

The Thinking School Academy Trust

Scheme of Delegation



Version	Approval Date	Ratified by	Scheduled review date
1.1	March 2024	Board of Directors	March 2025
1.2	July 2024	Board of Directors	September 2024
1.3	October 2025	Board of Directors	December 2026

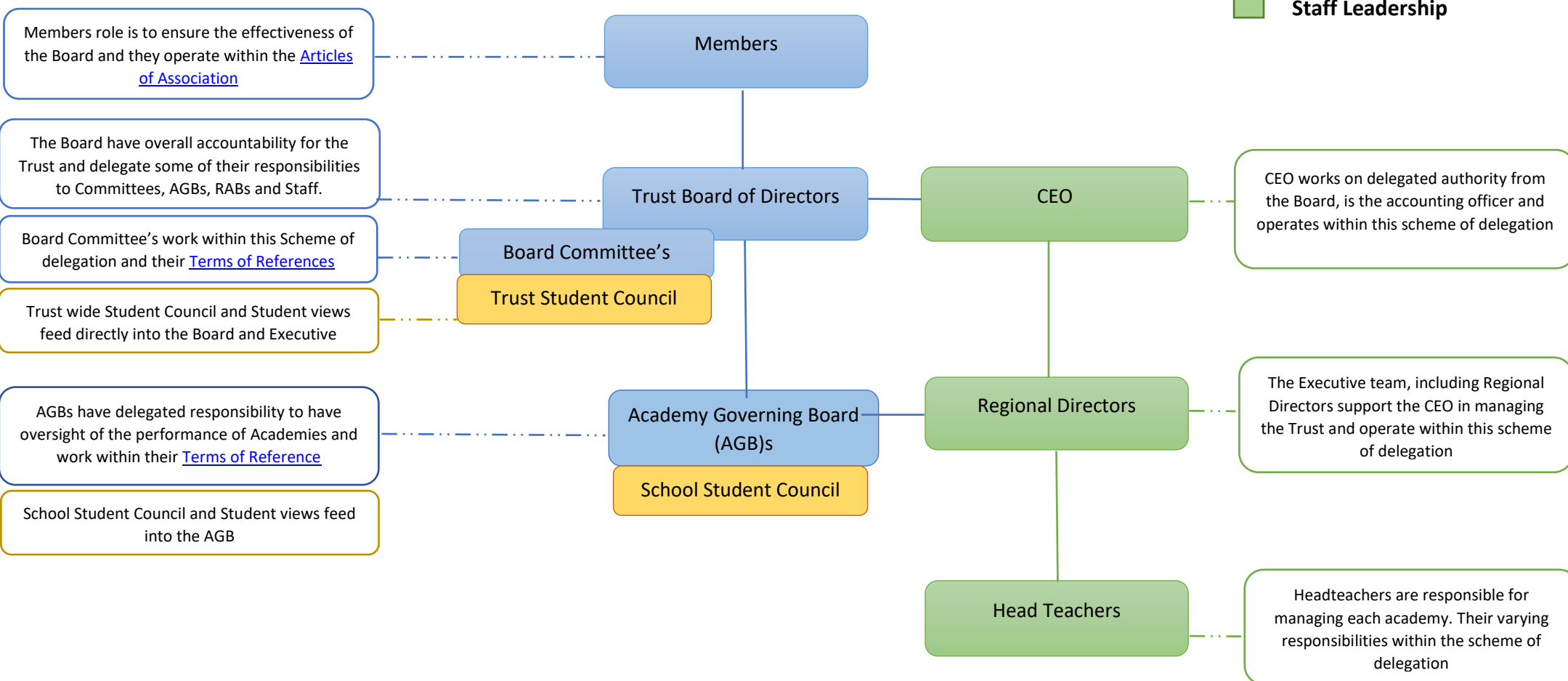
1. The underlying principles for this Scheme of Delegation

- TSAT is a school based, cross phase, Multi-Academy Trust that currently operates in regions across the South of England including Kent, Portsmouth Devon and Essex.
- TSAT is a family of Academies with one shared vision, one Board of Directors and one Scheme of Delegation. The Trust believes that every young person in our community deserves to have the best opportunity at life regardless of their individual circumstances. Education is key to transforming life chances and we support and develop every member of our community to; think about their thinking, be their best self and shape their success. In this way we transform life chances.
- The TSAT Board of Directors have overall accountability for the Trust. The TSAT Scheme of Delegation provides a control framework in which the Board of Directors, its Committees and Academy Governing Boards can fulfil their duties alongside those of the CEO, Executive Team & Headteachers.
- The key principle of TSATs Governance is that the Board delegates its statutory authority to the CEO. The CEO and the Executive team lead and manage the Trust. The CEO, through the Regional Directors, line manage the Head Teachers. The CEO and Accounting Officer is Stuart Gardner who is accountable to the Board of Directors
- The Board delegate some school decision making powers and oversight of school performance to Academy Governing Board (AGB). The Board have oversight of the effectiveness of local governance and will decide if an Interim Management Boards (IMBs) is required. IMBs follow their [Terms of Reference](#).

