

INTRODUCTION

For the Saturn Education Trust to operate effectively, there must be broad agreement on the way that matters of strategy, policy and operation are delegated to committees and individuals. This document describes the Trust's approach in terms of:

1. The appointment of Members and Directors
2. Delegation to Local Governing Bodies and other committees
3. Organisational Responsibilities and Reporting
4. Policies

MEMBERS AND DIRECTORS (aka Trustees)

The members of any academy trust have a different status from the directors. The members are the original subscribers to the Trust's Memorandum of Association, plus any other individuals permitted to become members under its articles of association. Members have an overview of the governance arrangements of the Trust and have the power to appoint directors and remove these directors. Members can amend the articles and may do so to support stronger governance arrangements.

While members can also be directors, retaining some distinction between the two layers ensures that members, independent of directors, provide oversight and challenge. Structures in which members are also employees are not considered by DfE to be an effective model of governance for a multi-academy trust.

The members of the Trust are:

1. The Salisbury Diocese Board of Education
2. The Very Reverend John Mann; current Ex-Officio Governor at St Mark's Swanage
3. Mr Stephen Turnock; formerly Foundation Governor at Wareham St Mary Primary
4. Mr Keith Sutton; formerly Head of Bovington Middle School and formerly Director of Saturn Education Trust
5. The Chair of the Board.

Directors are the people responsible under the Trust's Articles of Association for controlling its management and administration. They constitute the Management Board of the Trust. They have responsibility for directing its affairs, and for ensuring that it is solvent, well-run, and delivering the trust's charitable outcomes for the benefit of the public.

Directors **must** ensure that they fully understand their duties as company directors and charity trustees. The duties of company directors are described in sections 170 to 181 of the Companies Act 2006. The role and duties of charity trustees are described by the Charity Commission in their guidance "CC3: the essential trustee: what you need to know".

At the Board meeting in February 2016 it was agreed that each Director should 'take the lead' in a specific area ("portfolio"). These portfolios provide a focus point for leading debate; supporting and challenging schools; coordinating and improving the performance of the LGBs (where appropriate) and ensuring that the Board (or its sub-committees) schedule sufficient time to provide appropriate oversight and direction.

The directors of the Trust, their appointing body, and their respective portfolios, are:

Person	Appointing Body	Portfolio
Brendan Mullany	Members	Vulnerable Children
Lara Manningham-Buller	Members	Staff Development and Performance Management
Dai Hounsell	Members	Safeguarding
Sally Craig	Ex-Officio	CEO of the Trust (Interim)
Ian Jackson (Revd)	Members	Parents, Community and Partners
Tim Evans	Co-opted	Risk Management
Annette Hansford	Co-opted	Finance and Procurement
Louis Bonay	Members	Premises, Health and Safety
Adam Darley	Members	Teaching and Learning
Tristram Hobson	Members	Teaching and Learning

DELEGATION

The Trust is governed by the Management Board which is ultimately accountable to the Secretary of State for the overall performance (educational and financial) of the Trust.

Local Governing Bodies

Each school within the Trust has a local governing body, constituted in the same manner as the former school governing bodies, with the exception that there is no requirement for a Local Authority Governor.

The Trust Management Board delegates the following responsibilities to each Local Governing Body:

- to set and periodically review the school aims and objectives
- to review and approve the school's self-evaluation, including consideration of external reports and assessments
- to review, approve and monitor the school performance targets and development plan
- to monitor progress and attainment of all pupils, including analysis for all key cohorts and vulnerable groups
- to review the curriculum policy and ensure that all areas of the curriculum are periodically reviewed, assessed and developed as needed and desired
- to report as required to the Trust Management Board on matters including, but not limited to, pupil progress and attainment, improvement initiatives, spending of targeted budgets (eg: Pupil Premium, Sports funding) and attendance
- to review and approve school brochures and annual report to parents
- to set targets for, and review the performance of, the Head of School in partnership with the CEO of the Trust
- to appoint local governors for safeguarding and health & safety and receive periodic reports from the same
- to review, approve and monitor academy attendance, behaviour and bullying policies

- to review the school staffing structure including key roles and responsibilities for approval by the Board
- to advertise as required and appoint staff (with the exception of the Head of School) to fulfil agreed vacancies in the approved staffing structure
- to review staff satisfaction and survey outcomes
- to review parent satisfaction and survey outcomes
- to ensure the school adopts defined Trust policies and develops local school policies as required
- to agree how the school discretionary budget should be used and ensure effective monitoring and control of all aspects within the school's control
- to maintain a Register of Business and Pecuniary Interests for all governors and senior school staff with financial responsibilities.
- to review the governing body's effectiveness and identify required recruitment, training and development.

Each Local Governing Body must publish its terms of reference including its constitution and organisation. It must ensure that proper and appropriate mechanisms are in place to elect governors to the LGB and to elect a Chair and Vice Chair each year. The clerk to the LGB must maintain a register of business and pecuniary interests in the form defined by the Trust.

