



Scheme of Delegation & MAT Structure

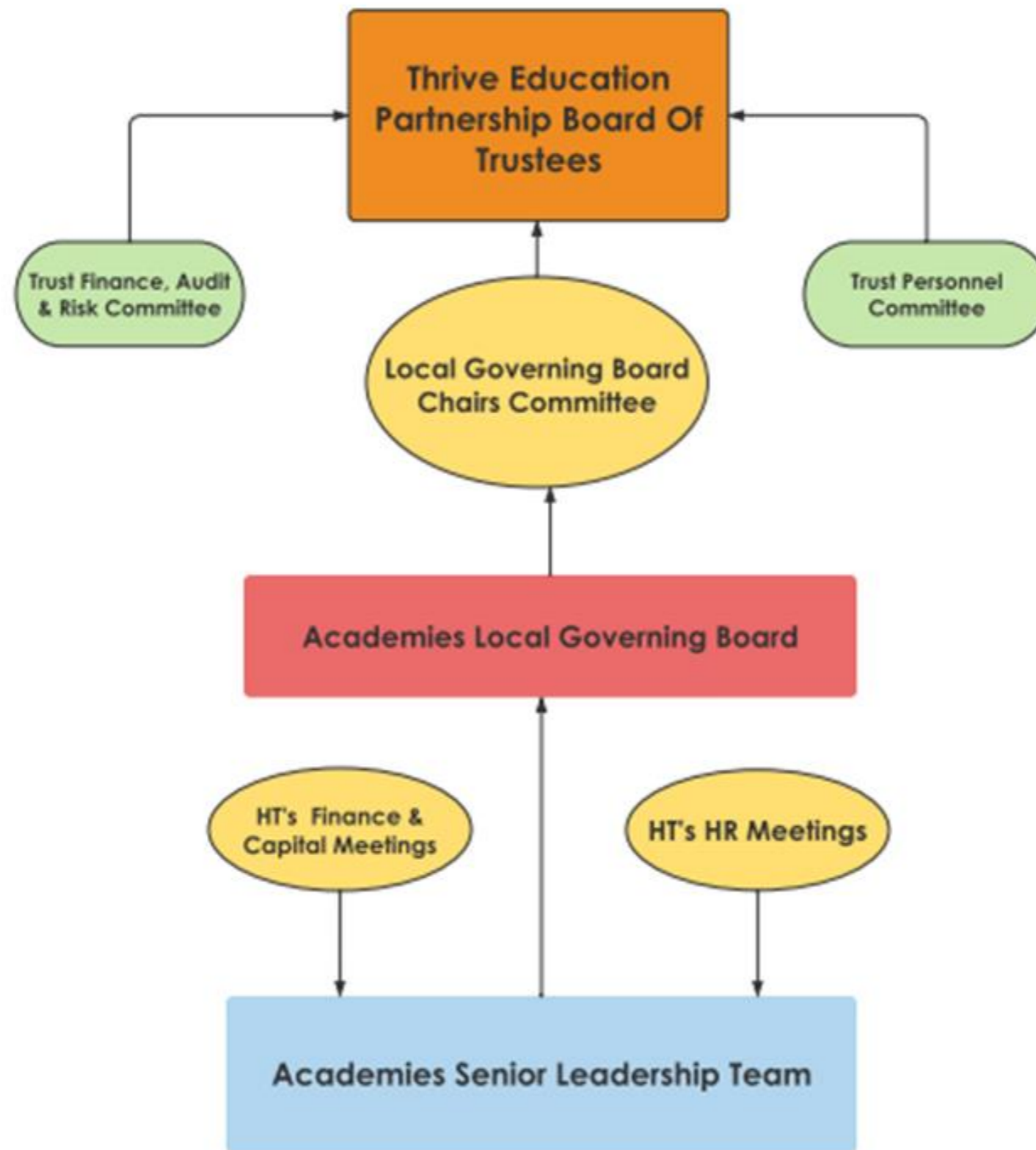
September 2023



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Governance Structure



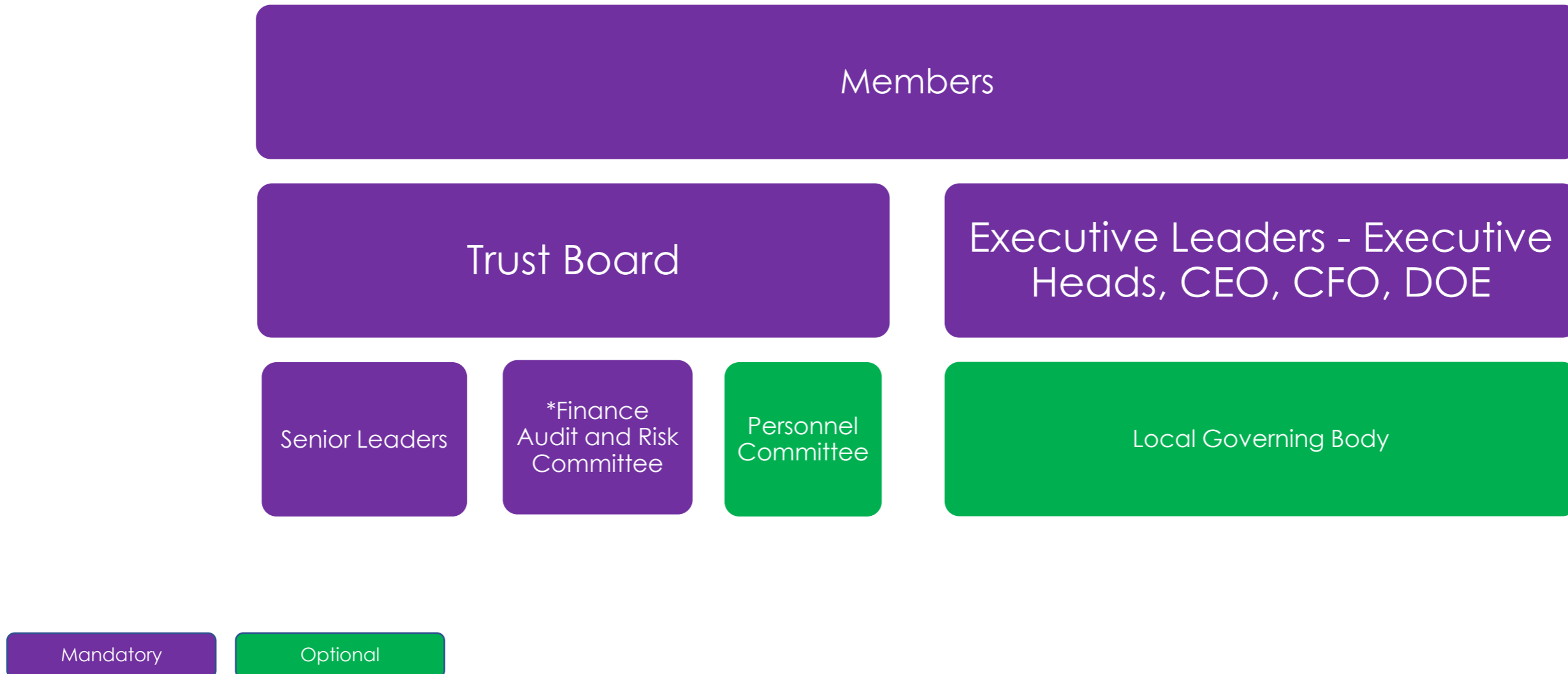
Introduction

“Academy Trusts continue to have the freedom to design their structure and scheme of delegation to best ensure that they have robust and effective governance”
– DfE - Academy Trust Governance- Structures and Role Descriptors - October 2020

The Thrive Education Partnership Trust Board is accountable, in law, for all major decisions concerning the academies within the Multi-Academy Trust however, it is not required to carry out all governance functions and these should be delegated to the CEO & Executive Team, Local Governing Bodies and Head Teachers. The decision to delegate a function is made by the Trust Board. Without such delegation, the individual or group has no power to act.

The Scheme of Delegation (SoD) is the key document that defines lines of responsibility and accountability in a MAT to ensure that the Members, Trustees, Chief Executive & Executive Team, Local Governing Bodies and Academy Head Teachers understand their role and responsibilities.

This overarching SoD for decision making in the Trust should not be confused with the written Scheme of Delegation of Financial powers referred to in the ESFA Academies Financial Handbook.



*Finance Optional, Audit & Risk mandatory

Ratify/Approve	Implement	Consult	Education			
Decisions			Board of Trustees	CEO	Local Governing Body	Head Teacher
Approve Academy Development Plan						
Approve Trust Development Plan						
Approve Trust self-evaluation						
Approve Academy self-evaluation						
Approve Academy Pupil Premium plan						
Approve appointment of Trust wide designated safeguarding lead						
Approve appointment academy safeguarding lead						
Approve appointment academy SENCO						
The decision to issue a fixed term pupil exclusion						
The decision to permanently exclude, pending a disciplinary committee meeting						
Educational Data						
Approval of academy school census information prior to DfE submission						
Annual Reports						
Approval of academy annual pupil premium impact report						
Approval of academy annual SEND information report						