2. Governance & Leadership Structure of the Trust

TSAT structure is designed to have *'appropriate board and committee structures that reflect the scale and structure of an organisation and ensure "sufficient and robust oversight" of key priorities'*

Governance
Student Voice
Staff Leadership



3. Summary of roles and key Responsibilities

- **Members:** High level monitoring of the overall effectiveness of the Trust & Board. Appointment and removal of majority of Trustees and Auditors.
- **Board of Directors:** Collective accountability and responsibility for the Trust. They have three main functions; to provide strategic leadership of the trust, to provide accountability and assurances of the operations and performance of the trust, and to ensure engagement with stakeholders. The Board of Directors are responsible for ensuring there is robust governance in the Trust and assurance that the trust is compliant with regulatory, contractual and statutory requirements.
- **Board Committees:** The Board establishes committees either with delegated authority to make decisions or for the purpose of informing the overall work of the Trust Board. Board Committees are not legally accountable for statutory functions – the Trust board retains overall accountability and the Accounting Office also holds responsibility
- **Academy Governing Boards:** AGBs have five main functions; To ensure Trust vision, ethos and strategic direction is applied locally. To hold Academy Leadership to account for the educational performance, quality of care and provision of the school. To oversee and monitor the effectiveness of local strategies and implementation of the School Improvement plan. To ensure consideration is given to stakeholder voices in strategic decisions and policy setting. In addition, they have involvement in the performance management of headteacher via the AGB chair inclusion in annual professional growth meetings. Parent Governors sit on the Academy Governing Boards.
- **CEO:** The CEO is the Accounting Officer and responsible for all areas that are encompassed in this role. The CEO will delegate executive management functions to the Executive Team and is accountable to the Trust board for the performance of the Trust. The CEO has ultimate executive responsibility for delivering educational provision and responsible for delivery of the Trust's strategic plan.
- **Executive Team, including Regional Directors:** The Executive team, with delegated responsibility from the CEO are responsible for the performance of the Trust, delivering on policies and procedures, delivering the Trust strategic plan and managing Headteachers & central services.
- **Headteachers:** Provide professional leadership for the academy and are responsible for the education performance, quality of care and provision for all its pupil. They manage the day to day running of the school.

4. Delegated authority

Responsible	The individual/group has the responsibility to undertaking or completing delegated task and reporting on its delivery and suitable intervals
Accountable	The individual/group that has the ultimate responsibility for ensuring completion. This includes having delegated decision making for the activity
Consulted	The individual/group who should be consulted as part of the process of the completing of the task because they can provide valuable advice and/or input
Support	The individual/group has an input into the completion of the task
Informed	The individual/group has no input but is affected by its outcome

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SECTION A: Governance	Members	Board of Directors	Board Committee	CEO	Executive	Exec Head	Head	Head of school	AGB/IMB
<i>Approve amendments to Memorandum & Articles</i>	Accountable	Responsible							
<i>Approve a Scheme of Delegation</i>		Accountable		Responsible	Consulted				
<i>Approve Trust strategy, culture & values and review and challenge progress of Trust against its strategic objectives</i>		Accountable		Responsible	Consulted				
<i>Approve Trust development plan</i>		Accountable		Responsible	Consulted	Consulted	Consulted	Consulted	
<i>Approve the acquisition or disposal of an academy</i>		Accountable		Responsible	Consulted				
<i>Approve Trust wide policies</i>			Relevant Committee Accountable	Consulted	Responsible				

