

Saffron Academy Trust

**Scheme of Delegated
Authority**

Spring 2023



Every child deserves to go to a great school

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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 and R A Butler Junior and Infant schools in Saffron Walden, Alec Hunter Academy and Beckers Green Primary School in Braintree, Honywood School in Coggeshall, and Helena Romanes School in Great Dunmow, which is an all-through school.

The Trust also encompasses The Saffron Teaching School Hub, one of the first Teaching School Hubs to be designated nationally. Through the Hub and an extensive range of collaborative partnerships, the Trust provides support, and coordinates initial teacher training and accredited professional qualifications, to a number of other primary and secondary schools 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

The 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 the Trust. The 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 the SoDA.

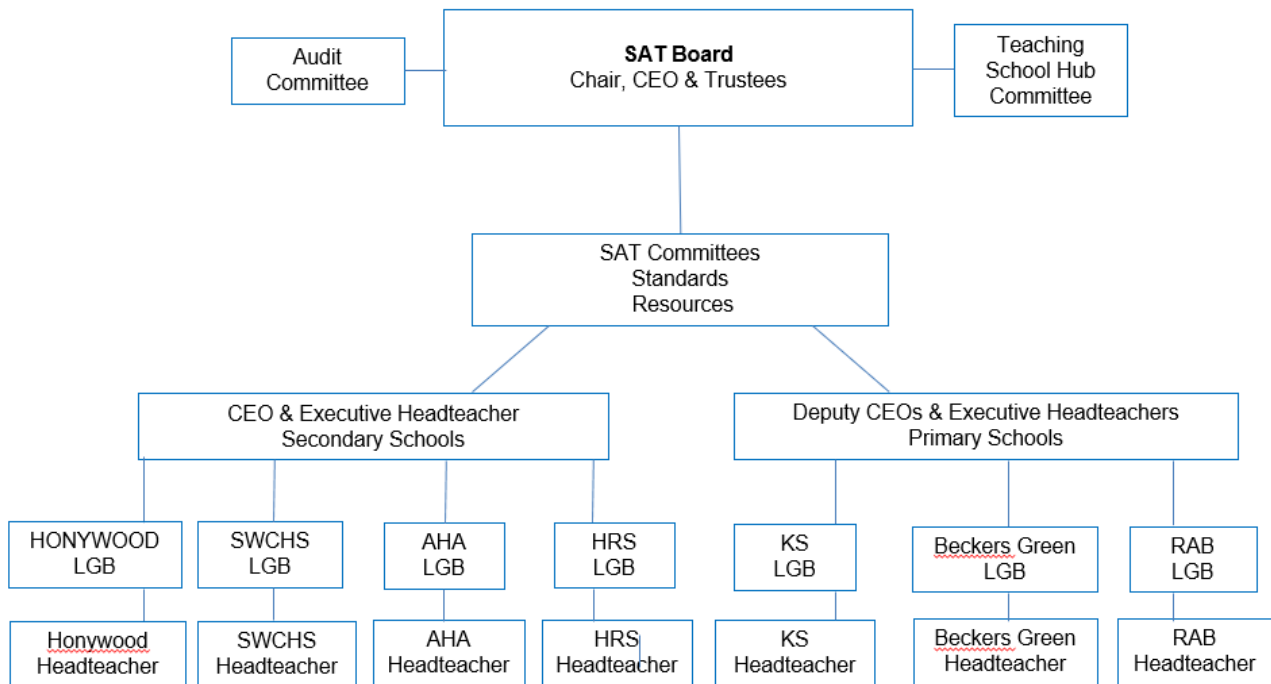
The SoDA should be read in conjunction with SAT's Committee Terms of Reference (see Appendix 1).

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 the SoDA, the Board of Trustees will have regard to any representations of the LGBs. However, the SoDA may only be altered or revoked by the Board of Trustees.

Please note: in this document, the terms 'Academy' and 'School' are interchangeable.

