TABLE OF RESPONSIBILITIES – HIGH LEVELS OF AUTONOMY

Duties are delegated through a Headteacher's or one of the SAT Committee's Terms of Reference, through a SAT Policy, or through this SoDA. This SoDA will clarify that a duty has been delegated, the SAT Policy will detail the process for how this duty is delegated and undertaken.

Delegated Duties	Delegated Duties
<b>People</b>	
<b>Members Appoint/Remove</b>	The Members appoint and remove members in accordance with the Articles of Association.
<b>Trustees Appoint/Remove</b>	The Members appoint Trustees in accordance with the Articles of Association. Trustees can appoint co-opted Trustees. Trustees can cease to hold office if they are removed by the person who appointed them. Co-opted Trustees can be removed by resolution of the Trustees, excluding other co-opted Trustees who are not entitled to vote on this matter. Trustees can be disqualified in accordance with the Articles of Association.
<b>Chair and Vice Chair of SAT Board Appoint/Remove</b>	The Trustees elect the Chair and Vice Chair of the Board, who can resign office at any time or be removed in accordance with the Articles of Association.
<b>Chair and Vice Chair of SAT Standards and Resources Committees</b>	The Trustees elect the Chair and Vice Chair of the SAT Standards and Resources Committees.
<b>Clerk to the Board of Trustees Appoint/Remove</b>	The Trustees appoint and remove the Clerk to the Board of Trustees.
<b>Clerk to the LGB</b>	The LGB recommend the appointments and removal of the Clerk for the LGB and notify the Board of Trustees for approval.
<b>LGB Chairs</b>	The LGB is responsible for the appointment of the Chair for the LGB and notify the Board

**Appoint/Remove** of Trustees for approval. The LGB Chair can hold this position for a maximum of 9 years at any one Academy.

**LGB Parent Governor Election Appoint/Remove** Following the SAT recruitment process, undertake the election process for the appointment of the parent governor, which is then notified to the Board of Trustees. The LGB recommend the removal to the Board of Trustees for approval.

**LGB Staff Governor Election Appoint/Remove** Following the SAT recruitment process, undertake the election process for the appointment of the staff governor, which is then notified to the Board of Trustees. The LGB recommend the removal to the Board of Trustees for approval.

**LGB Co-opted Governor Appoint/Remove** Following the SAT recruitment process recommend the appointments and removal of LGB Co-opted governors, the Board of Trustees appoint and remove the LGB Co-opted governors.

## Systems and Structures

**Articles of Association Agree and Review** The Members agree, review and update the Articles of Association, the Board of Trustees recommend amendments to the Members for approval.

**Governance Structure for SAT Agree and Review** The Board of Trustees is responsible for the Governance Annual review and for approving the Governance Structure of the Trust.

**Scheme of Delegation Agree and Review** The Board of Trustees is responsible for producing and approving the Scheme of Delegation. The LGB recommend amendments to the Board of Trustees for approval.

**Register of Business Interests** The LGB compile and update the register, individual Trustees, LGB governors and senior leadership staff is responsible for completing, submitting and reviewing their own register of business interest forms.

**Publishing SAT Governance Information on the SAT Website** The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the SAT website, compliance to be monitored by the Board of Trustees.

<b>Publishing LGB Governance Information on the Academy's Website</b>	The Clerk to the LGB is responsible for publishing and maintaining governance documents and information on the Academy's website, compliance to be monitored by the LGB
<b>Terms of Reference for the Board of Trustees Agree and Review</b>	The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
<b>Terms of Reference for the LGBs Agree and Review</b>	The LGB is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
<b>Annual Cycle of Business for the SAT Board Agree and Review</b>	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
<b>Annual Cycle of Business for the LGB Agree and Review</b>	The Clerk to the LGB is responsible for producing the Annual Cycle of Business.
<b>LGB Agenda Template</b>	The Clerk to the Board is responsible for producing the Agenda Template and taking it to the Board of Trustees for approval.
<b>LGB Minute Template</b>	The Clerk to the Board is responsible for producing the Minute Template and taking it to the Board of Trustees for approval.
<b>Holding to Account</b>	
<b>Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&amp;S, Fire Management, Safeguarding and Information Governance.</b>	The LGB is responsible for monitoring and evaluating the effectiveness of compliance with these statutory requirements for their individual Academy and to report to the SAT Resources Committee.