Finance					
Ratify/Approve	Implement	Consult			
Budget	Board of Trustees	CEO	CFO	Local Governing Body	Head Teacher
Approve annual Trust budget					
Overview of annual Academies budget					
Banking					
Changes to banking arrangements, including opening a new bank account					
Legal					
Enter into litigation					
Authority to seek legal advice >£2,000 from Thrive's procured solicitors					
Authority to seek legal advice up to <£2,000 from Thrive's procured solicitors					
Staffing Appointments					
Any academy staff hire outside of agreed budget					
All academy staff hire if part of agreed budget (and not subject to other recruitment process)					
Staff reorganisations					
Any reorganisation exceeding £100k					
Any re-organisation up to £100k and involving staff consultation or potential redundancy costs					
Any re-organisation not involving staff consultation or potential redundancy costs					
IN BUDGET - Supplies, Goods, Services and Capital excluding leases					
Over £50,000	FINANCE COMMITTEE ONLY THROUGH BUDGET MEETING				
Between £20,000 - £49,999 delegated to academy budget holders					
Between £5000 - £19,999 delegated to academy budget holders					

Ratify/Approve	Implement	Consult	Finance		
Up to and including £4999					
Decision to agree to a Lease or contract (in budget)	Board of Trustees	CEO	CFO	Local Governing Body	Head Teacher
With a total commitment in excess of £100k					
Lifetime of more than 12 months or over £10k and up to £99,999					
Lifetime of less than 12 months and up to £10k					
Out of Budget expenditure					
Out of budget expenditure over £100k	Finance Committee (under £100k)				
Virements (inside and out of budget)					
Any virements outside of budget over £100k	Finance Committee (under £100k)				
Any virements within budget					
Income (other than DfE/LA Grant)					
Any supply to third parties, fundraising, catering etc.					

Ratify/Approve	Implement	Consult	Governance				
Decisions	Members	Board of Trustees*	CEO	CFO	TBM (Company Secretary)	Local Governing Body	Head Teacher
Approve amendments to Memorandum & Articles							
Approve a Scheme of Delegation							
Approve Trust strategy							
Approve the acquisition or disposal of an academy							
Approve statutory policies							
Approve investment and reserves policy							
Approve other non-statutory Trust-wide policies and policy templates							
Approve local policies							
Appointment of Members							
Appointment of Trustees							
Appointment of external auditor							
Appointment of insurers							
Appointment of bankers and investment managers							
Approve the statutory annual accounts							
Appoint Local Governing Body Chair for new LGB/academy							
Appoint Local Governing Body Chair for existing LGB							
Removal of Local Governing Body Chair or Local Governing Body							
Approve Trust Committee Chairs							
Approve panel compositions for disciplinaries, exclusions and complaints							
Risk Management							

Approve Trust-wide risk register							
Review and evaluate the Academy's Risk Register							

Ratify/Approve	Implement	Consult	Operational				
Decisions	Board of Trustees*	CEO	CFO	TBM (Company Secretary)	Local Governing Body	Head Teacher	
Premises/Asset Management							
Approve proposals for the acquisition/ disposal of land/buildings							
Approve major (CIF) capital works and long-term building projects, based on condition surveys							
Approve annual academy capital works and maintenance programme							
Health & Safety							
Approve Trust-wide health and safety policy– (link Trustee needed)							
Approve academy health and safety plan/policy supplements							
Freedom of Information							
Authority to submit FOI, DP and SAR responses on behalf of Thrive							
Communications							
Approve all press responses identified as a risk to Thrive's reputation (academy, cluster or national level)							
Approve positive press responses for national media							
Approve positive press responses at local media academy level							
Approve any commissioned writing/opinion pieces for external parties from Thrive staff.							
Approve written responses to MPs, Regional Schools Commissioners, Ofsted, DfE, ESFA..etc.							
Approve academy website as being compliant with regulatory requirements							
IT							
Approve a Trust IT strategy							

Approve an Academy IT plan						
Operational Value for Money						
Approve Trust value for money operational projects						

<div style="display: flex; justify-content: space-between; align-items: center;"> Ratify/Approve Implement Consult </div> <div style="text-align: right; font-weight: bold; font-size: 1.2em;">People</div>						
Decisions	Board of Trustees*	CEO	CFO	Local Governing Body	Head Teacher	
People Strategy & Policy						
Approve Trust People strategy						
Approve annual cost of living award for all staff						
Approve performance related awards						
Changes to Staffing Structures						
Approve changes to staffing structure at Trust level						
Approve changes staffing structure at Academy Level						
Appointment of...						
CEO						
Head Teacher						
Academy senior leadership team						
Academy teaching and support staff						
Appraisal of						
CEO						
Head Teachers						