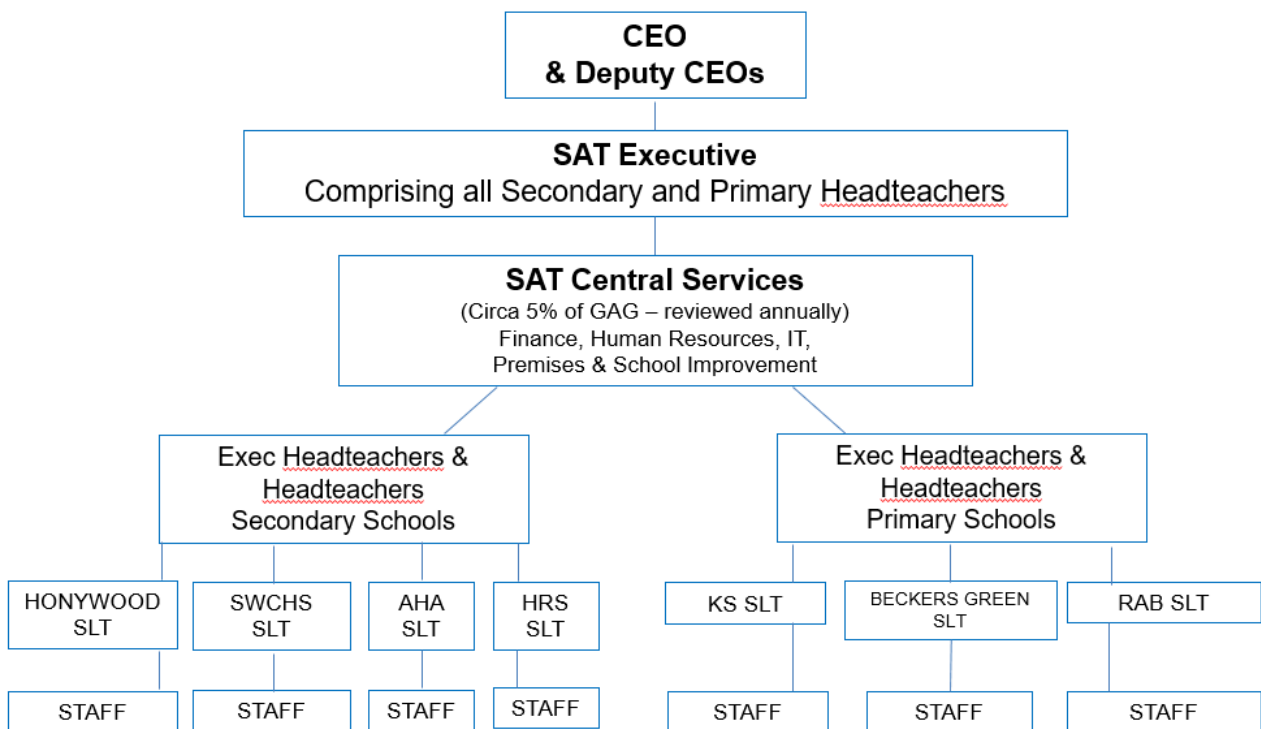
4. SAT'S GOVERNANCE STRUCTURE

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. 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 Academy 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'. They are the guardians of the governance of the Trust and must ensure it carries out its charitable objectives. 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 Trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (within the terms of the Companies Act 2006). They are bound by both charity and company law.

The Trustees are responsible for the general control and management of SAT and, in accordance with the provisions set out in the memorandum and Articles of Association and its funding agreement, are legally accountable for all statutory functions; they do this by carrying out the core governance functions. 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 four committees, SAT Standards, SAT Resources, SAT Audit and the Teaching School Hub Committee to enable greater scrutiny and challenge. The SAT Standards and SAT Resources committees meet on a termly basis and the SAT Audit and Teaching School Hub Committees each meet at least 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:

The Board of Trustees delegates some governance functions to board committees. There are four SAT Committees, as follows:

SAT Standards Committee

The SAT Standards Committee comprises the CEO, Trustees and external advisors. The SAT Standards Committee meets 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 meets 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 Academy LGBs in fulfilling their oversight responsibilities regarding financial reporting, accounting systems, internal controls and risk. The committee primarily comprises independent members with Trustees in attendance. The committee usually meets at least twice a year.

SAT Teaching School Hub Committee

The SAT Teaching School Hub Committee comprises at least three SAT Trustees, including the Chair of the Board and the CEO, as well as independent educationalists. The Director of the Teaching School Hub attends the committee meetings to provide updates on the Hub's activities. The main purpose of the committee is to receive, monitor and challenge the Hub's KPI data and to monitor its budget and ensure it is well-managed.

CEO

The CEO has the delegated responsibility for the operation and day-to-day management 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. 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, or a Deputy CEO. All Academy Headteachers are accountable to their LGBs and to the over-arching Trust.

Local Governing Bodies

Baroness Elizabeth Berridge, in the October 2020 edition of the DfE's Governance Handbook stated:

"Governance has never been more critical to the education of our nation's young people. As Minister for the School System, I see at first hand the impact of governors and governance professionals. The governance duty is, above all, to drive relentless ambition for the young people served by our schools' system, whatever the circumstances".

The Academy 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 four 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, or relevant committee, meeting.

The minutes of the proceedings of a meeting of the LGB shall be drawn up and kept electronically 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 sub-committees 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.