<b>Performance Management of the CEO</b>	The Board of Trustees is responsible for the performance management of the CEO.
<b>Performance Management of Deputy CEO</b>	The CEO is responsible for the performance management of the Deputy CEO.
<b>Performance Management of the Academy Headteacher</b>	The CEO and LGB contribute to the performance management of the Academy Headteacher. The LGB leads this process. Where the CEO is also an Academy Headteacher, the Headteacher function is performance managed by the LGB of the Academy.
<b>CEO pay award</b>	The Board of Trustees approve the pay award for the CEO, in line with SAT's Pay Policy.
<b>Academy Headteacher pay award</b>	The CEO approves the Academy Headteacher's pay award in line with SAT's Pay Policy, in conjunction with recommendations from the LGB.
<b>CEO Appoint and Dismiss</b>	The Board of Trustees appoint and dismiss the CEO.
<b>Academy Headteacher Appoint and Dismiss</b>	The Board of Trustees determines the selection panel and appoint and dismiss the Academy Headteacher, taking into account recommendations of the LGB.
<b>SAT Committees</b>	The Board of Trustees determine the structure of the SAT Committees.
<b>SAT Central Service Team Appoint and Dismiss</b>	The CEO appoints and dismisses the SAT Central Services Team.
<b>Senior Leadership Team Appoint and Dismiss</b>	The LGB appoint and dismiss the Senior Leadership Team. The process is managed by the Academy Headteacher. Any dismissal will be in accordance with the SAT Discipline Policy
<b>Academy Staff Appoint and Dismiss</b>	The Academy Headteacher appoints Academy Staff within the agreed staffing structure. The Academy Headteacher can dismiss Academy Staff in accordance with the SAT Discipline Policy

<b>SAT Strategy</b>	
<b>SAT Vision and Strategy, Determine, Deliver and Performance Manage</b>	The Board of Trustees determine and performance manages the SAT Vision and Strategy, delegating the responsibility for the delivery of the strategy to the CEO.
<b>School Improvement, Determine, Deliver and Performance Manage</b>	The LGB approves and delivers the School Improvement Plan for the Academy, with the Board of Trustees monitoring delivery and performance.
<b>SAT Policies Determine, Review &amp; Update</b>	The Board of Trustees or SAT Committees, determine, review and approve the SAT Policies. The LGB is responsible for adoption and compliance within their Academy.
<b>Academy Policies Determine, Review &amp; Update</b>	The LGB propose the Academy Policies if they are not covered by a SAT Policy and is responsible for writing, reviewing and compliance with these policies. However, the Board of Trustees reserves the right to amend any such policy as they feel appropriate.
<b>Contribution to the Central Fund, Agree and Manage</b>	The Board of Trustees determines, approves and manages the level of contribution. Academies will be given reasonable notice of any change to the level of contribution.
<b>Central services, Agree, Implement and Manage</b>	The Board of Trustees determine the scope of shared back office services to be delivered centrally. The SAT Resources Committee implements the services to be delivered centrally and the LGB monitor the effectiveness of the delivery of these services for their Academy.
<b>Centrally procured contracts and SLAs</b>	The Board of Trustees determine the contracts and SLAs to be procured on behalf of the Academies and ensure that centrally procured services provide value for money. The SAT Resources Committee puts in place and manages the centrally procured contracts and SLAs and the LGB monitor the effectiveness of the delivery of these contracts and SLAs for their Academy.
<b>SAT Risk Register, Establish, Monitor and Review</b>	The Board of Trustees establish, monitor and approve the SAT Risk Register, delegating the monitoring and management of the SAT Operational Risks to the SAT Resources Committee.
<b>School Risk Register,</b>	The LGB establish and monitor the Academy risk register, using the SAT Risk Register

<b>Establish, Monitor and Review</b>	template. The Board of Trustees approve the School Risk Register. The SAT Resources Committee monitors compliance with this requirement. The LGB is responsible for reporting any issues which arise to the SAT Resources Committees.
<b>Budget Setting For Academy, Determine, Approve and Monitor</b>	The LGB propose the Budget within parameters agreed by the SAT Resources Committee for approval by the Board of Trustees. These parameters are set out in the SAT Delegated Authority and Authorisation Limits Policy. The LGB undertake the ongoing monitoring, submitting financial monitoring reports to the SAT Resources Committee.
<b>Budget Setting for SAT, Determine, Approve and Monitor</b>	The SAT Resources Committee prepares and submits the SAT Budgets to the Board of Trustees for approval. The Director of Finance submits ongoing financial monitoring reports to the SAT Resources Committee for scrutiny and challenge.
<b>Academy Staffing Structure</b>	The LGB proposes changes to the Academy Staffing Structure within the Academies' agreed budget. This is monitored by the SAT Resources Committee.
<b>Academy staff Performance Management and Pay Progression</b>	The Board of Trustees establishes and annually reviews the performance management policy and the LGB implement the policy and award pay progression in line with the SAT Pay Policy.
<b>SAT Central Services Staff Performance Management and Pay Progression</b>	The Board of Trustees establishes and annually reviews the performance management policy and the CEO implements the policy and award pay progression in line with the SAT Pay Policy.
<b>Ensuring Financial Probity</b>	
<b>SAT Policy on Financial Delegation, Establish and Review</b>	The SAT Resources Committee establishes the Financial Delegation policy and the LGB implement the policy within their individual Academy.
<b>Appointment of External Auditors</b>	The SAT Resources Committee proposes the appointments of external auditors to the Board of Trustees for approval.