<div style="display: flex; justify-content: space-between; align-items: center;"> Ratify/Approve Implement Consult </div> <div style="text-align: right; font-weight: bold; font-size: 1.2em;">People</div>						
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	Board of Trustees*	CEO	CFO	Local Governing Body	Head Teacher
Academy Senior Leadership Team					
Settlement Agreements					
All staff up to £49,999					
All staff over £49,999					
	Board of Trustees*	CEO	CFO	Local Governing Body	Head Teacher
Disciplinary and authority to suspend					
CEO					
Head Teachers					
Academy Educational Senior Leadership Team					
Academy teaching and support staff					
Formal Hearings for Grievance claims made					
CEO					
School Staff					
Head Teachers					
Academy Senior Leadership Team					

Governance Structure and Accountability

Members

Members Role Members play a limited but crucial role in safeguarding academy trust governance. While they must ensure they do not stray into undertaking the Academy Trustees' role, they should assure themselves that the governance of the trust is effective, that Academy Trustees are acting in accordance with the trust's charitable object(s) and that they, the Members, use their powers to step in if governance is failing.

Academy trusts are founded by Members, who may then appoint additional Members to join them. The first Members are the signatories to the memorandum of association which is drawn up when the academy trust is first established. These first Members agree the academy trust's first articles of association, which include the academy trust's charitable purpose. Members should not be involved in the day-to-day business of the academy trust and must ensure they do not assume the powers of the Academy Trustees.

Trustees

The Board of Trustees is the decision-making body of the academy trust and is accountable and responsible for all the academies equally in the academy trust. The academy trust will also be the employer of any central staff and those within its academies.

Academy Trustees are the people who make up the trust board. Academy Trustees are both the charity trustees and company directors of the academy trust. The trust board must operate and make decisions to further the academy trust's charitable object.

As the strategic leader of the academy trust, it is vital that the trust board is connected with, and engages, the communities and stakeholders it serves. In the interests of transparency, the trust board must publish on its website up-to-date details of the overall governance arrangements it has put in place.

The board is the academy trust's key strategic decision maker. It may delegate certain responsibilities to the Executive Leader and in accordance with the academy trust's scheme of delegation, a committee or an individual, but the trust board remains accountable and is responsible for all decisions made. The trust board must make decisions in the best interest of pupils, not personal interests, and welcome a diverse range of viewpoints when debating decisions.

As set out in the Governance Handbook, all trust boards have three core functions:

1. Ensuring clarity of the vision, ethos and strategic direction.
2. Holding the Executive Leaders to account for the educational performance of the school(s) and its pupils and the effective and efficient performance management of staff.
3. Overseeing the financial performance of the school(s) and making sure that its money is well spent.