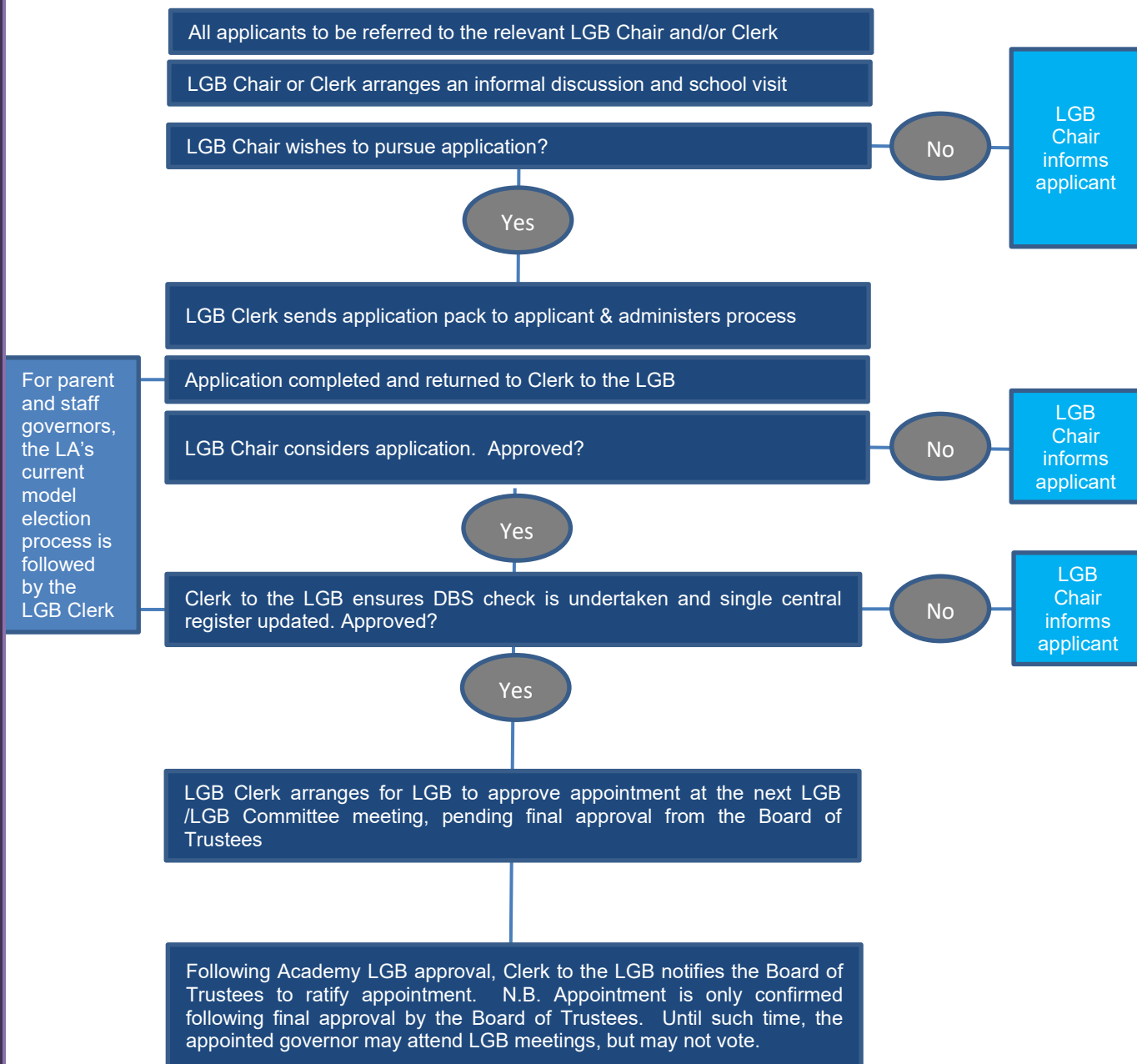
Please see Appendix 1: Terms of Reference for Academy LGBs and Committees

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 SAT governance meetings for the academic year. The LGB Clerk will set the Academy meeting timetable. The Clerks to the LGBs are given a timeframe in which meetings must be arranged, to allow flexibility. The Academy LGB meeting minutes must be available for SAT's Board meetings and Academy LGB committees' meeting minutes must be available for the relevant SAT committees' meetings. The LGB meeting minutes must be sent to the SAT Clerk no later than 10 days before the next relevant SAT meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

6. RECOMMENDED ACADEMY LGB APPOINTMENT PROCESS



Note: Academies follow the local authority's current policies and processes for the recruitment of Staff and Parent Governors via the relevant election process.

