



## Solent Academies Trust Scheme of Delegation

Solent Academies Trust (SAT) is a Multi-Academy Trust (MAT) committed to providing high quality education for pupils with special educational needs and disabilities within friendly, caring and stimulating learning environments across the Solent area.

It is a charitable company, regulated by the Department for Education. The Scheme of Delegation outlines where responsibility and accountability for key areas sits in academies within the Trust between the four tiers of governance:

### **Members of the Trust**

The Members of the Trust are guardians of the Trust. They are responsible for agreeing the Trust's Articles of Association, appointing and dismissing the Board of Trustees and appointing the Trust's external auditors.

### **Board of Trustees**

The Board of Trustees has overall responsibility and ultimate decision-making authority for all aspects of the work of the Academy Trust. It is the legal governing body for all academies in the Trust and holds and fulfils all statutory responsibilities and legal liability.

The Board has a Finance and Audit Committee and a Standards Committee. The Finance and Audit Committee assists the Board in meeting its responsibilities of overseeing the financial performance of the Trust and safeguarding its assets. The Standards Committee supports the Board in monitoring the standards of attainment and progress.

### **Central Trust Team**

The Executive Headteacher has delegated responsibility for the overall operation of the Trust including the performance of the Trust's academies and is accountable to the Board of Trustees for all aspects of the Trust's work. The Executive Headteacher leads the Trust's central team who work with academies in the Trust to deliver education and operational outcomes.

### **Academy Governing Bodies (AGBs)**

Responsible for localised challenge and support but with no legal liability or final approval of policies or core documents. AGBs provide strategic input into:

- ✓ developing and implementing individual academy plans and budgets,
- ✓ monitoring progress towards strategic objectives
- ✓ monitoring the implementation of policies and their impact on supporting the academy's ethos and values.
- ✓ supporting the Head of School with stakeholder engagement, which includes pupils, staff, parents and the wider local community.

**Heads of Schools**

Each Head of School in the Trust is responsible for leading their Academy on a day to day basis. They are accountable to both the Executive Headteacher and the Academy Governing Body for all aspects of the work of their academy.

## Division of Responsibilities

This articulates responsibilities in areas where it is important to define roles across stakeholders. It does not prescribe every activity in the remit of individual stakeholders.

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
Vision and Strategic Direction	<ul style="list-style-type: none"> <li>• Set the vision and strategic direction for the Trust.</li> <li>• Approve the Trust's strategic priorities.</li> <li>• Approve any expansion of the Trust.</li> <li>• Approve any significant changes in pupil numbers, pupil profile or the formal designation of academies in the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the vision and strategic direction for the Trust.</li> <li>• Develop the Trust's strategic priorities.</li> <li>• Monitor the quality of academy improvement plans.</li> <li>• Develop and set the model of CPD.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve the academy's vision and annual improvement plan in line with the Trust's overall vision.</li> <li>• Be informed of any proposed expansion to the Trust.</li> <li>• Be consulted on any significant changes in pupil numbers, pupil profile or the formal designation of the school.</li> <li>• Approve the CPD and coaching plan for the academy and ensure it is appropriate in line with the academy's improvement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the academy's improvement plan in line with the Trust's overarching vision.</li> <li>• Be engaged in the planning and implementation of any changes in pupil numbers, pupil profile or the formal designation of the school.</li> <li>• Ensure the AGB is aware of any significant changes in pupil numbers, pupil profile or the formal designation of the school.</li> <li>• Develop the plan for CPD and coaching and seek approval of the AGB.</li> </ul>
Curriculum and Assessment	<ul style="list-style-type: none"> <li>• Understand and approve the underlying rationale for the curriculum offer across the Trust.</li> <li>• Monitor progress data for all academies in the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust's curriculum model and ensure it is appropriately embedded in each academy.</li> <li>• Deliver the Early Years Foundation Stage (EYFS), in line with statutory requirements.</li> <li>• Develop curriculum policies as required.</li> <li>• Produce and analyse educational data for the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the academy's curriculum model and monitor how it is embedded in the academy and meeting the needs of all pupils.</li> <li>• Monitor progress data for pupils.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the academy's approach to curriculum and assessment.</li> <li>• Set targets for pupils and monitor progress towards the targets.</li> <li>• Where applicable, deliver the Early Years Foundation Stage (EYFS), in line with statutory requirements.</li> <li>• Be involved in the development of curriculum policies as required.</li> </ul>

