# 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 in all our academies. The Trust's vision and pledge is that:

> *Together we inspire lifelong learning, perseverance, kindness, and growth. Transforming the lives of our children and families.*

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

High-quality governance is central to the success of Solent Academies Trust. All those involved in governance have the overarching aim of ensuring that the children and young people in our schools can achieve to the best of their ability. Governors provide confident, strategic leadership and create robust accountability, oversight, and assurance for educational and financial performance.

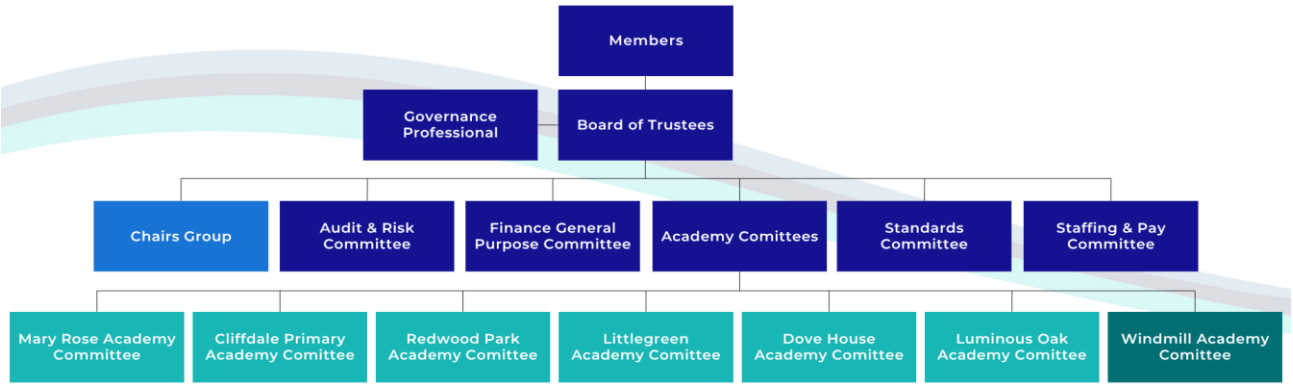
Our Members, Trustees and Governors are drawn from a wide range of backgrounds, have a diverse set of skills and knowledge that enriches and strengthens the work of the Trust. All those elected or appointed to governing boards of any type are expected to fulfil their duties in line with the seven principles of public life (the Nolan Principles): selflessness, objectivity, openness, leadership, integrity, accountability, and honesty.

Our governance structure has three layers of governance: Members of the Trust, The Board of Trustees and Academy Committees. The Members of the Trust and the Board of Trustees provide oversight across the Trust, and the Academy Committees provide oversight for individual schools. This document sets out our governance structure and is followed by a summary of each element.



*Company Registration No:08374351, Solent Academies Trust is a Charity and a Limited Company*

# Governance Structure




**Members of the Trust**

The Members are the guardians of the Trust. They are responsible for agreeing to the Trust's Articles of Association and approving any changes to it. Members appoint and dismiss Trustees and appoint the Trust's external auditors. It is their responsibility to hold the Board to account for its conduct and performance.

**Board of Trustees**

The Board of Trustees have overall accountability and legal responsibility for the Trust. The Trust's Articles of Association set out the charitable objects of the Trust along with its governance composition and overarching procedures. They are available on the Trust website.

The Board of Trustees have formal accountability for the statutory functions of the Trust and are responsible for:

- Ensuring clarity of vision, ethos, and strategic direction of the Trust as a whole.
- Oversight of the financial and educational performance of all the schools in the Trust.
- Holding the Chief Executive Officer (CEO) and Trust senior leaders to account.

The Board has four sub-committees that meet termly:

- Finance and General Purposes
- Audit and Risk
- Standards
- Staffing and Pay

The Committee Terms of Reference set out the duties of each committee and are available on the website. All sub-committees report back to Trustees at the next Board meeting.



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## Delegation

This scheme of delegation sets out the delegated authority and responsibility for a range of duties to ensure effective leadership and governance of the Trust. The Board of Trustees delegates duties to:

- The Executive Team
- Board Committees
- Academy Committees
- Academy Principals

A financial scheme of delegation defining financial responsibilities and spending limits is an appendix to this policy. Please see appendix A.

## Academy Committees (AC's)

Strong local governance plays an important part in the success of our schools. Each school in the Trust has an Academy Committee which is accountable to the Central Board of Trustees. Our Academy Committees comprise of Co-opted Governors, Parent Governors, Staff Governors, and the Principal.