7. COMPOSITION OF ACADEMY 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 seven, 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 and must not be disqualified from serving as a governor. 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; for the duration of their employment as Academy Headteacher	N/A
Chair of LGB	1	Annual election	The Chair of the LGB shall be appointed in accordance with the school's level of autonomy (see Table of Responsibilities, below). Where there is an equal division of votes, the appointment shall be made by a majority vote of the SAT Board of Trustees. The Board of Trustees reserves the right to remove or appoint a Chair if the need arises.
Parent governors	2 (recommended)	4 years	Parent governors shall be elected by the parents of the Academy. The recommended number of parent governors is two. 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 (maximum)	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. No more than two elected staff governors shall serve on the LGB at any one time. Ideally, there should be representation from both Teaching and Support staff.
Appointed governors	N/A	4 years	Appointed governors are recommended by the LGB but are subject to approval by the Board of Trustees.
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.

8. LGB REMOVALS AND DISQUALIFICATIONS

A Governor shall no longer serve on the LGB if any of the following apply:-

- 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;
- 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 sequestered 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 schools rated Ofsted grade 1 (Outstanding) and grade 2 (Good or better in **all** categories), the Board of Trustees delegates high levels of autonomy to the LGB as set out in section 10 (Table of Responsibilities– High Levels of Autonomy). Schools that are not Good in all categories, or are graded 3 (Requires Improvement) or 4 (Inadequate) by Ofsted, will operate under the lower level of autonomy as set out in section 10 (Table of Responsibilities– Lower Levels of Autonomy).

If at any time any of the following apply:

- a) The academic performance of the Academy becomes a cause for concern to the Board of Trustees;
- 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; or
- d) The LGB is dysfunctional;

the Board of Trustees may change the authority delegated to the LGB as set out in section 10 (Table of Responsibilities – High & Lower Levels of Autonomy) until such time as the Board of Trustees is 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 academies, 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 & LOWER LEVELS OF AUTONOMY

Duties are delegated through a Headteacher's or one of the SAT Committees' 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	Academies operating under a high level of autonomy	Academies operating under a lower level of autonomy
People		
Members Appoint/Remove	The Members appoint and remove members in accordance with the Articles of Association.	The Members appoint and remove members in accordance with the Articles of Association.
Trustees Appoint/Remove	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.	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.
Chair and Vice Chair of SAT Board Appoint/Remove	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.	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.
Chair and Vice Chair of SAT Standards, Resources and Teaching School Hub Committees	The Trustees elect the Chair and Vice Chair of the SAT Standards, Resources and Teaching School Hub Committees.	The Trustees elect the Chair and Vice Chair of the SAT Standards, Resources and Teaching School Hub Committees.
Clerk to the Board of Trustees Appoint/Remove	The Trustees appoint and remove the Clerk to the Board of Trustees.	The Trustees appoint and remove the Clerk to the Board of Trustees.
Clerk to the LGB	The LGB recommends the appointment and removal of the Clerk for the LGB and notifies the Board for approval.	The LGB recommends the appointment and removal of the Clerk for the LGB and notifies the Board for approval.
LGB Chairs Appoint/Remove	The LGB is responsible for the appointment of the Chair for the LGB and notifies the Board of Trustees for approval. The LGB Chair can hold this position for a maximum of 9	The Board of Trustees is responsible for the appointment of the Chair for the LGB, taking the recommendation of the LGB into consideration. The LGB Chair can hold this

	years at any one Academy. The Board reserves the right to extend this period of service if it is in the interests of the Academy.	position for a maximum of 9 years at any one Academy. The Board reserves the right to extend this period of service if it is in the interests of the 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.	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.	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 and Appointed Governors Appoint/Remove	Following the SAT recruitment process, recommend the appointment and removal of LGB Co-opted/Appointed governors. The Board of Trustees approve the appointment and remove the LGB Co-opted/Appointed governors.	Following the SAT recruitment process, recommend the appointment and removal of LGB Co-opted/Appointed governors. The Board of Trustees approve the appointment and remove the LGB Co-opted/Appointed 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.	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.	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 may, in exceptional circumstances, propose amendments for the Board's consideration.	The Board of Trustees is responsible for producing and approving the Scheme of Delegation. The LGB may, in exceptional circumstances, propose amendments for the Board's consideration.
Register of Business Interests	The LGB compile and update the register, individual Trustees, LGB governors and senior leadership staff are responsible for completing, submitting and reviewing their own register of business interest forms.	The LGB compile and update the register, individual Trustees, LGB governors and senior leadership staff are responsible for completing, submitting and reviewing their own register of business interest forms.
Publishing SAT Governance	The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the	The Clerk to the Board is responsible for publishing and maintaining governance documents and information on the