Local Governing Bodies

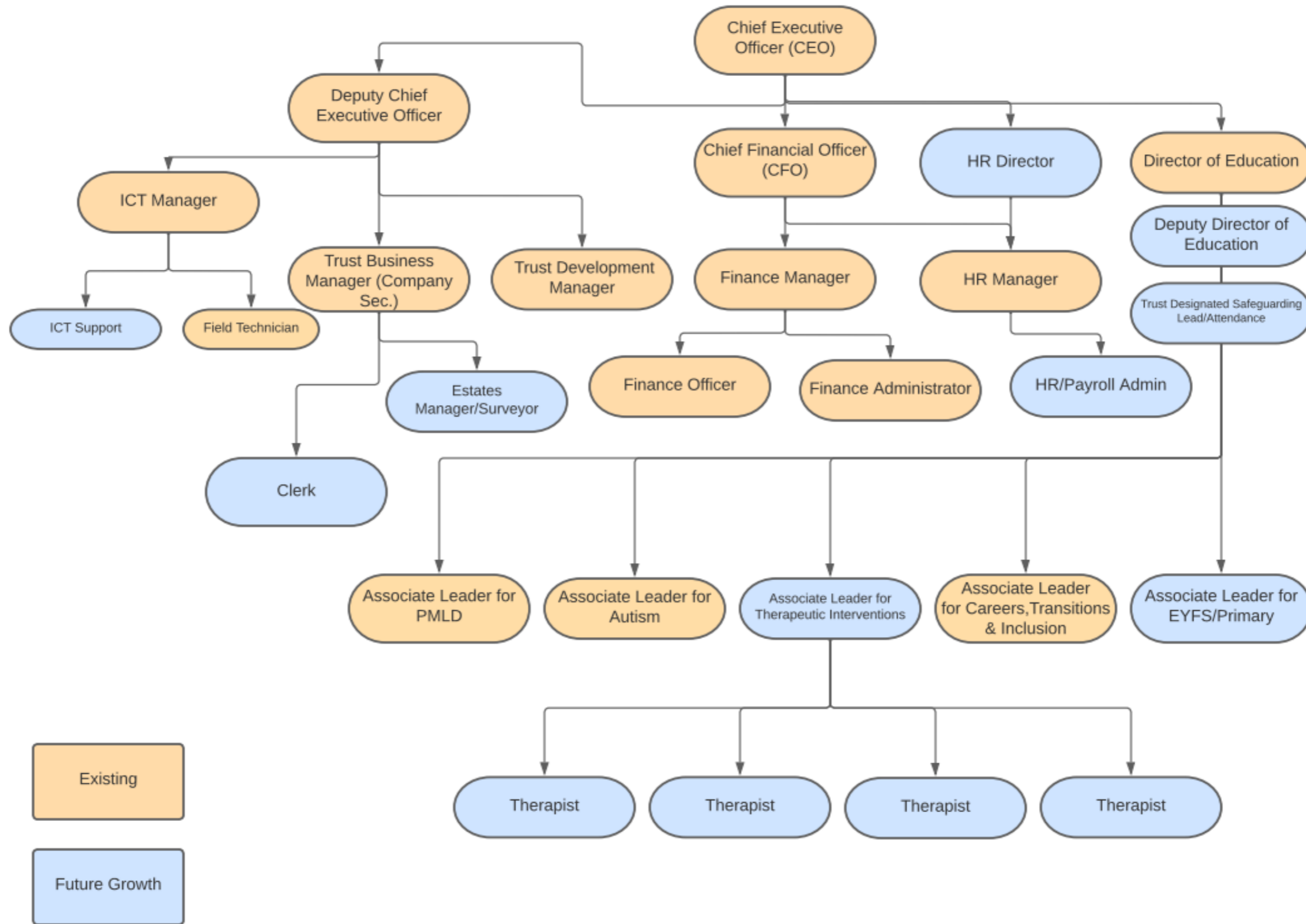
LGBs are a full and formal part of the trust governance structure and can:

- support the effective operation of the trust and its policies
- provide support and challenge to the local (school level) executive
- provide a vehicle for trust board engagement with the school, its parents and local community, to help ensure that the Academy Trustees stay connected.
- trusts may choose to bring in people to sit on LGBs who provide links to the local community, in addition to parents.
- bring issues and risks to the attention of the trust board. It is important that the board listens and responds to concerns the LGBs may raise
- provide constructive feedback to the board where a policy may not be effective in the local context, and suggest alternative approaches
- help ensure the trust works as one entity, in the interests of all its schools equally