Approve Academy specific policies including admissions policy						Consulted	Responsible	Responsible	Accountable
Appointment & removal of Members, ensuring Members have the skills to fulfil their role	Accountable	Responsible							
Appointment & removal of Trustees, ensuring Trustees have the skills to fulfil their role	Accountable 'Member appointed'	Accountable for 'Board appointed'							
Appoint AGB governors, including Vice Chair ensuring governors have the skills to fulfil their role		Accountable to remove				Consulted	Consulted	Consulted	Accountable
Appoint AGB Chair & remove AGB governors, including Chair.		Accountable				Consulted	Consulted	Consulted	Consulted
Appointment of external auditor		Accountable		Consulted	Chief Financial Officer				
Appointment of insurers, ensuring adequate cover is in place		Accountable		Consulted	Chief Financial Officer				
Approve the statutory annual accounts		Accountable		Consulted	Chief Financial Officer				
Agree Governance structure for the Trust including board committees		Accountable		Consulted	Consulted	Consulted	Consulted	Consulted	Consulted
Agree the formation of an Interim Management Board		Accountable	Consulted	Consulted	Consulted				
Approve Terms of Reference for AGB		Accountable		Consulted	Consulted				
Approve Terms of Refence for Board Committees			Each Committee	Consulted					
Agree Trust wide stakeholder engagement strategy		Accountable		Consulted	Responsible				
Engagement with local stakeholders and localised support & challenge on community-facing aspects of the school						Responsible	Responsible	Responsible	Accountable

SECTION B: Finance, Risk & Compliance	Board of Directors	Board Committee	CEO	Head	Head of School	AGB/IMB
<i>Approve Trust-wide risk register</i>	Accountable	Consulted	Consulted			
<i>Approve School risk register</i>				Responsible	Responsible	Accountable
<i>Approve annual Trust budget</i>	Accountable	Consulted	Consulted			
<i>Approve School budget</i>		Finance Committee Accountable		Consulted	Consulted	Consulted
<i>Agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term</i>		Accountable	Consulted	Consulted	Consulted	
<i>Agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation</i>		Accountable				
<i>Ensure cash position is managed effectively</i>		Accountable				
<i>Review Trust monthly management accounts and forecasts</i>	Accountable					
<i>Ensure compliance with Academy Trust Handbook & ESFA requirements</i>	Accountable					
<i>Establish controls framework including internal Audit</i>		Accountable				
<i>Ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds</i>		Accountable				
<i>Ensure compliance with regulatory law, including charity law, company law, Data Protection, HR and H&S</i>		Accountable				

<i>Approve proposals for the acquisition/ disposal of land/buildings</i>	Accountable		Consulted			
<i>Approve major (SCA) capital works and long-term building projects, based on condition surveys</i>		Accountable	Consulted			
<i>Approve annual academy capital works and maintenance programme</i>		Accountable		Consulted	Consulted	

SECTION 3: Human Resources	Board of Directors	Board Committee	CEO	Executive	Executive Head	Head	Head of School	AGB
Appointment of...								
CEO	Accountable							
Executive Team including CFO	Accountable		Responsible					
Executive Head			Accountable	Consulted				
Head				Accountable				AGB Chair on recruitment panel
Head of School				Consulted	Accountable			
Data Protection Officer		A&R Committee Accountable						
Academy teaching and support staff					Accountable	Accountable	Consulted	
Central Staff				Chief Finance Officer				
Professional Growth of								
CEO	Accountable & Responsible							
Executive Team	Accountable		Responsible					
Executive Head	Accountable			Responsible				Consulted
Head	Accountable			Responsible				Consulted
Head of School	Accountable				Responsible			Consulted
Academy teaching and support staff				Accountable	Responsible	Responsible		
Central Staff				Chief Finance Officer				
Pay Approval								
CEO	Accountable & Responsible							
Executive Team	Accountable		Responsible					
Executive Head	Accountable			Responsible				
Headteacher	Accountable			Responsible				
Headteacher	Accountable			Responsible				
Academy teaching and support staff	Accountable			Responsible	Consulted	Consulted	Consulted	

<i>Central Staff</i>	Accountable			Responsible				
Disciplinary and authority to suspend								
<i>CEO</i>	Accountable							
<i>Executive team</i>	(Chair informed of Suspension)		Accountable					
<i>Executive Head</i>	(Chair informed of Suspension)			Accountable				
<i>Head</i>	(Chair informed of Suspension)			Accountable				(Chair informed of Suspension)
<i>Head of school</i>	(Chair informed of Suspension)			Accountable				(Chair informed of Suspension)
<i>Academy teaching and support staff</i>					Accountable	Accountable		(Chair informed of Suspension)
<i>Central Staff</i>	(Chair informed of Suspension)			Accountable				
SECTION D: Academy leadership								
Managing Behaviour								
<i>Suspend pupils in line with Trust policy and DfE guidance</i>						Responsible	Responsible	Accountable
<i>Permanently exclude pupils in line with Trust policy and DfE guidance</i>					Responsible	Responsible		Accountable