Information on the SAT Website	SAT website, compliance to be monitored by the Board of Trustees.	SAT website, compliance to be monitored by the Board of Trustees
Publishing LGB Governance Information on the Academy's Website	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	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.
Terms of Reference for the Board of Trustees Agree and Review	The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.	The Clerk to the Board is responsible for producing the Terms of Reference and taking it to the Board of Trustees for approval.
Terms of Reference for the LGBs Agree and Review	The Board produces the Terms of Reference for LGBs. The LGB may propose amendments for the Board's consideration.	The Board produces the Terms of Reference for LGBs. The LGB may propose amendments for the Board's consideration.
Annual Cycle of Business for the SAT Board Agree and Review	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.	The Clerk to the Board is responsible for producing the Annual Cycle of Business and taking it to the Board of Trustees for approval.
Annual Cycle of Business for the LGB Agree and Review	The Clerk to the LGB is responsible for producing the Annual Cycle of Business.	The Clerk to the LGB is responsible for producing the Annual Cycle of Business.
LGB Agenda Template	The Clerk to the LGB is responsible for producing the Agenda Template and taking it to the Board of Trustees for approval.	The Clerk to the Board is responsible for producing the Agenda Template.
LGB Minute Template	The Clerk to the LGB is responsible for producing the Minute Template.	The Clerk to the LGB is responsible for producing the Minute Template.
Holding to Account		
Monitoring and evaluating the effectiveness of compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information Governance.	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.	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.

Performance Management of the CEO	The Board of Trustees is responsible for the performance management of the CEO.	The Board of Trustees is responsible for the performance management of the CEO.
Performance Management of Deputy CEO	The CEO is responsible for those aspects of the Deputy CEO's role which relate directly to the Trust. The LGB is responsible for those aspects of the Deputy CEO's role which relate to the Academy. The LGB leads the process, with contribution from the CEO.	The CEO is responsible for those aspects of the Deputy CEO's role which relate directly to the Trust. The LGB is responsible for those aspects of the Deputy CEO's role which relate to the Academy. The LGB leads the process, with contribution from the CEO.
Performance Management of the Academy Headteacher	The CEO, or a Deputy CEO, and LGB contribute to the performance management of the Academy Headteacher. The LGB leads this process. Where the CEO is also the Academy Headteacher, the Headteacher function is performance managed by the LGB of the Academy.	The CEO, or a Deputy CEO, undertakes the performance management of the Academy Headteacher with contribution from the LGB. Where the CEO is also the Academy Headteacher, the Headteacher function is performance managed by the LGB of the Academy.
CEO pay award	The Board of Trustees approve the pay award for the CEO, in line with SAT's Pay Policy.	The Board of Trustees approve the pay award for the CEO, in line with SAT's Pay Policy.
Academy Headteacher pay award	The CEO approves the Academy Headteacher's pay award in line with SAT's Pay Policy, in conjunction with recommendations from the LGB.	The CEO approves the Academy Headteacher pay award in line with SAT's Pay Policy, in conjunction with recommendations from the LGB.
CEO Appoint and Dismiss	The Board of Trustees appoint and dismiss the CEO.	The Board of Trustees appoint and dismiss the CEO.
Academy Headteacher Appoint and Dismiss	The Board of Trustees determines the selection panel and appoint and dismiss the Academy Headteacher, taking into account recommendations of the LGB.	The Board of Trustees determines the selection panel and appoint and dismiss the Academy Headteacher, taking into account recommendations of the LGB.
SAT Committees	The Board of Trustees determines the structure of the SAT Committees.	The Board of Trustees determines the structure of the SAT Committees.
SAT Central Service Team Appoint and Dismiss	The CEO appoints and dismisses the SAT Central Services Team.	The CEO appoints and dismisses the SAT Central Services Team.
Senior Leadership Team Appoint and Dismiss	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	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
Academy Staff	The Academy Headteacher appoints Academy Staff within the	The Academy Headteacher appoints Academy Staff within

