

Scheme of Delegation - v5 March 2025

This outline scheme of delegation is complemented by the following documentation:

Thrive Finance Policy, including Financial Scheme of Delegation

Thrive Roles and Responsibilities - Chief Executive Officer (CEO), Chief Financial Officer (CFO), Trust School Development Lead (TSDL), Headteacher (HT), People Development Lead (Human Resources - PeDL), Pastoral Development Lead (Safeguarding, Inclusion, SEND - PaDL), Pupil Engagement Development Lead (PEDL), Governance Professional (GP), IT Networks and Operations Manager (ITNOM).

Levels of Delegation

R: Responsible	Responsible and accountable for completing all or some of the task or decision implementation.
C: Consulted	Must be consulted, or must consult, prior to a decision being taken.
I: Informed	Will be informed as appropriate.

This scheme of delegation is not intended to be used as a comprehensive description of who does what in any given situation. Rather it sets out to show how delegated authority is implemented throughout Thrive. In this sense it defines who is responsible and accountable for actions, who will be consulted on actions and who will be informed of actions.

To show how delegation flows at an operational and governance level there are separate columns for these in each section.

The general principle employed here separates out the operational responsibilities held within schools, and the governance responsibilities held by Local Governing Bodies and the Trust Board.

Section	Delegated responsibilities
Strategy	Trust wide strategy and policy environment
Schools - Trust	Central Team responsibilities in relation to key school operations, and governance oversight.
Schools - Schools	School Team responsibilities in relation to key school operations, and governance oversight.
Resources - Trust	Central Team responsibilities in relation to key resources, and governance oversight.
Resources - Schools	School Team responsibilities in relation to key school resources, and governance oversight.
People - Trust	Central Team responsibilities in relation key staffing strategies, and governance oversight.
People - Schools	School Team responsibilities in relation to key staffing strategies, and governance oversight.
Governance	Specific responsibilities of Members, Trust Board and Local Governing Bodies

[illegible]

Schools (Trust responsibilities)		Operational										Governance
Task		CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP		oversight
Vulnerable pupils												
Review, lead consultation on and formulate the safeguarding policy		C	C	C		C	R	I	C			TB
Make arrangements for safeguarding audits		C	I	C		C	R		C			TB
Monitor the outcomes of the safeguarding audit process		C	C	C		I	R		I			TB
Present annual safeguarding report		C	I	I		I	R		I			TB
Ensure that filtering and monitoring processes are sufficient		I	I	C	I	I	C		R			TB
Monitor Single Central Records		I	I	I	I	C	R		I			TB
Review, lead consultation on and formulate Thrive behaviour policy principles		C	I	C			R					TB
Monitor behaviour log (including child-on-child abuse)		I	I	C		C	R					TB
Monitor suspensions and exclusions (including decisions and appeals)		C	C	C			R					TB
Review, lead consultation on and formulate the attendance policy		I	I	C			R					TB
Make arrangements for inclusion / SEND audits		C	I	C		C	R		C			TB
Monitor the outcomes of the inclusion / SEND audit process		C	C	C		I	R		I			TB
Present annual SEND report		C	I	C		I	R		I			TB
Monitor the appropriate use of alternative provision		I	I	C			R					TB
Present annual inclusion report		C	I	I		I	R		I			TB
Monitor quality of pastoral care systems and processes		I	I	C			R					TB
School improvement at scale												
Set targets for school outcomes		C	R	C								TB
Agree each school's School Development Journey		C	R	C								TB
Make arrangements for SDR process and checking on SDJ progress and targets set		C	R	C								TB
Ensure all schools are prepared for their next Ofsted inspection		C	R	C								TB
Prepare the School on a Page document and present to QEd committee		C	R	C								TB
Set overarching principles for monitoring the quality of teaching		R	C	C								TB
Monitor the effectiveness of pupil premium spend		C	R	C								TB
Monitor the effectiveness of school sports premium spend		C	R	C								TB
Set Trust curriculum statement		R	C	C								TB
Set overarching principles for monitoring the quality of teaching and learning		C	R	C								TB
Monitor the curriculum enrichment offer across all schools		I	R	C								TB
Organisation												
Coordinate the design of admissions policies		R	C	C						C		TB
Monitor times of school day (INSET days) and dates of school terms		C	R	C								TB
Monitor the calculation of 1265		C	R	C								TB
Establish and negotiate any changes to PAN		R	C	C						C		TB
Set, and monitor Complaints & Compliments Policy		R	C	C								TB
Voice												
Determine Voice strategy and timescales		C	C	C				R				TB
Analyse and report on Voice outcomes		C	C	C				R				TB
Deliver Thrive Voice strategy in schools against timescales		C	C	C				R				TB
Report of the impact of Voice strategy		C	C	C				R				TB