Note: The school discretionary budget relates to those aspects of the budget which are within the immediate control of the Head of School, principally the budgets for supply teachers, schools trips, pupil led capitation for books and educational materials.

Finance, Pay and Audit Committee

The Trust Management Board delegates the following responsibilities to the Finance, Pay and Audit Committee:

- to review the risks that the Trust recognises and advise the Board of the appropriateness of the risk assessment and management strategies
- to put in place appropriate and effective internal and external audit processes
- to ensure that the Trust has effective processes for planning and overseeing all contracts
- to ensure that the Trust has an effective performance management process
- to advise the Board on the financial planning and budget setting for the Trust
- to monitor the agreed budget throughout the year and advise the Board on any substantive deviation from the budget or budget forecast
- to review pay awards annually for all staff across the Trust.

Academic Board

An Academic Board, consisting of the CEO, Heads of School plus any co-opted advisors, supports the CEO:

- to monitor the progress and development of pupils across all academies
- to develop, and monitor the success of, the Trust Development Plan
- to recommend processes and partners such that the Trust can be assured, through external challenge, of the veracity of its internal assessment, development plans and improvement effectiveness

- to identify any aspects of the Trust's operations that might benefit from better collaboration and propose appropriate strategies to deliver benefits to the Trust as a whole.

It has no directly delegated powers from the Board.

Additional Committees

In addition, four additional panels that are established as and when required to operate across the Trust:

Personnel Panel

- to consider and make any initial decisions about matters relating to staff capability, discipline and dismissal
- to consider and make any initial decisions about matters relating to staff redundancy
- to consider and make any initial decisions about matters relating to staff retirement.

Personnel Appeals Panel

- hearing any appeal in respect of a decision taken by the Personnel Panel.
- hearing any appeal in respect of a decision taken by the Finance, Pay and Audit Committee.

Pupil Discipline Appeals Panel

- hearing any appeal from pupils and their parents/carers on permanent and temporary exclusions
- discuss a concern about the number of temporary exclusions a pupil has received, or if an excluded pupil is likely to miss public examinations.

Upon identification of the need for one of the above panels, the CEO will advise the Chair of the Trust who will invite Directors, Governors and advisors as appropriate.

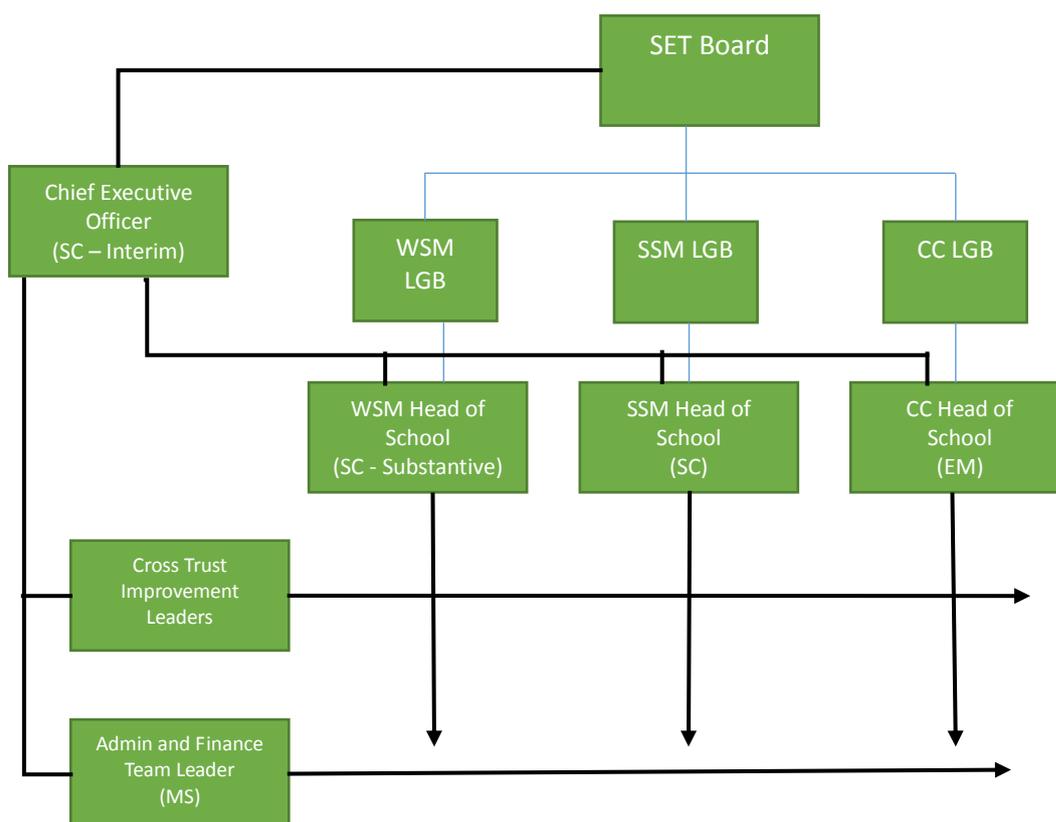
CEO Performance Management Panel

- to set objectives for the CEO in accordance with the Appraisal Policy drawing on external advice as required
- to regular review progress against the agreed objectives
- to evaluate annual performance and make pay recommendations as deemed appropriate to the Finance, Pay and Audit Committee.