<b>External Auditor Reports Receive and Respond</b>	The SAT Resources Committee receives and responds. The LGB implement the actions that are relevant to their Academy, in accordance with instruction from the SAT Resources Committee.
<b>SAT Procurement Policies</b>	The SAT Resources Committee propose the procurement policies to the Board of Trustees for approval.
<b>Performance and Curriculum</b>	
<b>Academy Development Plan</b>	The LGB propose, approve and review the Academy Development Plan.
<b>Academy Curriculum Plan</b>	The LGB propose and approve the Academy Curriculum Plan.
<b>School Organisation</b>	
<b>Academy Day Times</b>	Proposed by the LGB and approved by the Board of Trustees.
<b>Dates of Academy Terms and Holiday</b>	Proposed by the LGB and approved by the Board of Trustees.
<b>Admissions</b>	
<b>Admissions Policy</b>	The LGB is responsible for consulting annually prior to proposing an Admissions Policy for approval by the Board of Trustees.
<b>Admissions Applications and Prospectus</b>	The LGB is responsible for decisions relating to admissions applications and approving the admissions prospectus.

## Exclusions

### Exclusions

The LGB considers parents'/carer's representation and consider the reinstatement of an excluded pupil in accordance with the exclusions policy and statutory guidance. Where necessary the LGB shall also organise an independent review panel.

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## Complaints

### Complaints

The LGB is responsible for investigating complaints from parents/carers. The SAT Complaints Policy provides guidance regarding the process that will be followed.

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## 11 TABLE OF RESPONSIBILITIES – LOWER LEVELS OF AUTONOMY

Duties are delegated through a Headteacher's or one of the SAT Committee's Terms of Reference, through a SAT Policy, or through this SoDA. This SoDA will clarify that a duty has been delegated, the SAT Policy will detail the process for how this duty is delegated and undertaken.

Delegated Duties	
People	
<b>Members Appoint/Remove</b>	The Members appoint and remove members in accordance with the Articles of Association.
<b>Trustees Appoint/Remove</b>	The Members appoint Trustees in accordance with the Articles of Association. Trustees can appoint Co-opted Trustees. Trustees can cease to hold office if they are removed by the person who appointed them. Co-opted Trustees can be removed by resolution of the Trustees, excluding other co-opted Trustees who are not entitled to vote on this matter. Trustees can be disqualified in accordance with the Articles of Association.
<b>Chair and Vice Chair of SAT Board Appoint/Remove</b>	The Trustees elect the Chair and Vice Chair of the Board, who can resign office at any time or be removed in accordance with the Articles of Association.
<b>Chair and Vice Chair of SAT Standards and Resources Committees</b>	The Trustees elect the Chair and Vice Chair of the SAT Standards and Resources Committees.
<b>Clerk to the Board of Trustees Appoint/Remove</b>	The Trustees appoint and remove the Clerk to the Board of Trustees.
<b>Clerk to the LGB</b>	The Board of Trustees appointment and remove the Clerk for the LGB.
<b>LGB Chairs Appoint/Remove</b>	The Board of Trustees is responsible for the appointment of the Chair for the LGB. The LGB Chair can hold this position for a maximum of 9 years at any one Academy.

<b>LGB Parent Governor Election Appoint/Remove</b>	Following the SAT recruitment process undertake the election process for the appointment of the parent governor, which is then notified to the Board of Trustees. The LGB recommend the removal to the Board of Trustees for approval.
<b>LGB Staff Governor Election Appoint/Remove</b>	Following the SAT recruitment process undertake the election process for the appointment of the staff governor, which is then notified to the Board of Trustees. The LGB recommend the removal to the Board of Trustees for approval.
<b>LGB Co-opted Governor Appoint/Remove</b>	Following the SAT recruitment process recommend the appointments and removal of LGB Co-opted governors, the Board of Trustees appoint and remove the LGB Co-opted governors.