Appoint and Dismiss	agreed staffing structure. The Academy Headteacher can dismiss Academy Staff in accordance with the SAT Discipline Policy	the agreed staffing structure. The Academy Headteacher can dismiss Academy Staff in accordance with the SAT Discipline Policy
SAT Strategy		
SAT Vision and Strategy, Determine, Deliver and Performance Manage	The Board of Trustees determines and performance manages the SAT Vision and Strategy, delegating the responsibility for the delivery of the strategy to the CEO.	The Board of Trustees determines and performance manages the SAT Vision and Strategy, delegating the responsibility for the delivery of the strategy to the CEO.
School Improvement, Determine, Deliver and Performance Manage	The LGB approves and delivers the School Improvement Plan for the Academy, with the Board of Trustees monitoring delivery and performance.	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.
SAT Policies Determine, Review & Update	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.	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.
Academy Policies Determine, Review & Update	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.	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.
Contribution to the Central Fund, Agree and Manage	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.	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.
Central services, Agree, Implement and Manage	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.	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.
Centrally procured contracts and SLAs	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 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.	the effectiveness of the delivery of these contracts and SLAs for their Academy.
SAT Risk Register, Establish, Monitor and Review	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.	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.
Academy Risk Register, Establish, Monitor and Review	The LGB establishes and monitors the Academy risk register, using the SAT Risk Register template. The Board of Trustees approves the Academy 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.	The LGB establishes and monitors the Academy Risk Register, using the SAT Risk Register template. The Board of Trustees approves the Academy 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.
Budget Setting For Academy, Determine, Approve and Monitor	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.	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.
Budget Setting for SAT, Determine, Approve and Monitor	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.	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.
Academy Staffing Structure	The LGB proposes changes to the Academy Staffing Structure within the Academies' agreed budget. This is monitored by the SAT Resources Committee.	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.
Academy staff Performance Management and Pay Progression	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.	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.
SAT Central Services Staff Performance	The Board of Trustees establishes and annually reviews the performance management policy and the CEO implements the	The Board of Trustees establishes and annually reviews the performance management policy and the CEO implements

Management and Pay Progression	policy and award pay progression in line with the SAT Pay Policy.	the policy and award pay progression in line with the SAT Pay Policy.
Ensuring Financial Probity		
SAT Policy on Financial Delegation, Establish and Review	The SAT Resources Committee establishes the Financial Delegation policy and the LGB implement the policy within their individual Academy.	The SAT Resources Committee establishes the Financial Delegation policy and the LGB implement the policy within their individual Academy.
Appointment of External Auditors	The SAT Resources Committee proposes the appointments of external auditors to the Board of Trustees for approval.	The SAT Resources Committee proposes the appointments of external auditors to the Board of Trustees for approval.
External Auditor Reports Receive and Respond	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.	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.
SAT Procurement Policies	The SAT Resources Committee propose the procurement policies to the Board of Trustees for approval.	The SAT Resources Committee propose the procurement policies to the Board of Trustees for approval.
Performance and Curriculum		
Academy Development Plan	The LGB propose, approve and review the Academy Development Plan.	The LGB propose the Academy Development Plan for approval and review by the Board of Trustees.
Academy Curriculum Plan	The LGB propose and approve the Academy Curriculum Plan.	The LGB propose the Curriculum Plan for approval by the Board of Trustees.
Reporting to SAT Standards Committee	Schools report performance via 'School on a Page' termly updates to the Committee.	Schools report performance via 'School on a Page' termly updates to the Committee. In addition, the Headteacher attends all SAT Standards Committee meetings and provides a report on school improvement.
School Organisation		
Academy Day Times	If an Academy wishes to significantly change the overall 'footprint' of its day (i.e. the start and finish times), they should seek approval from the Trust Board before going to public consultation.	If an Academy wishes to significantly change the overall 'footprint' of its day (i.e. the start and finish times), they should seek approval from the Trust Board before going to public consultation.
Dates of Academy Terms and Holiday	Academies are at liberty to determine when they use their training days but, by and large, should adhere to the LA term dates. Any proposed significant change to these dates	Academies are at liberty to determine when they use their training days but, by and large, should adhere to the LA term dates. Any proposed significant change to these dates

requires approval from the Trust Board.

requires approval from the Trust Board.

Admissions

Admissions Policy

The LGB is responsible for determining and publishing the Academy's Admissions Policy each year, in accordance with the School Admissions Code. The LGB is also responsible for consulting on any proposed changes to the Academy's policy, in accordance with the procedure set out in the School Admissions Code. The LGB must seek prior approval for any changes from the Board of Trustees in the spring term before the autumn term in which the consultation process will take place.

The LGB is responsible for determining and publishing the Academy's Admissions Policy each year, in accordance with the School Admissions Code. The LGB is also responsible for consulting on any proposed changes to the Academy's policy, in accordance with the procedure set out in the School Admissions Code. The LGB must seek prior approval for any changes from the Board of Trustees in the spring term before the autumn term in which the consultation process will take place.

Admissions Applications and Prospectus

The LGB is responsible for decisions relating to admissions applications and approving the admissions prospectus.