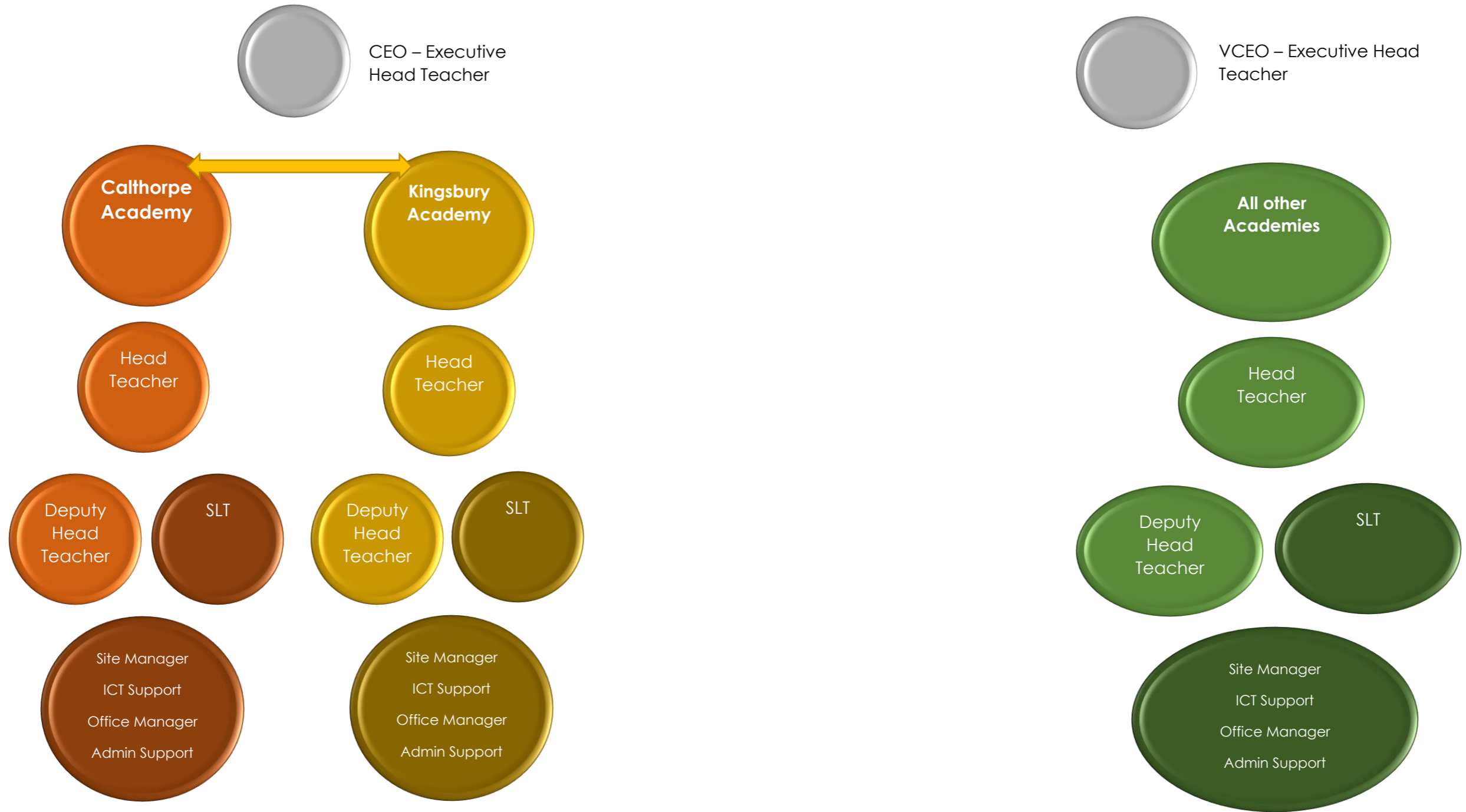
Additional Information

- The Board of Trustees appoint the Chief Executive (CEO), to whom it delegates responsibility for delivery of the vision and strategy of the Trust. The CEO is held to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for financial management
- The CEO manages the Trust DCEO, Director for Education, CFO, Kingsbury and Calthorpe Headteachers, Finance and Business carrying out their performance management and setting their targets
- The Trust Board has established Local Governing Bodies with some delegated powers for a range of activities and decision-making processes. The Trust Board delegates some academy level monitoring and scrutinising functions to the Local Governing Bodies. These groups also promote stakeholder engagement as a point of consultation and representation. The LGB's have Terms of Reference with meetings each half-term. The Chair of Trustees and LGB Chairs also meet each term as part of an informal "Chairs Forum"
- Academy Head Teachers are line managed by the Trust CEO and DCEO
- The Members of the Trust are the guardians of the governance of the Trust and as such have a different status to Trustees. Their primary role is to hold the Trust Board to account
- The Trust Board will ratify Local Governing Body Chairs and Committee members according to their skills.
- The CEO is the Accounting Officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability.
- The Head Teacher is responsible for the day-to-day management of their Academy. They report to the CEO and Local Governing Body on matters that have been delegated by the Trust Board.