Schools (school responsibilities)		Operations									Governance
Task		CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP	oversight
Vulnerable pupils											
Ensure that statutory safeguarding arrangements are met		I	C	R			C				LGB
Apply the Safeguarding Policy ensuring statutory arrangements are met		I	C	R			C				LGB
Ensure that schools' safeguarding improvement plan is actioned		I	C	R			C				LGB
Ensure that SCR is maintained in accordance with guidance		I	C	R			C				LGB
Meet statutory responsibilities towards Looked After Children		I	C	R			C				LGB
Set and apply the school behaviour policy		I	C	R			C				LGB
Maintain behaviour log (including child-on-child abuse)		I	C	R			C				LGB
Ensure that the school's attendance policy is applied		I	C	R			C				LGB
Ensure that schools' inclusion improvement plan is actioned		I	C	R			C				LGB
Ensure that SEND arrangements meet statutory guidance		I	C	R			C				LGB
Ensure that all schools' SEND improvement plans are actioned		I	C	R			C				LGB
Determine and implement the pupil behaviour and discipline policy		I	C	R			C				LGB
Authorise suspensions		I	I	R			I				LGB
Authorise exclusions		I	C	R			C				LGB
Manage the appropriate use of alternative provision		I	C	R			C				LGB
Manage effective pastoral care systems and processes		I	C	R			C				LGB
School improvement											
Draft the School Development Journey		I	C	R							TB
Review the impact of the School Development Journey		I	C	R							TB
Ensure outcomes are achieved		I	C	R							TB
Set curriculum for individual schools		I	C	R							TB
Monitor the quality of education		I	C	R							TB
Set the curriculum enrichment offer for individual schools		I	C	R							LGB
Set arrangements for collective worship		I	C	R							TB
Set arrangements PHSE curriculum (including RSE and FBV)		I	C	R							TB
Monitor the quality of teaching and learning		I	C	R							LGB
Design and deliver the school CPD strategy		I	C	R							LGB
Ensure the effectiveness of pupil premium spend		I	C	R							LGB
Ensure the effectiveness of school sports premium spend		I	C	R							LGB
Ensure 'premium spend' statements are published		I	C	R							LGB
Determine arrangements for reporting to parents		I	C	R							LGB
Organisation											
Determine admissions policies and implement procedures		I	C	R							LGB
Set times of school day (INSET days) and dates of school terms		I	C	R							LGB
Establish and negotiate any changes to PAN		I	C	R						C	LGB
Determine a school closure		C	C	R							TB
Ensure that each school is ready for external scrutiny		I	C	R						C	LGB
Manage complaints in line with the complaints policy		I	C	R							LGB
Voice											
Deliver Voice improvements and include in SDJ		I	C	R			C				LGB
Deliver strategy for the development of pupil agency			C	R			C				LGB