The LGB is responsible for decisions relating to admissions applications and approving the admissions prospectus.

Exclusions

Exclusions

The LGB considers parents'/carers' 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.

The LGB considers parents'/carers' 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.

Complaints

Complaints

The LGB is responsible for investigating complaints from parents/carers in accordance with the process set out in the SAT Complaints Policy.

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TERMS OF REFERENCE FOR ACADEMY LGBs & COMMITTEES

Academy LGB

The Academy LGB will operate in accordance with the Trust's Scheme of Delegated Authority, under its designated level of autonomy.

Membership

A minimum of seven members, to include:

- Two elected parents
- One elected members of staff
- Four committee members appointed by the trust, one of whom will be the chair

The headteacher will be in attendance; the clerk will convene and minute meetings

Quorum

A minimum of three committee members appointed by the trust

Meetings

Four meetings a year, two in the autumn term, one in the spring term and one in the summer term

Reporting

Minutes to be submitted to the trust within three weeks of the meeting/or no later than 10 days prior to the next full Trust Board meeting, whichever is sooner.

Functions

Academy LGBs are responsible for the link between the trust and the parents and the community, feeding into the trust's oversight and management of the school. The board delegates to them the following functions:

1. Developing an understanding of how the trust and the school are led and managed by:
 - 1.1 Building an understanding of the trust's ambitions for the school and its pupils – its vision and strategy and how this is realised at school level
 - 1.2 Knowing the trust's values and becoming familiar with key policies, understanding how these work in practice so that they are creating a healthy culture for all
2. Being the link with parents and the community by:

- 2.1 Building a knowledge of parents' views and the community context
 - 2.2 Ensuring that trustees and the CEO are aware of parents' and community views
 - 3 Monitoring the work of the school, escalating any concerns to the CEO and/or trustees by:
 - 3.1 Scrutinising reports on the school's progress with achieving its ambitions
 - 3.2 Scrutinising reports on how the school complies with key policies
 - 3.3 Visiting the school during the school day and attending events
 - 4 Reviewing key decisions made by the Headteacher e.g. pupil exclusions and responses to complaints
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Academy LGB Committees

Saffron Academy Trust (SAT) and (where appropriate) the Local Governing Body will appoint the members of the LGB committees at the first meeting of the new school year. At their first meeting following their appointment, committee members will elect a Chair and Deputy Chair to serve for the year.

Resources & Staffing Committee

Membership

To comprise a maximum of 11 Governors including the Headteacher and/or a member of the Academy's SLT/LG deputising for the Headteacher and at least one Parent Governor, one Staff Governor and one appointed Governor. A member of the Central Services finance team will attend at least 3 LGB Resources & Staffing Committee meetings per annum. By arrangement, Central Services will provide a member of staff to attend further meetings of the committee if required. The committee shall invite, as required, any relevant expert to the meeting, either externally or from within the Trust, to provide advice and information. The Chair of the Governors is an ex officio member of this committee.

Chairpersonship A Governor excluding the Headteacher or Chairperson of the SAT Resources and any Staff Governor and the Chairperson of other non-statutory committees.

Clerk The Clerk to the Governors

Quorum Three Governors other than the Headteacher

Frequency of Meetings Once per term, or additionally as required

Minutes To be circulated to the members of the committee and to the Local Governing Body, and to the SAT Resources Committee (no later than 10 days prior to the next SAT Resources Committee meeting)

Terms of Reference

- 1 To make recommendations to the Local Governing Body concerning the general condition, security, usage and development of the school buildings and their fabric and sites; the provision of resources and services; any proposal for the acquisition or disposal of buildings,

site and equipment where grant funding has been obtained; and health and safety requirements.

In particular, the committee will:

- 1.1 Develop the long term plan for buildings and site to meet any curriculum, capacity and health and safety requirements;
 - 1.2 In conjunction with the (school's building consultants/architects), and as advised by the SAT Head of Facilities and Operations, oversee the production of any capital bid; the allocation and claim of any formula allocation grant; the planned maintenance programme for both the premises and the site; and the progress and standard of work being undertaken by building contractors;
 - 1.3 Consider and progress any project to improve existing or to provide new facilities/services;
 - 1.4 Oversee the setting up of contracts for services as determined by the Local Governing Body;
 - 1.5 Consider where it is appropriate to use contract services or in-house services, including cleaning, grounds maintenance and catering and to monitor same from time to time;
 - 1.6 Review the school's health & safety policy on an annual basis; and monitor health & safety matters by receiving the minutes of the Health & Safety Committee and regular reports from the SAT Head of Facilities and Operations; receive an annual report on H&S training carried out;
 - 1.7 Ensure that arrangements are in place to maintain the cleanliness and tidiness of the school site;
 - 1.8 Oversee arrangements for lettings and community use:
 - 1.9 Receive regular reports from the SAT Head of Facilities and Operations on the Asset Management Plan.
2. The committee will monitor the school's budget. It will receive the outturn following the end of every financial year. It will monitor progress against the current budget and receive and review the budget for the following financial year, making recommendations as necessary to the SAT Board.