The membership of the CEO performance panel will be agreed at the first Board meeting of each year.

ORGANISATION STRUCTURE AND REPORTING

The following diagram illustrates the organisational structure:



SC – Sally Craig

EM – Emma Morgan

MS – Malcolm Sevenoaks

The prior organisational arrangements within each school continue as academies with the exception that two new roles have been created (CEO and Trust Administration & Finance Team Leader). These roles have an impact on the responsibilities of Heads of School and school administration and finance staff. These are as follows:

CEO Role (reports to the Trust Management Board):

- ensure the Trust fulfils all its legal and regulatory requirements
- understand the national and local context for education and ensure these are reflected in local priorities
- develop (with the Management Board), and lead delivery of, the strategic vision for the Trust
- ensure (with the Academic Board) that the curriculum across all schools develops to meet the current and future educational needs
- evaluate all schools' performance, identify with the Academic Board priorities for improvement and ensure delivery of agreed improvements and targets
- ensure that the overall strategy for pupils with special educational needs and disabilities is effective and complies with national guidelines and expectations
- recruit, manage and ensure the development of the Trust leadership team
- to set targets for, and review the performance of, the Heads of School in partnership with Local

Governing Bodies

- ensure the proper management of finance and budgets, including acting as the Trust Accounting Officer
- ensure that third party agencies are delivering the services that schools require
- ensure the health, safety and safeguarding of all staff and pupils
- market and promote the Trust to parents and the community
- develop and expand the Trust.

Head of School role (reports to the CEO and the Local Governing Body):

- evaluate school performance, identify priorities for improvement and ensure delivery of agreed improvements and targets
- ensure that the education and care of all pupils with special educational needs and disabilities aligns with the Trust's strategy
- ensure that teaching in all classrooms is always good with the majority of lessons outstanding
- manage behaviour and attendance
- recruit, manage and ensure development of teaching staff including Teaching Assistants
- ensure the proper management of local school discretionary budgets
- respond to day to day management issues in schools
- ensure the health, safety and safeguarding of all staff and pupils
- develop and maintain the ethos of school including RE and faith distinctiveness as appropriate.

A Head of School does NOT have the authority to create new roles within or beyond the agreed school structures. All new appointments must be approved by the CEO. A Head of School may NOT approve expenditure outside of the school discretionary budget, irrespective of whether the sum lies within the approved authority limit.

The Administration & Finance (A&F) Team Leader role (reports to the CEO):

- ensure the effective management, development and utilisation of all finance and administrative staff.
- lead budget setting, monitoring and management across the Trust and lead 'best value' processes
- ensure that all finance and administrative areas fully meet the Trust's management, regulatory and compliance requirements; areas to include finance, procurement, HR, payroll, IT, health & safety, asset management and buildings management.
- maintain effective working relationships with key partners including the Trust's auditors and the Education and Funding Agency.
- contribute to the development of the Trust's three year plan.

A key aspect of the A&F Team leader is the organisation of work within school offices to ensure that, where appropriate, the Trust simplifies and consolidates support activities. To the end, the following activities will be integrated across the Trust:

- Budget development, monthly spend analysis, benchmarking and central (EFA, DfE, DCC) reporting

- Finance and administrative staff management
- Staff absence, census, payroll, pensions and contracts management
- Contract specification, selection and management
- Asset valuation, reporting, depreciation and write-off
- ICT strategy, planning, purchasing and installation
- Health and Safety strategy, policy and reporting
- Lettings strategy, policy and reporting
- Building development and maintenance strategy, policy and reporting.

These activities will be undertaken either by the A&F team leader directly or will be delegated to one of the team to undertake on behalf of the whole Trust. In addition, A&F staff will continue to provide **local school support** including:

- Ordering, receipt, invoice matching and processing of local orders (usually raised against pre-approved suppliers)
- Hot School meal ordering and payment (where not done directly with the supplier)
- School reception, visitor management (inc DBS checks), on-site safety
- Pupil attendance recording and support of absence management
- Lettings administration including reservations, payments and management
- First line management of repairs and maintenance
- Parental communications (letter, texts, emails etc).

School A&F staff will report to the Finance and Administration Team Leader.

Financial Authority Limits

The delegation of financial authority is defined in the Trust Finance Policy.

POLICIES

The Trust maintains a list of required policies setting out responsibilities for update and management which all schools are required to adopt.

REVIEW

This scheme of Delegation will be reviewed annually by the Board at its first meeting of each academic year.