

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

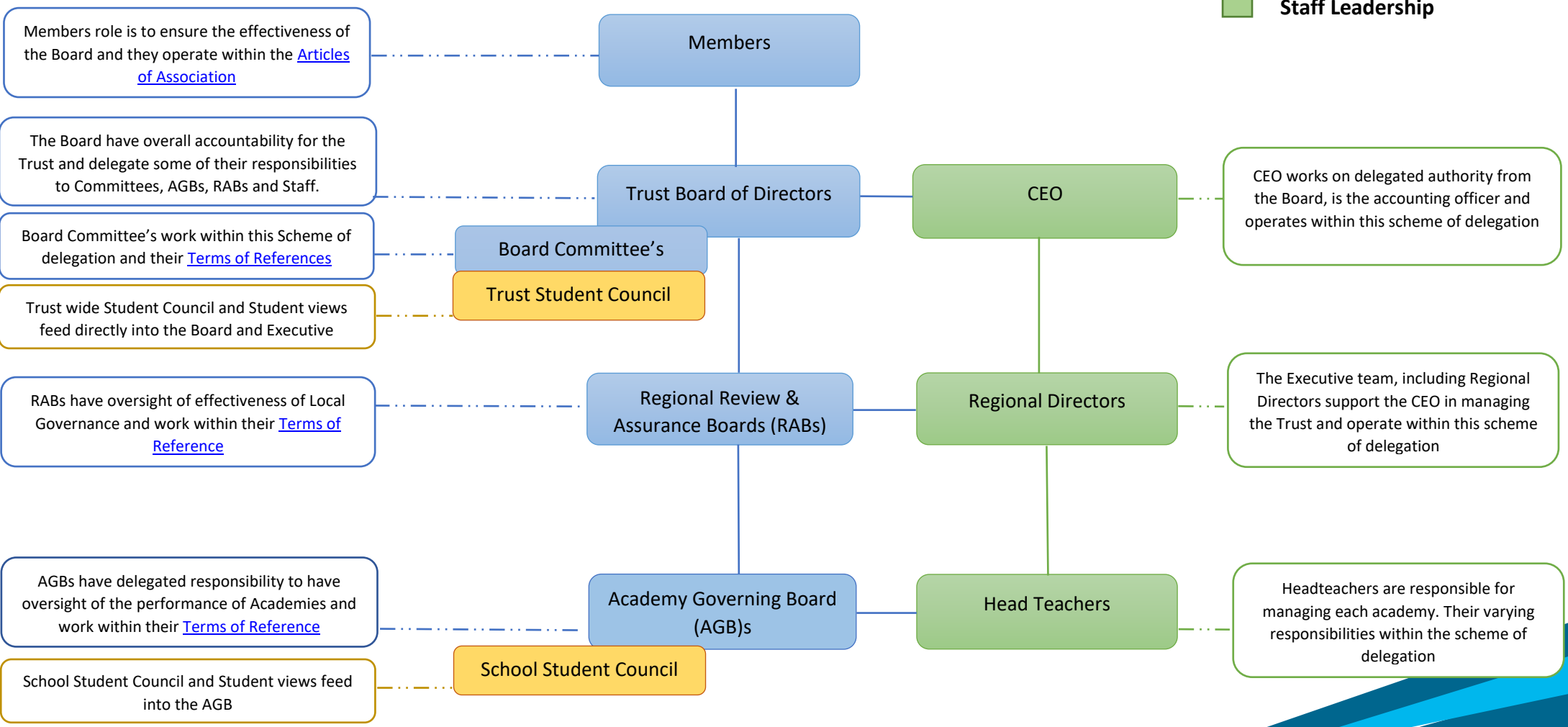
1. The underlying principles for this Scheme of Delegation

- 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, Review and Assurance Boards 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) and delegate the oversight of regional governance effectiveness to the Regional Review & Assurance Boards (RAB) who have delegated powers to appoint and remove AGB members and establish Interim Management Boards (IMBs) if required. IMBs follow their [Terms of Reference](#).
- The Board of Directors are informed of the local context through the flow of information from its Committees and the RABs.

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
- **Regional Review & Assurance Boards:** The RAB have the main responsibility of ensuring Academy governance is effective through the monitoring of AGBs and risks within a region. They appoint and remove AGB Governors and Chairs, and have the power to establish Interim Management Boards where a need is identified. This would normally be in the case if a school's performance declined significantly.
- **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 pupils. 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	RAB	Exec Head	Head	Head of school	AGB/IMB
<i>Approve amendments to Memorandum & Articles</i>	Accountable	Responsible	G&C Consulted							
<i>Approve a Scheme of Delegation</i>		Accountable	G&C Consulted	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	D&C Consulted	Responsible	Consulted					
<i>Approve Trust wide policies</i>			Relevant Committee Accountable	Consulted	Responsible					

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

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

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

Delegated levels for financial procurement can be found within the [Procurement policy](#)

SECTION 3: Human Resources	Board of Directors	Board Committee	CEO	Executive	RAB	Executive Head	Head	Head of School	AGB
Appointment of...									
CEO	Accountable								
Executive Team including CFO	Accountable		Responsible						
Executive Head			Accountable	Consulted					
Head				Accountable					
Head of School				Consulted		Accountable			
Data Protection Officer		A&R Committee Accountable							
Academy teaching and support staff						Accountable	Accountable		
Central Staff				Chief Finance Officer					
Professional Growth of									
CEO	Accountable & Responsible								
Executive Team	Accountable		Responsible		Consulted for Regional Director				
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					

<i>Academy teaching and support staff</i>	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	(Chair informed of Regional Director Suspension)				
<i>Head</i>	(Chair informed of Suspension)			Accountable	(Chair informed of Suspension)				(Chair informed of Suspension)
<i>Head of school</i>	(Chair informed of Suspension)			Accountable	(Chair informed of Suspension)				(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