Each Academy Committee has real powers and responsibilities. They are responsible for local oversight, challenge, and support for the individual academies in the Trust. Responsibilities from the Trust Board are delegated via the Scheme of Delegation which is reviewed on an annual basis. Academy Committees support with the development and implementation of academy strategic plans, monitor progress, monitor performance and the implementation and impact of policies, challenge and support the school's Principal and senior leadership team and ensure that stakeholder voices are heard. We encourage our Governors to become involved in the wider life of the academies.

The Chairs of each of the Academy Committee meet termly with each other and representatives of the Trust Board to support a good flow of communication between the different layers of governance.

The Trust provides guidance and support to the Academy Committees. As part of our ongoing commitment to ensuring we have well informed governance at all levels, membership of the Key for School Governors is provided along with access to NGA (National Governance Association) Learning Links and training provided by Hampshire Governor Services.



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| SAT ACADEMY TRUST - SCHEME OF DELEGATION | | | | | | | |
|---|---|---|---|---|---|---|---|
| **A= Approve DD =Develop and Deliver R = Recommend I - Implement IN = Inform C=Consult M=Monitor D= Develop E=Evaluate Rep - Report** | **Academy Leaders** | **Executive Team** | **Academy Committees** | **Trust Committees** | **Trust Board** | **Members** | **Reference** |
| **Vision and Strategic Direction** | | | | | | | |
| Trust Strategic Objective | I | DD,REP | IN | C,M | D,A,M | IN | |
| Academies Strategic Objectives | DD,R,Rep | D,A,M | E,M | (ST) M (FGP) C | | | |
| Trust Development Plan | | DD,Rep | | C,E,R | M,A | | |
| SET Trust organizational vision, culture, values and ethos | I,D,Rep | DD,Rep | IN | | D,A,M | IN | |
| Set Academy organisation vision, culture, values and ethos | DD,Rep | D,A,M | C,M | (ST) IN | | | |
| New Schools to join Trust | IN,C | DD,Rep | IN | C,E,R | E,A,M | IN | |
| Trust Key Performance Indicators (KPI's) | I, IN | DD,R,Rep | IN | C,M,Rep | D,A,M | IN | |
| Academy KPI's | DD,M,Rep | D,A,M,Rep | M | ST - M | | | |
| Stakeholder engagement and voice - including parents, pupils, staff, community and LA | DD,Rep | M,Rep | C,DD,M | ST - M | E | | |
| **A= Approve DD =Develop and Deliver R = Recommend I - Implement IN = Inform C=Consult M=Monitor D= Develop E=Evaluate Rep - Report** | **Academy Leaders** | **Executive Team** | **Academy Committees** | **Trust Committees** | **Trust Board** | **Members** | **Reference** |
| **Compliance** | | | | | | | |
| Equalities | I,Rep | DD,M,Rep | M | (S&P) - C,M | A,M | | |
| Website | D,Rep | DD,M,Rep | M | (A&R) - M,Rep | M | | |
| SEND | DD,Rep | DD,M,Rep | | (ST) M, Rep | A,M | | |
| Employment | I | DD,M,Rep | | (S&P) D,R,M | A,M | | |
| FOI | I | DD,M,Rep | | (A&R) - D,R,M | A,M | | |
| Data Protection | I | DD,M,Rep | | (FGP) R,M | A,M | | |
| Health and Safety | D,I,M | DD,M,Rep | M, Rep | (A&R) D,R,M | A,M | | |
| Safeguarding | C,I,Rep | DD,M,Rep | M, Rep | | A,M,E | | |
| Policy Schedule and Approval | C,I,Rep | D,M,Rep | M, A | A,M | A,M | | All Committees |
| Admissions and Attendance Registers | DD, | A, M | | (ST) M | | | Attend Admission panel |