Central Team – Growth Structure



Individual Academy Structure



Key Responsibilities

Chief Executive Officer	<p>Work with the Board of Trustees, Local Governing Bodies and staff in delivering the Trust's vision, aims and objectives through inspirational and motivational leadership, clear strategic direction, demanding and measurable targets and supporting development plans</p> <p>Appropriate growth and expansion of Thrive Education Partnership, to targets agreed by the Trust Board</p> <p>Ensure effective collaboration across the Trust, including the development of shared services, to deliver an efficient and effective organisation</p> <p>Lead the development and implementation of the educational strategy to secure the Trust's agreed values, curriculum principles and organisational behaviours</p> <p>Understanding of the statutory educational framework, current educational issues relating to academies, Company and Charity Law and knowledge of relevant policies, legislation and codes of practice across education</p> <p>Strategic planning and review of progress against plans in terms of quality of education standards, performance and finances, taking decisive action where necessary</p> <p>Finance – project costing and budgetary management; undertake the role of Chief Accounting Officer ensuring compliance</p> <p>Resource management – estimating, securing and monitoring resources; aligned with agreed budgets</p>
Deputy Chief Executive Officer	<p>Work with the CEO, Board of Directors, Local Governing Bodies and staff to assist in delivering the Trust's vision, aims and objectives through inspirational and motivational leadership, clear strategic direction, demanding and measurable targets and supporting development plans</p> <p>Support the growth and expansion of Thrive Education Partnership, to targets agreed by the Trust Board</p> <p>Support the development and implementation of the educational strategy to secure the Trust's agreed values, curriculum principles and organisational behaviours</p> <p>Work with senior management teams at all levels to challenge, motivate and empower them to attain ambitious outcomes that maximise the educational and personal development of pupils and which meet the demands of the wider communities served.</p> <p>Support and secure delivery of excellent teaching and learning throughout all academies within the Trust through the promotion of high-level professional standards, and rigorous monitoring and evaluation of teaching quality and pupils' achievement</p> <p>In consultation with all internal stakeholders determine and implement curriculum principles and related assessment that enhances learning outcomes for all pupils</p> <p>Develop a culture of personal responsibility, recognising excellence and implementing strategies to address under performance, including an effective system of professional development</p>
Director of Education	<p>Work with the CEO, Board of Directors, Local Governing Bodies and staff to assist in delivering the Trust's vision, aims and objectives through inspirational and motivational leadership, clear strategic direction, demanding and measurable targets and supporting development plans</p> <p>Support the growth and expansion of Thrive Education Partnership, to targets agreed by the Trust Board</p> <p>Support the development and implementation of the educational strategy to secure the Trust's agreed values, curriculum principles and organisational behaviours</p> <p>Facilitate leadership programmes to develop collaboration and sharing of best practice across the Trust.</p> <p>Facilitate the development of purpose led curriculum's that meet the individual needs of the learners and the communities we serve.</p> <p>Support and secure delivery of excellent teaching and learning throughout all academies within the Trust through the promotion of high-level professional standards, and rigorous monitoring and evaluation of teaching quality and pupils' achievement.</p> <p>Broker support from external agencies/advisors to challenge and quality assure the work produced at school level.</p> <p>Identify talent within the Trust and nurture and provide support networks and CPD opportunities to retain individuals that will embody our vision and values.</p>

Develop a culture of personal responsibility, recognising excellence and implementing strategies to address under performance, including an effective system of professional development.

Trust Business Manager

Implement Trust-wide changes and allocate resources in line with the Trust Development Plan, putting policies and procedures in place and communicating them to staff

Take all decisions in line with the vision and values of the school, and encourage others to do the same

Implement a Trust marketing plan in collaboration with CEO & VCEO

Find and apply for grants

Lead on procurement processes, managing tenders where appropriate, conducting due diligence, benchmarking and evaluating suppliers, negotiating deals and ensuring value for money

Manage the Trust's estates portfolio to ensure efficiency and income generation, where possible

With the academy headteacher and premises team, supervise the maintenance of the school site including cleaning and catering

Manage the Trust's compliance with health and safety regulations, and put in place processes and procedures to ensure the safety of all in the Trust

Organise health and safety training for staff across the Trust

Identify areas of cost reduction opportunities across the organisation, including those to generate additional revenue and improve operational efficiency

Lead asset management structures and premises teams including the identification of suitable projects that qualify for grant/CIF funding

Track all Trust policies and ensure they are updated in accordance with the policy review schedule

Trust DPO liaison - GDPR

Monitor and update the risk register

Governance

Finance Director (CFO)

Quality Assure the administration of the Trust's finances using the Sage accounting system

Responsible for the development and management of a financial strategy for the Trust 3-year plan that ensures a long term, economically sustainable future

Develop and manage the annual Trust budget with 3-year projections

Accountable for all financial processes and procedures in compliance with DfE and ESFA Financial Guidelines

Demonstrate compliance with the Academies Financial Handbook by ensuring all financial returns required by the ESFA are completed accurately and submitted on time

Manage the P&L, Cash flow and Balance sheet using monthly accruals accounting

Manage and present to the Chair of the Trust Board and the Trust CEO accurate and timely monthly management accounts, to include;

- variance analysis

- balance sheet
- key financial indicators and cash flow projections
- a summary of the P&L position

Accountable for the management of the Trust staff payroll

Sign off all levels of Trust expenditure within the parameters set by the Trust Board within the Scheme of Delegation

Provide the point of contact with auditors and external accountants to ensure the financial landscape is monitored

Develop and maintain control of all financial processes

Staff development and performance management of Finance Manager

Identify areas of cost reduction opportunities across the organisation, including those to generate additional revenue and improve operational efficiency.