## Systems and Structures

<b>Articles of Association Agree and Review</b>	The Members agree, review and update the Articles of Association, the Board of Trustees recommend amendments to the Members for approval.
<b>Governance Structure for SAT Agree and Review</b>	The Board of Trustees is responsible for the Governance Annual review and for approving the Governance Structure of the Trust.
<b>Scheme of Delegation Agree and Review</b>	The Board of Trustees is responsible for producing and approving the Scheme of Delegation. The LGB recommend amendments to the Board of Trustees for approval.
<b>Register of Business Interests</b>	The LGB compile and update the register, individual Trustees, LGB governors and senior leadership staff is responsible for completing, submitting and reviewing their own register of business interest forms.
<b>Publishing SAT Governance Information on the SAT Website</b>	The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the SAT website, compliance to be monitored by the Board of Trustees
<b>Publishing LGB Governance Information on the Academy's Website</b>	The Clerk to the LGB is responsible for publishing and maintaining governance documents and information on the Academy's website, compliance to be monitored by the LGB.

<b>Terms of Reference for the Board of Trustees Agree and Review</b>	The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
<b>Terms of Reference for the LGBs Agree and Review</b>	The Clerk to the LGB is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
<b>Annual Cycle of Business for the SAT Board Agree and Review</b>	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
<b>Annual Cycle of Business for the Local Governing Bodies Agree and Review</b>	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
<b>LGB Agenda Template</b>	The Clerk to the Board is responsible for producing the Agenda Template and taking it to the Board of Trustees for approval.
<b>LGB Minute Template</b>	The Clerk to the Board is responsible for producing the Minute Template and taking it to the Board of Trustees for approval.
<b>Holding to Account</b>	
<b>Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&amp;S, Fire Management, Safeguarding and Information Governance.</b>	The LGB is responsible for monitoring and evaluating the effectiveness of compliance with these statutory requirements for their individual Academy and to report to the SAT Resources Committee.
<b>Performance Management of the CEO</b>	The Board of Trustees is responsible for the performance management of the CEO.
<b>Performance Management</b>	The CEO is responsible for the performance management of the Deputy CEO.

<b>of Deputy CEO</b>	
<b>Performance Management of the Academy Headteacher</b>	The CEO undertakes the performance management of the Academy Headteacher with contribution from the LGB. Where the CEO is also an Academy Headteacher, the Headteacher function is performance managed by the LGB of the Academy.
<b>CEO pay award</b>	The Board of Trustees approve the pay award for the CEO, in line with SAT's Pay Policy.
<b>Academy Headteacher pay award</b>	The CEO approves the Academy Headteacher pay award in line with SAT's Pay Policy, in conjunction with recommendations from the LGB.
<b>CEO Appoint and Dismiss</b>	The Board of Trustees appoint and dismiss the CEO.
<b>Academy Headteacher Appoint and Dismiss</b>	The Board of Trustees determines the selection panel and appoint and dismiss the Academy Headteacher, taking into account recommendations of the LGB.
<b>SAT Committees</b>	The Board of Trustees determine the structure of the SAT Committees.
<b>SAT Central Service Team Appoint and Dismiss</b>	The CEO appoints and dismisses the SAT Central Services Team.
<b>Senior Leadership Team Appoint and Dismiss</b>	The LGB participates in the appointments and dismissals of the Senior Leadership Team. Appointments and dismissals are subject to Board of Trustees' approval. The process is managed by the Academy Headteacher. Any dismissal will be in accordance with the SAT Discipline Policy
<b>Academy Staff Appoint and Dismiss</b>	The Academy Headteacher appoints Academy Staff within the agreed staffing structure. The Academy Headteacher can dismiss Academy Staff in accordance with the SAT Discipline Policy
<b>SAT Strategy</b>	
<b>SAT Vision and Strategy, Determine, Deliver and Performance Manage</b>	The Board of Trustees determine and performance manages the SAT Vision and Strategy, delegating the responsibility for the delivery of the strategy to the CEO.