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| **Appointments** | | | | | | | |
| Appointment and Removal of Trustees | | | | | | A | |
| Appointing Co-opted Trustees | | | | | A | | |
| Election of Chair of Trust Board | | | | | A | IN | |
| Election of Chair and Vice Chair of Trust Board | | | | | A | IN | |
| Appoint Link Trustees | | | | | A | | |
| Board Committee and working group including Academy Committees | | | | | A | | |
| Appoint and Remove Chairs of Board Committees | | | | A | | | |
| Appoint and Remove Company Secretary | | C | | | A & RM | | |
| Appointment of Academy Committees Chair | | | D.R | | A | | Term of 2y |
| Appointment of Academy Committees Vice Chair | | | A | | | | |
| Appointment of Co-opted Governors | | | D.R | | A | | |
| Appointment of Staff Governors | DD | | A | | | | |
| Appointment of Parent Governors | DD | | R | | A | | |
| Appoint Link Governors | | | A,I | | | | |
| Appoint Associate Governors | | | A,I | | | | |
| Appoint and remove the Governance Professional to the Board of Trustees | | | | | A | | |
| Appoint and remove Clerks/Minute Takers to Academy Committees | | Co Secretary | | | | | |
| Appoint Link Trustees | | | | | A | | |
| **A= Approve DD =Develop and Deliver R = Recommend I - Implement IN = Inform C=Consult M=Monitor D= Develop E=Evaluate Rep - Report** | **Academy Leaders** | **Executive Team** | **Academy Committees** | **Trust Committees** | **Trust Board** | **Members** | **Reference** |
| **Governance** | | | | | | | |
| Articles of Association | | | | | I | A | |
| Governance Delegations and terms of reference for committees and Academy Committee's's | IN | DD | C | R | D,A,M | IN | |
| Performance of Board and Committees | | D,M | | | A,E, D, Rep | IN | |
| Performance of Academy Committees | C | D,M | I,Rep | M | | | |
| Ensuring Trustee skill set | | I,C | | | DD,A | IN | |
| Ensuring Academy Committees skill sets | IN,C | D,IN | I,Rep | | M | | |
| Corporate risk register and management including risk strategy, contingency or business continuity planning | C,DD,Rep | DD,M,A,Rep | C | (A&R) D,M,R | A,E,M | IN | Other Commitees |
| External Inspections | DD,R,C,Rep | DD,R,Rep | | | C,E | | |
| External Inspections Education | DD,R,C,Rep | DD,R,Rep | C,E | | C,E | | |
| Managing conflicts of interests and related party transactions | I,D,Rep | I,D,Rep | | (A&R) D,M,R | A,M | | |
| Academy Risk Registers | DD | | D,C,A | | | | |
| **SAT ACADEMY TRUST - SCHEME OF DELEGATION** | | | | | | | |

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|---|---|---|---|---|---|---|---|
| **A= Approve DD =Develop and Deliver R = Recommend I - Implement IN = Inform C=Consult M=Monitor D= Develop E=Evaluate Rep - Report** | **Academy Leaders** | **Executive Team** | **Academy Committees** | **Trust Committees** | **Trust Board** | **Members** | **Reference** |
| **Teaching and Progress** | | | | | | | |
| Quality of Teaching, assessment and Curriculum development for all phases - Trust level | DD, C | DD,R,Rep | | (ST) C,M | M,A | | |
| Quality of Teaching, assessment and Curriculum development for all phases - Academy Level | DD, I | D,M,A,Rep | M | (ST) I | | | |
| Academic Results and destinations | D,I,M | D,M,Rep | M | (ST) I,M,E | | | |
| Pupil Premium and Primary PE and Sport Premium, Recovery Premium | DD,Rep | A,M | M, Rep | (FGP) I, M, E | | | |
| Delivering support for Looked After Children | DD,Rep | A,M | M, Rep | (ST) I,M,E | | | |
| Delivering Careers Guidance | DD,Rep | A,M | M, Rep | (ST) I,M, E | | | |
| Pupil Suspension | E,R,I | E | E | | | | |
| Pupil Exclusion | E,R,I | E | | | E | | |
| | | | | | | | |
| **A= Approve DD =Develop and Deliver R = Recommend I - Implement IN = Inform C=Consult M=Monitor D= Develop E=Evaluate Rep - Report** | **Academy Leaders** | **Executive Team** | **Academy Committees** | **Trust Committees** | **Trust Board** | **Members** | **Reference** |
| **Budget and Finances** | | | | | | | |
| Trust Annual Budget and 3 year strategic plan | C,I | DD,M,I | | (F&GP) C,R,M | A,M | | |
| Academy Annual Budgets and 3 year strategic plan | I,M | DD,M, E | | (F&GP) C,R,M | A,M | | |
| Financial KPI's | | I | | D,R,M | A,M | | |
| Delegated Budgets and Finances | I,Rep | DD,Rep | | (F&GP) R,M | A | | |
| Delivering Monthly Management Accounts and Forecasts | C,M | DD,Rep, M | | (F&GP) M | M, E | | |
| Top Slice Arrangements | | DD | | (F&GP) Rec, M | A | | |
| Cash Management planning and cash flow | I | DD,Rep | | (F&GP) R, M | M | | |
| Annual Accounts and Trustee reports | | DD,Rep | | (F&GP) C<br>(A&R) C,R | A | IN | |
| External Audit | | C,E,I,Rep | | (A&R)Rec,M,I | I | A | |
| Internal Scrutiny | | C,R,I | | (A&R) E,R,M | A | I | |
| Establishing Controls Framework | I | DD,M,Rep | | (F&GP) M,R | I,M | | |
| Financial Operation Regarding investments, returns to the Education and Skills Funding Agency (ESFA), auditors management letter. Response, procurement and value for money | | DD,Rep | | (F&GP) M,R<br>(A&R) M,Rec | A | | |
| Insurance Cover | | DD,Rep | | (F&GP) M,A | IN | | |
| Point of Sale Terminal Refunds | | A | | | | | |
| *Note: A Financial Scheme of Delegation defining specific financial responsibilities and spending limits is Appendix A* | | | | | | | |