Oversee all Trust commercial contracts and ensure all licences are fit for purpose

Development of a 3-year Capital funding plan for building maintenance and premises improvement in consultation with Trust Business Manager

Finance Manager

To take the lead role in administration of the Trust's finances using the Sage accounting system

To ensure that the financial management for the Trust is fully compliant with DFE/ESFA and charity guidelines

Working alongside the Finance Director to oversee/assist with Budget management, Trustee reporting, ESFA returns, Annual year-end report and accounts

Manage and oversee the Trust Finance Support Assistant

Provide relevant financial systems processes training and support to all academies

Implement financial and accounting systems processes and policies for the Trust and ensure distribution and compliance to all academies within the Trust

Liaise with accounting systems external support teams to achieve required outcomes

Create and prepare all necessary finance processing training notes

Assist Finance Director with all required aspects of internal and external audit visits and reviews, ensuring all identified improvements are addressed and implemented

To work alongside Administration team colleagues in providing general administration support to the academy including supporting on GDPR management and compliance

Any other task duties commensurate with the grade and role of Trust Finance Manager

Finance Support

Ensure that purchase requisitions are received from academies and processed on the accounting system in a timely manner

Ensure that all purchase requisitions have been approved by the appropriate budget holder and in line with the academy's scheme of delegation

Place orders with suppliers and send all approved Purchase Orders to suppliers as appropriate and resolve any follow up issues

Receive and process all invoices for academies within the Trust, ensuring that the goods/services have been received and the expenditure has been approved

Ensure that all expenditure is recorded against the relevant nominal code and cost centre, and that the correct VAT code is used in according to issued guidance

Receive, check and post all staff expense forms, ensuring appropriate approval from the Trust Finance Manager is received beforehand

Assist the Trust Finance Manager with preparing weekly BACS payment

Send payment remittances to suppliers

Receive and check all statements from suppliers and follow up with suppliers

	<p>Resolve any issues that arise with regards to creditors and raise any significant problems to the Trust Finance Manager for resolution</p> <p>Create new supplier accounts in accordance with issued guidance</p> <p>Ensure all supplier data and contact details are accurate and up to date</p> <p>Regularly review and action outstanding Purchase Orders and Deliveries</p> <p>File all invoices, POs, requisition forms and other Purchase Ledger documents electronically and in paper form</p> <p>Assist with all processes relating to the sales ledger</p> <p>Assist with all processes related to the Trust Bank account including remittances, posting on the accounting systems, payment journals and credit card returns</p>
HR Manager	<p>Responsible for advice, support and guidance across all aspects of the employment relationship for the Trust including recruitment, induction, performance and absence management, appraisal, disciplinary, learning and development</p> <p>Responsible for maintaining and implementing policies, processes including the employee handbook, keeping up to date with all legislative, safeguarding and compliance requirements</p> <p>Championing safeguarding in both communities, particularly with respect to children and vulnerable adults, ensuring appropriate handling of all safeguarding incidents and building a safeguarding culture</p> <p>Responsible for all immigration legislation relevant to the employment of staff, undertaking all applications, renewals and statutory returns where appropriate</p> <p>Responsible for all amendments to contracts, updating information for payroll purposes and assisting with the management of the monthly payroll process. To have input on pension provision and lead any consultations and projects as required. Advise on pay and other remuneration issues as required</p> <p>Maintain a compliant Single Central Record Register for the Trust, ensuring that all necessary checks are completed prior to employment</p> <p>Oversee or administer the DBS checking and disclosure processes and provide any reports as required by statutory authorities</p> <p>To undertake any reasonably related duty as requested by any CEO, VCEO, CFO, TBM or Head Teacher</p>
ICT Manager	<p>Working with the Chief Executive Officer to develop and maintain high quality ICT provision across the Trust.</p> <p>Manage the ICT resources of the Trust and its network.</p> <p>Develop and implement the Trust ICT strategy including marketing, strategic planning, resource management, academy data analysis and development & maintenance of technical systems</p> <p>Provide technical advice, training and assistance in ICT related matters to staff and pupils.</p> <p>The line management of all ICT staff, where applicable, including their induction, training and performance management.</p> <p>Ensuring that Health and Safety requirements and other relevant regulations are in place and adhered to</p> <p>Manage and maintain communication and user base requirements</p>
ICT Support	<p>To provide high-quality technical support, advice and guidance to the staff and pupils at both academies</p> <p>To ensure that all incidents and service requests are logged appropriately on the Service Management system</p> <p>To retain ownership of all incident and service request tickets and ensure staff are regularly informed of the status of their support ticket</p> <p>To re-route or escalate support tickets to the appropriate team as necessary and work with the ICT Service Manager to ensure all queries are resolved in a timely manner</p> <p>To ensure that Academy incidents and service requests are resolved within the target resolution time and that the solutions are documented within the system</p>

	Working with the ICT Manager to develop and maintain high quality ICT provision across the Trust. Support the management and maintenance of ICT resources of the Trust and its network.
Associate Lead for Therapeutic Interventions	

Description	Date	Page	Section
Removal of QOE	10.01.2022	3	Governance Structure
Update and include diagrams/staffing	12.09.2023	3/14/15/20	Key Responsibilities