In particular, but without limitation to, the committee will have oversight of and monitor the expenditure of the following cost centre areas; Catering, Letting, Scheduled Maintenance, Ongoing Maintenance, all Capital Projects, all ICT expenditure and Capitation accounts. The committee shall have the right to refer any concerns they may have in respect of such expenditure to the relevant individual or committee, or to the LGB for discussion.

3. To develop and keep under review policies relating to the employment, recruitment, selection, appointment, promotion, appraisal, grievance, discipline, redundancy/early retirement, remuneration and terms and conditions of employment of all staff.
- In particular, the committee will:

- 3.1 Recommend to the Governing Body any changes necessary to fulfil current employment legislation.
- 3.2 Ensure that statutory requirements for safeguarding are in place for the recruitment of staff.
- 3.3 Receive, consider and make recommendations to the Governing Body (acting on behalf of the Saffron Academy Trust) on the overall staffing provision of the school, including the management structure and salaries and to encourage good management practice.
- 3.4 Ensure Headteacher performance management is carried out.
- 3.5 Recommend the names of Governors to the Governing Body to serve on the selection panel for any Headteacher or Deputy/Assistant Headteacher appointment. Teaching staff appointments up to and including TLR 2A are delegated to the Headteacher. For posts carrying TLR 1B and above, a member of the Governing Body will be on the appointment panel.
- 3.6 Monitor the staff performance management arrangements.
- 3.7 Approve the annual plan for staff in-service training.
- 3.8 Ensure that arrangements are in place for the induction of new staff.
- 3.9 Monitor and review staff consultation processes.
- 3.10 Ensure that all staff are aware that they can contact Essex County Council for advice on pensions.
- 3.11 Recommend the adoption of policies related to equal opportunities in relation to the staff of the school, e.g. gender and disability.
- 3.12 Keep under review the school's pay policy; to receive recommendations from the school management, having taken appropriate consultation through the school's consultative mechanism for staff.
- 3.13 Consider and recommend additional benefits to employees outside remuneration.

Standards & Education Committee

The committee will monitor the provision of education to pupils at the Academy and ensure that it is at the highest possible standard and of benefit to the full range of students.

Membership

To comprise a maximum of 11 Governors including the Headteacher, at least one Parent Governor, one Staff Governor and one appointed Governor. The Deputy Head(s) and Assistant Head(s) as relevant to be in attendance. The Chair of Governors is an ex officio member of this committee.

<i>Chairpersonship</i>	Any other Governor excluding the Headteacher and any Staff Governor and the Chairperson of other non-statutory committees.
<i>Clerk</i>	The Clerk to the Governors
<i>Quorum</i>	Three Governors other than the Headteacher
<i>Frequency of Meetings</i>	Once per term, or additionally as required
<i>Minutes</i>	To be circulated to the members of the committee and to the Governing Body, and to the SAT Standards Committee (no later than 10 days prior to the next SAT Resources Committee meeting)

Terms of Reference

- 1 To review and monitor the school's educational policies on a two-year cycle, in line with statutory responsibilities and the schedule laid down by the LGB.
2. To receive and monitor curriculum area development plans.
3. To ensure that teaching programmes are:
 - free of any form of indoctrination;
 - comply with equal opportunities legislation
 - attend to any special educational needs of pupils being taught in the school.
4. To review the school's curriculum complaints procedure.
5. To review the school's Special Educational Needs & Disabilities (SEND) code of practice, in consultation with the Headteacher and the Special Educational Needs & Disabilities Co-ordinator.
6. To recommend to the Governing Body the times for the start and finish of the school day and the lunch-time period, together with the dates for the beginning and end of school terms and half-term breaks.
7. To oversee annually the curriculum plan and associated staffing levels.
8. To monitor the school's annual self-review process, including evaluation and inspection procedures.
9. To ensure appropriate arrangements for the pastoral care of pupils, including recommending governor appointments with responsibility for statutory tasks, e.g. special needs, child protection.
10. To receive reports on a regular basis from the school management on attendance, exclusions, CP referrals, racist incidents & bullying.
11. To review external examination performance measures, both attainment and progress.

NB: Other committees may be convened as required. In this instance, Academies will follow the relevant current model policy provided by the local authority.