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|---|---|---|---|---|---|---|---|
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| **Staffing** | | | | | | | |
| Appointment of CEO and Accounting Officer | C | C | | | DD,R,A | IN | |
| Appointment of CFOO | | DD,R,A | | | C,A | | |
| Appointments of Directors in Executive Team | | C, D,A | | C,R | IN | | |
| Appointment of Principals | | D,A | C | | C | | PANEL |
| Pay and Performance management framework including Executive and Principal Pay | | DD,R,A | | (S&P)D,R,M | A | | |
| CEO Performance Management Review | | | | D | | | PANEL |
| Executive Director Teams performance Management Review | | DD,A | | | | | CEO, TRUSTEE |
| Principals Performance Management Review | | DD,R | C &R | | | | |
| Staff Structure/restructures | D,I | DD,M,A,Rep | IN | (S&P) C<br>(F&GP) C | A | | |
| Continued Professional Development | DD,Rep | DD,M,Rep | | (S&P) M,Rep | | | |
| HR KPI's | I | DD,M,Rep | | (S&P) D,R,M | A,M | | |
| Staff Wellbeing Strategy | DD,Rep | DD,Rep | E,M, Rep | (S&P) DD,Rep | A,M | | |
| *Note: Appointment, dismissal, performance management, disciplinary procedures for all other Trust and Academies staff to be undertaken by relevant governance layer in line with policies and delegations. Note Chair is able to make recommendations during the Principals Performance Management Review* | | | | | | | |
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| **Operations** | | | | | | | |
| Trust Central Services provided to Academies | E | DD,R | | C,R | A,E | | |
| Asset and Premises Maintenance Strategy and delivery maintaining buildings and facilities in | I | DD,Rep | | (F&GP) R, M | A,M | | |
| Acquiring and disposing of Trust Land | | DD,R,Rep | | C,R | A | IN | |
| IT Strategy | D,E | DD,R,Rep,E | | (F&GP) R, M | A | | |
| Climate Strategy | | D | | (F&GP) R, M | A | | |

Appendix A

| ITEM A= APPROVE R=RECOMMEND<br>Definition of a budgeted spend - if it isn't specifically itemised in the budget then it isn't classed as budgeted spend. | Trust Board | Chair of Board | Board Committee | CEO | CFOO | Director of Finance | Management Accountant | Assistant Management Accountant | Executive Principals/ Prinicpals | Head of School | Budget Holders |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Ordering goods and services. Virement of budget between budget headings. Entering in to operating lease agreements. Nett values.** | | | | | | | | | | | |
| Over £50,000 | A | | | | | | | | | | |
| From £30,001 to £50,000 | | | A (F&GP) | | | | | | | | |
| Up to £30,000 | | | | A | | | | | | | |
| Up to £10,000 | | | | | A | | | | | | |
| Up to £5,000 | | | | | | A | | | | | |
| Up to £3,000 | | | | | | | A | | A | | |
| Up to £2,000 | | | | | | | | A | | A | |
| Up to £1,000 | | | | | | | | | | | A |
| | | | | | | | | | | | |
| **Invoice approval** | | | | | | | | | | | |
| Over £30,000 | | A | | | | | | | | | |
| Between £10,001 and £30,000 | | | | A | | | | | | | |
| Between £5,001 and £10,000 | | | | | A | | | | | | |
| Between £3,001 and £5,000 | | | | | | A | | | | | |
| Up to £3,000 | | | | | | | A | | | | |
| Up to £2,000 | | | | | | | | A | | | |
| | | | | | | | | | | | |
| **Authorise Petty Cash up** | | | | | | | | | | | |
| Over £30 (in exceptional circumstances) | | | | A | A | A | | | | | |
| Up to £30 | | | | A | A | A | A | | A | A | |