<b>School Improvement, Determine, Deliver and Performance Manage</b>	The LGB is responsible for proposing the School Improvement Plan to the SAT Standards Committee for approval and monitoring. The LGB is responsible for delivery of the School Improvement Plan.
<b>SAT Policies Determine, Review &amp; Update</b>	The Board of Trustees or SAT Committees, determine, review and approve the SAT Policies. The LGB is responsible for adoption and compliance within their Academy.
<b>Academy Policies Determine, Review &amp; Update</b>	The LGB propose the Academy Policies if they are not covered by a SAT Policy and is responsible for writing, reviewing and compliance with these policies. However, the Board of Trustees reserves the right to amend any such policy as they feel appropriate.
<b>Contribution to the Central Fund, Agree and Manage</b>	The Board of Trustees determines, approves and manages the level of contribution. Academies will be given reasonable notice of any change to the level of contribution.
<b>Central services, Agree, Implement and Manage</b>	The Board of Trustees determine the scope of shared back office services to be delivered centrally. The SAT Resources Committee implements the services to be delivered centrally and the LGB monitors the effectiveness of the delivery of these services for their Academy.
<b>Centrally procured contracts and SLAs</b>	The Board of Trustees determine the contracts and SLAs to be procured on behalf of the Academies and ensure that centrally procured services provide value for money. The SAT Resources Committee puts in place and manages the centrally procured contracts and SLAs and the LGB monitor the effectiveness of the delivery of these contracts and SLAs for their Academy.
<b>SAT Risk Register, Establish, Monitor and Review</b>	The Board of Trustees establish, monitor and approve the SAT Risk Register, delegating the monitoring and management of the SAT Operational Risks to the SAT Resources Committee.
<b>School Risk Register, Establish, Monitor and Review</b>	The LGB establish and monitor the School Risk Register, using the SAT Risk Register template. The Board of Trustees approve the School Risk Register. The SAT Resources Committee monitors compliance with this requirement. The LGB is responsible for reporting any issues which arise to the SAT Resources Committees.

<b>Budget Setting For Academy, Determine, Approve and Monitor</b>	The LGB propose the Budget within parameters agreed by the SAT Resources Committee for approval by the Board of Trustees. These parameters are set out in the SAT Delegated Authority and Authorisation Limits Policy. The LGB undertake the ongoing monitoring, submitting financial monitoring reports to the SAT Resources Committee.
<b>Budget Setting for SAT, Determine, Approve and Monitor</b>	The SAT Resources Committee prepares and submits the SAT Budgets to the Board of Trustees for approval. The Director of Finance submits ongoing financial monitoring reports to the SAT Resources Committee for scrutiny and challenge.
<b>Academy Staffing Structure</b>	The LGB proposes changes to the Academy Staffing Structure within the Academy's agreed budget. This is monitored by the SAT Resources Committee. The SAT Resources Committee approve changes to the Academy Staffing Structure outside the agreed budget.
<b>Academy staff Performance Management and Pay Progression</b>	The Board of Trustees establishes and annually reviews the performance management policy and the LGB implement the policy and award pay progression in line with the SAT Pay Policy.
<b>SAT Central Services Staff Performance Management and Pay Progression</b>	The Board of Trustees establishes and annually reviews the performance management policy and the CEO implements the policy and award pay progression in line with the SAT Pay Policy.
<b>Ensuring Financial Probity</b>	
<b>SAT Policy on Financial Delegation, Establish and Review</b>	The SAT Resources Committee establishes the Financial Delegation policy and the LGB implement the policy within their individual Academy.
<b>Appointment of External Auditors</b>	The SAT Resources Committee proposes the appointments of external auditors to the Board of Trustees for approval.
<b>External Auditor Reports Receive and Respond</b>	The SAT Resources Committee receives and responds. The LGB implement the actions that are relevant to their Academy, in accordance with instruction from the SAT Resources Committee.

<b>SAT Procurement Policies</b>	The SAT Resources Committee propose the procurement policies to the Board of Trustees for approval.
<b>Performance and Curriculum</b>	
<b>Academy Development Plan</b>	The LGB propose the Academy Development Plan for approval and review by the Board of Trustees.
<b>Academy Curriculum Plan</b>	The LGB propose the Curriculum Plan for approval by the Board of Trustees.
<b>School Organisation</b>	
<b>Academy Day Times</b>	Proposed by the LGB and approved by the Board of Trustees.
<b>Dates of Academy Terms and Holiday</b>	Proposed by the LGB and approved by the Board of Trustees.
<b>Admissions</b>	
<b>Admissions Policy</b>	The LGB is responsible for consulting annually prior to proposing an Admissions Policy for approval by the Board of Trustees.
<b>Admissions Applications and Prospectus</b>	The LGB is responsible for decisions relating to admissions applications and approving the admissions prospectus.
<b>Exclusions</b>	
<b>Exclusions</b>	The LGB considers parents'/carer's representation and consider the reinstatement of an

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excluded pupil in accordance with the exclusions policy and statutory guidance. Where necessary the LGB shall also organise an independent review panel.

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## Complaints

### Complaints

The LGB is responsible for investigating complaints from parents/carers. The SAT Complaints Policy provides guidance regarding the process that will be followed.

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