Resources (Trust responsibilities)	Operations										Governance
Task	CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP	oversight	
Funding model and budget management											
Set a funding model across the Trust	C		I	R						TB	
Set and account for the annual levy	C			R						TB	
Set budget for each school	C	C	C	R				C		TB	
Set a balanced budget for central spending	C	C	I	R						TB	
Set priorities for Thrive spend of top slice	C	C	I	R	C	C	C	C		TB	
Set priorities for allocation of Thrive equity funding	C	C	C	R						TB	
Set priorities for allocation of Thrive capital funding	C	C	C	R						TB	
Benchmark across schools to ensure value for money	C	C	C	R						TB	
Funds management											
Set Trust financial policies ensuring statutory compliance	C		I	R						TB	
Acquire and dispose of Trust land	C			R						TB	
Change use of assets	C			R						TB	
Arrange insurance for the Trust	I			R						TB	
Estates and Health and Safety											
Approve asset and premises maintenance strategy and spend	C			R						TB	
Ensure Statutory Health and Safety testing is carried out	I		I	R						TB	
Ensure Trust H&S policy is adhered to	I			R						TB	
IT and data security											
Set the Trust IT strategy, and refresh schedule for each school	I		I	C				R		TB	
Ensure the Trust meets its data management responsibilities	I			I				R		TB	
Manage Freedom of Information and Subject Access requests	I			I				R		TB	
Monitor Freedom of Information and Subject Access requests	I			I				R		TB	
Audit, reoporting and transparency											
Appoint Internal Auditor	I			R						TB	
Ensure compliance with financial and reporting requirements	I			R						TB	
Ensure transparency in financial matters across the Trust	I	I	I	R						TB	
Maintain and report on the corporate risk register	I			R						TB	
Funding Agreement – meet statutaory obligations (ATH)	I			R						TB	
Ensure compliance with charity, company and employment law	I			R						TB	
Ensure regularity, probity and value for money	I			R						TB	
Hold a register of business interests - Members and Trustees	I			R						TB	
Hold a register of business interests - Governors	I			R						TB	
Hold a register of business interests - Staff	I			R						TB	
Central services											
Determine central services provided to schools by the Trust	C	C	I	R						TB	
Monitor effectiveness of central services	C	C	I	R						TB	
Decarbonisation strategy											
Design and approve decarbonisation strategy	C		I	R						TB	
Deliver and report on decarbonisation strategy	C			R						TB	
Monitor decarbonisation strategy	C		I	R						TB	
Communications and relations											
Approve communications strategy	R	C		C						TB	
Monitor public relations and media response	R	C		C						TB	
Ensure that websites meet statutory compliance test	C	C	I	R						TB	
Ensure advantageous local, regional and national relations	R	C		C						TB	
Play an effective part in local / national partnerships	R	C	C	C	C	C	C	C	C	TB	
Catering											
Provide free school meals to those meeting criteria	C		I	R						TB	
Ensure school meals meet appropriate nutritional standards	C		I	R						TB	

Resources (school responsibilities)	Operations									Governance
Task	CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP	oversight
Funding model and budget management										
Operate within the budget for each school	I	I	R	C						TB
Contribute to consultation on Thrive equity funding priorities	C	C	R	C						TB
Contribute to to consultation on allocation of capital funding	C	C	R	C						TB
Submit bids for Thrive capital spend allocation	C	C	R	C						TB
Funds management										
Follow Trust financial policies ensuring statutory compliance	I	C	R	C						TB
Estates and Health and Safety										
Ensure Thrive Health and Safety policy is implemented	I	C	R	C						TB
IT and data security										
Ensure the School meets its data management responsibilities	I		R	I				C		TB
Respond to FoI and SA requests as required by Trust DPM	I		R	I				C		TB
Audit, reoporting and transparency										
Participate in internal audit as required	I		R	C						TB
Ensure staff respond to the annual register of business interests	I		R	C						TB
Central services										
Contribute to consultation on effectiveness of central services	I	C	R	C						TB
Decarbonisation strategy										
Deliver school elements of Trust decarbonisation strategy	I	C	R	C						TB
Communications and relations										
Follow Trust communications strategy	I	C	R	C						TB
Collaborate with Trust staff in public relations / media response	I	C	R	C						TB
Ensure that information for websites is supplied to deadlines	I	C	R	C				C		TB
Play an effective part in local partnerships	I	C	R							TB
Catering										
Contribute to consultation on provision of school meals	I	C	R	C						TB