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| ITEM A= APPROVE R=RECOMMEND<br>Definition of a budgeted spend - if it isn't specifically itemised in the budget then it isn't classed as budgeted spend. | Trust Board | Chair of Board | Board Committee | CEO | CFOO | Director of Finance | Management Accountant | Assistant Management Accountant | Executive Principals/ Prinicpals | Head of School | Budget Holders |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |
| **Payroll/Staffing** | | | | | | | | | | | |
| Authorisation of monthly Payroll and third party payments | | | | A | A | A | A | | | | |
| Change of Leadership Structure (including TLR posts) | A | | S&P Review and Recommend | | | | | | | | |
| Authorisation of staff posts outside of budgeted staffing structure; over £30,000 additional costs | | | S&P Review and Recommend | | | | | | | | |
| Authorisation of staff posts outside of budgeted staffing structure; up to £30,000 additional costs | | | | A | | | | | | | |
| £10,000 additional costs | | | | | A | | | | | | |
| | | | | | | | | | | | |
| **Staff Severance & Compensation Authorisations** | | | | | | | | | | | |
| Handbook (ATH) | | | | | | | | | | | |
| Up to £50,000 | A | | | | | | | | | | |
| | | | | | | | | | | | |
| **Approval of Tenders** | | | | | | | | | | | |
| Over £50,000 | A | | | | | | | | | | |
| Over £30,000 with formal tendering process | | A | A | | | | | | | | |
| Up to £30,000 with three written quotations | | | | A | | | | | | | |
| Up to £10,000 with three written quotations | | | | | A | | | | | | |
| Up to £5,000 with three written quotations | | | | | | A | | | | | |
| £2,001 - £3,000 with three written quotations | | | | | | | | | A | | |
| Documented benchmark value for money attached to PO | | | | | | | | | | | A |

| ITEM A= APPROVE R=RECOMMEND<br>Definition of a budgeted spend - if it isn't specifically itemised in the budget then it isn't classed as budgeted spend. | Trust Board | Chair of Board | Board Committee | CEO | CFOO | Director of Finance | Management Accountant | Assistant Management Accountant | Executive Principals/ Prinicpals | Head of School | Budget Holders |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |
| **Authorisation of disposal of Assets (excluding land and buildings) No net book value without written approval** | | | | | | | | | | | |
| Over £2,000 | A | | | | | | | | | | |
| Over £1,000 up to £2,000 | | | A | | | | | | | | |
| Up to £1,000 | | | | A | A | | | | | | |
| Up to £500 | | | | | | | | | A | | |
| | | | | | | | | | | | |
| **Write off bad debts** | | | | | | | | | | | |
| £5,000 and over, up to allowed limit ATH | A | | | | | | | | | | |
| Between £2,000 - £4,999 | | | A (F&GP) | | | | | | | | |
| Single items up to £1,999 | | | | A | | | | | | | |
| Single items up to £999 | | | | | A | | | | | | |
| | | | | | | | | | | | |
| **Investment Platform Insignis** | | | | | | | | | | | |
| Individual Investment Amount £120k | | | | A | A | A | | | | | |
| Total Investment Amount - unlimited | | | | A | A | | | | | | |
| | | | | | | | | | | | |
| **Signatories for cheques, BACS and other bank transfers** | | | | CEO, CFOO, DoF, Management Accountant | | | | | | | |
| | | | | | | | | | | | |
| **Acquiring Freehold land or buildings** | To follow guidance in the Academy Trust Handbook (ATH) | | | | | | | | | | |
| | | | | | | | | | | | |
| **Disposing of freehold land or buildings** | | | | | | | | | | | |
| | | | | | | | | | | | |
| **Disposing of heritage assets** | | | | | | | | | | | |
| | | | | | | | | | | | |
| **Taking up a leasehold or tenancy agreement on land or buildings from another party of 7 or more years** | | | | | | | | | | | |
| | | | | | | | | | | | |
| **Granting a leasehold or tenancy agreement on land or buildings from another party of any duration** | | | | | | | | | | | |



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