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
				<ul style="list-style-type: none"> <li>• Produce and analyse educational data for the academy.</li> </ul>
Learning and Teaching	<ul style="list-style-type: none"> <li>• Accountable for overall policy of teaching and learning in the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and set the model of teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve the academy's teaching and learning policy and monitor the implementation and impact of the policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Drive implementation of the model for teaching and learning.</li> </ul>
Culture, ethos and wellbeing	<ul style="list-style-type: none"> <li>• Ensure the executive team maintain and enhance a supportive culture in which all staff and pupils feel valued and safe. Monitor this through key indicators of wellbeing.</li> <li>• Approve the Trust's safeguarding approach and policy development.</li> <li>• Accountable for exclusions, safeguarding and pastoral arrangements meeting national requirements.</li> <li>• Approve the Trust's approach to directing pupils offsite, exclusions.</li> <li>• Respond to safeguarding complaints against the Executive Headteacher.</li> <li>• Take part in exclusion panels if required.</li> <li>• Oversee the Trust's approach to staff wellbeing, with a particular focus on the central team.</li> <li>• Nominate a lead trustee for safeguarding.</li> <li>• Ensure compliance with the Equality Act, including the public sector</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust's safeguarding policies for each academy in the Trust.</li> <li>• Appoint the Designated Safeguarding Leads for the Trust</li> <li>• Ensure exclusions, safeguarding and pastoral arrangements meet national requirements. Arrange exclusions training and Independent Review Panels.</li> <li>• Respond to safeguarding complaints against the Heads of School. Support academies with safeguarding complaints made against staff.</li> <li>• Develop and implement a wellbeing strategy for the Trust.</li> <li>• Develop the equality policy, equality objectives and equality information for the Trust.</li> <li>• Carry out disclosure and barring service (DBS) checks and maintain the Single Central Record.</li> <li>• Develop behaviour and welfare policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the safeguarding arrangements in the academy.</li> <li>• Take part in exclusion panels.</li> <li>• Be informed of any safeguarding complaints, referrals and training in the academy.</li> <li>• Monitor the academy's approach to culture, ethos and wellbeing, with a particular focus on the wellbeing and work life balance of staff.</li> <li>• Approve the academy's safeguarding policy.</li> <li>• Appoint a lead governor for safeguarding.</li> <li>• Approve the academy's policy for pupil consultation and actively engage listening to the pupil voice at least once a year.</li> <li>• Monitor the academy's compliance with the equality policy. Oversee that the academy is complying with all aspects of discrimination law.</li> <li>• Appoint a designated teacher for Looked after Children.</li> </ul>	<ul style="list-style-type: none"> <li>• Set the academy's approach to culture, ethos and wellbeing.</li> <li>• Respond to safeguarding complaints against staff.</li> <li>• Oversee referral of at-risk children to LA and other agencies.</li> <li>• Deliver support for looked after children.</li> <li>• Appoint the Designated Safeguarding Leads for the Academy.</li> <li>• Set the academy's approach to equality and ensure it is complying with all aspects of discrimination law.</li> <li>• Implement the behaviour and welfare policies in the academy.</li> <li>• Deliver careers guidance, with regards to statutory requirements.</li> <li>• Ensure compliance with the</li> </ul>

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
	<p>equality duties of the Act and the specific education sections (part 4) for school pupils.</p> <ul style="list-style-type: none"> <li>• Approve equality objectives for the Trust and monitor progress towards achieving them.</li> <li>• Approve behaviour and welfare policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust's approach to directing pupils offsite, exclusions.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the support provided for looked after children, consider an annual report provided by the designated teacher, ensure the designated teacher undertakes training and act on any issues.</li> <li>• Monitor the impact of the academy's behaviour and welfare policies and oversee compliance.</li> <li>• Monitor delivery of careers guidance, with regards to statutory requirements.</li> <li>• Oversee compliance with the SEND code of practice.</li> </ul>	<p>SEND code of practice.</p>
Staff	<ul style="list-style-type: none"> <li>• Approve all HR policies, including: appointment, disciplinary, grievance, capability, performance management and safer recruitment.</li> <li>• Approve the Pay Policy for the Trust and make decisions and pay increments.</li> <li>• Appoint and dismiss the Executive Headteacher.</li> <li>• Be involved in the appointment of the Trust's Business and Operations Director.</li> <li>• Approve the staff structure for the Trust and individual academies.</li> <li>• Participate in the appointment and dismissal of Heads of School in the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop all HR policies, including: appointment, disciplinary, grievance, capability, performance management and safer recruitment.</li> <li>• Develop the Pay Policy for the Trust.</li> <li>• Liaise with Unions.</li> <li>• Oversee HR tracking and reporting.</li> <li>• Maintain the SCR for the Trust.</li> <li>• Recruit for staff within the academies.</li> <li>• Conduct pre-appointment checks.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure engagement with staff to gain their views.</li> <li>• Monitor with the relevant academy staff member twice a term as a minimum, the Single Central Record for the academy.</li> <li>• Feed into the appraisal for the Head of School.</li> <li>• Receive a report on staff performance management.</li> <li>• Participate in disciplinary and grievance panels.</li> <li>• Be consulted on any changes to the staff structure in the academy and review on an annual basis.</li> <li>• Participate in appointments to the senior leadership team and be consulted on any proposed</li> </ul>	<ul style="list-style-type: none"> <li>• Implement HR policies throughout the academy.</li> <li>• Be involved in the recruitment process for staff in the academy.</li> <li>• Ensure the SCR is in place and up to date.</li> </ul>

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
	<ul style="list-style-type: none"> <li>• Performance management of the Executive Headteacher.</li> <li>• Agree pay recommendations for all staff in the Trust.</li> </ul>		<ul style="list-style-type: none"> <li>changes to the senior leadership team.</li> <li>• Be consulted on the appointment of the Executive Headteacher.</li> <li>• Be involved in the appointment of the Head of School.</li> </ul>	
Parents and Community	<ul style="list-style-type: none"> <li>• Accountable for statutory admissions and publications requirements.</li> <li>• Approve any changes to the admissions arrangements for the academies.</li> <li>• Overall responsibility to ensure that all required details are published on the websites of all the schools in the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee admissions arrangements.</li> <li>• Work with the Local Authority over pupil numbers and the profile of need.</li> <li>• Ensure the Trust and academy websites are kept up to date and all of the required details are published on them.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve a plan for parental and wider stakeholder engagement that provides a range of opportunities for engaging with parents and with the wider community.</li> <li>• Monitor the outcomes of the annual parent survey.</li> <li>• Be consulted on any proposed changes to admissions arrangements.</li> <li>• Ensure all required details are published on the academy's website.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and deliver opportunities for parental engagement.</li> <li>• Organise for visits for prospective parents to the school.</li> <li>• Maintain school website.</li> <li>• Manage local parent and community relations.</li> <li>• Run the annual parent survey.</li> <li>• Keep admission and attendance registers.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Approve the top slice/central spend.</li> <li>• Approve the annual budget.</li> <li>• Approve all finance policies for the Trust.</li> <li>• Accountable for all reporting requirements and financial submissions.</li> <li>• Approve the Trust's scheme of financial delegation.</li> <li>• Receive and respond to the external auditors report.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop all finance policies.</li> <li>• Prepare budgets, reports, statements and returns.</li> <li>• Deliver monthly management accounts and forecasts.</li> <li>• Manage internal and external audit.</li> <li>• Manage the cash position.</li> <li>• Develop the Trust's scheme of financial delegation.</li> <li>• Develop procurement strategies and value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• Be consulted on any proposed changes to the top slice/central spend.</li> <li>• Be informed of finance policies.</li> <li>• Be consulted on the draft budget.</li> <li>• Receive a termly summary of the financial position of the academy.</li> <li>• Be informed of audit outcomes.</li> <li>• Monitor the spend of Pupil Premium in the academy including the Year 7 literacy and numeracy catch-up and PE and Sports Premium where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Ordering goods and services up to £1000 from the curriculum budget.</li> <li>• Monitor and manage delegated curriculum budgets ensuring likely overspends are notified to the Executive Headteacher.</li> <li>• Ensure compliance with all Trust finance policies and procedures</li> </ul>

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
	<ul style="list-style-type: none"> <li>• Review procurement strategies and value for money.</li> <li>• Approve any staff severance and compensation.</li> <li>• Approve any investments.</li> <li>• Appoint the senior executive leader as accounting officer.</li> <li>• Approve the controls framework, including internal audit and the appointment of those to carry out the work.</li> <li>• Monitor the monthly management accounts and forecasts and maintain oversight of the cash position.</li> <li>• Propose appointment of the External Auditor to Members for approval.</li> <li>• Approve the annual report and accounts.</li> <li>• Manage conflicts of interest and related party transactions.</li> <li>• Oversee compliance with ESFA requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint the Chief Financial Officer.</li> <li>• Develop the controls framework including internal audit.</li> <li>• Draft the annual report and accounts.</li> <li>• Manage conflicts of interest and related party transactions.</li> <li>• Ensure compliance with ESFA requirements.</li> <li>• Ensure adequate insurance cover is in place.</li> </ul>		
Governance and Accountabilities	<ul style="list-style-type: none"> <li>• Appoint and remove the Company Secretary.</li> <li>• Approve the Scheme of Delegation and Code of Conduct for the Trust.</li> <li>• Establish and appoint Board Committees.</li> <li>• Approve the terms of reference for Board Committees.</li> <li>• Establish and appoint Academy Governing Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust's risk management strategy and maintain the Trust's risk register.</li> <li>• Ensure policies are regularly updated and conform with statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint the Vice Chair of Governors.</li> <li>• Appoint and remove the Clerk to the Governing Body.</li> <li>• Oversee elections for parent and staff governors are carried out in line with guidelines.</li> <li>• Appoint Co-opted Governors.</li> <li>• Monitor implementation of policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure policies are implemented and published on the website where appropriate.</li> <li>• Ensure elections for parent and staff governors are carried out in line with guidelines.</li> <li>• Make local amendments to Trust policies, where appropriate, before approval by the AGB.</li> </ul>

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
	<ul style="list-style-type: none"> <li>• Appoint Academy Governing Body Chairs.</li> <li>• Approve the terms of reference for Academy Governing Bodies.</li> <li>• Approve the Complaints and whistleblowing policies for the Trust.</li> <li>• Ensure the Board has at least one trustee with specific, relevant financial skills and experience of financial matters.</li> <li>• Attend Ofsted inspections .</li> </ul>		<ul style="list-style-type: none"> <li>• Approve local amendments to policies where appropriate.</li> <li>• Be consulted on any changes to the terms of reference for the Academy Governing Body.</li> <li>• Be consulted on any changes to the governor policies and AGB code of conduct.</li> <li>• Attend Ofsted inspections.</li> </ul>	
Estates	<ul style="list-style-type: none"> <li>• Accountable for meeting statutory requirements around Health and Safety.</li> <li>• Approve Health and Safety policies.</li> <li>• Approve major capital expenditure. (over £20,000).</li> <li>• Approve any extraordinary capital expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Trust's Health and Safety policies.</li> <li>• Arrange Health and Safety audits for all academies.</li> <li>• Oversee all aspects of capital build.</li> <li>• Organise all contracts across the Trust.</li> <li>• Ensure the IT infrastructure is in place and all academies are part of the network.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor Health and Safety in the academy.</li> <li>• Approve any local variations to the Trust's Health and Safety policy where relevant.</li> <li>• Be informed about the results of any Health and Safety audits.</li> <li>• Be informed of any capital build projects.</li> <li>• Oversee the state of buildings in the academy.</li> <li>• Be consulted on any extraordinary capital expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>• Set any local variations to the Trust's Health and Safety policy where relevant.</li> <li>• Engage in any Health and Safety audits.</li> <li>• Ensure compliance with procurement, building maintenance regulations and policies in the academy.</li> </ul>
IT and Data	<ul style="list-style-type: none"> <li>• Approval of IT policies.</li> <li>• Approve data protection (DP, Freedom of Information (FOI) and information sharing policies.</li> <li>• Accountable for meeting statutory</li> </ul>	<ul style="list-style-type: none"> <li>• Develop IT, DP, FOI and information sharing policies.</li> <li>• Lead response in event of data breach.</li> <li>• Manage local IT maintenance and</li> </ul>	<ul style="list-style-type: none"> <li>• Informed of IT strategy including capital investments.</li> <li>• Informed of overall approach to data protection and security.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure academy meets data protection requirements and standards at academy level in line with overall SAT approach.</li> </ul>

Area	SAT Board of Trustees	Executive Team	Academy Governing Body (AGB)	Head of School
	requirements around data protection and security.	upgrades. <ul style="list-style-type: none"> <li>• Arrange DP training</li> <li>• Respond to FOI/ SAR requests.</li> </ul>		