People (Trust responsibilities)	Operations										Governance
Task	CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP	oversight	
Appointments											
Coordinate appointment process to post of CEO	I	C	C	C	R	C	C	C	C	TB	
Coordinate appointment process to post of CFO	R	C			C					TB	
Appointment to posts within the Development Team	R	C	C	C	C	C	C	C	C	TB	
Appointment to posts of Headteacher	C	R	C	C	C					TB	
Appointment to Central Team Staff	C	C	C	R	C					TB	
Performance and pay											
Set salary scale / point for teachers and support staff	C	I	I	R	C					TB	
Set mechanism to agree grades of support staff posts	I	C	C	R	C					TB	
Set CEO pay scale	I			C	R					TB	
Evaluate CEO performance	C				R					TB	
Set executive pay scales	C			C	R					TB	
Evaluate executive performance	R	C	C	C	C					TB	
Set Headteacher pay	C	C	I	C	R					TB	
Evaluate Headteacher performance	C	R	I		C					TB	
Hear appeals to Central Team staff grading	C				R					TB	
Hear appeals to Teacher staff grading	C	C	C		R					TB	
Hear appeals to Support staff grading	C	C	C		R					TB	
Determine non-contractual payments using ESFA guide	C			C	R					TB	
HR policy											
Determine HR policies and terms and conditions	C	C	C	C	R					TB	
Review Trust HR policies on a policy review cycle	C	C	C	C	R					TB	
Agree Performance Development Review Policy	C	C	C	C	R					TB	
Determine Pay Policy	C	C	C	C	R					TB	
Staffing structures											
Determine staff structure of the Central team	R	C	C	C	C					TB	
Determine teaching and support structure strategy	R	C	C	C	C					TB	
Determine significant staff restructures	C	C	C	C	R					TB	
Suspension, Disciplinary, Redundancy, Dismissal, Performance, Discipline											
Coordinate process to approve (or end) suspension of CEO					R					TB	
Coordinate process to approve (or end) suspension of CFO	R				C					TB	
Approve (or end) suspension of TSDL	R				C					TB	
Approve (or end) suspension of other Trust central staff	R				C					TB	
Approve (or end) suspension of Headteacher	R				C					TB	
Approve (or end) suspension of other school staff	C		C		R					TB	
Establish redundancy policy inc. redundancy pay	C			C	R					TB	
Approve redundancy selection criteria	C			C	R					TB	
Dismiss on grounds of redundancy	C			C	R					TB	
Dismiss CEO					R					TB	
Dismiss CFO	R				C					TB	
Dismiss TSDL	R				C					TB	
Dismiss other Trust central staff	R				C					TB	
Dismiss Headteacher	R				C					TB	
Dismiss leadership scale teachers	C	C	C		R					TB	
Dismiss teachers		C	C		R					TB	
Dismiss school support staff		C	C		R					TB	
Apply MP&C policy in Central Team	C			C	R					TB	
Monitor application of MP&C policy across Thrive	C				R					TB	
Apply Whistleblowing policy across Central Team	C				R					TB	
Monitor application of Whistleblowing policy across Thrive	C				R					TB	
Maintain Staff Low Level Concerns log in Central Team	C				R					TB	
Monitor Staff Low Level Concerns log across Thrive	C		I		R					TB	
Resolving conflict											
Set staff conduct, disciplinary and capability policies	C				R					TB	
Make arrangements for grievance hearings across Thrive	C				R					TB	
Make arrangements for grievance appeals across Thrive	C				R					TB	
Make arrangements for disciplinary hearings across Thrive	C				R					TB	
Make arrangements for disciplinary appeals across Thrive	C				R					TB	
Absence											
Approve absence - Central Team staff	C				R					TB	
Issue warning as part of sickness absence management	C				R					TB	
Monitor and report on staff absence	C				R					TB	
People Strategy - including EDI and staff wellbeing											
Determine recruitment and retention strategy	C	C	C		R					TB	
Monitor flight risk	C				R					TB	
Set overarching principles for staff development	C	C	C		R					TB	
Manage surveying of joiners and leavers	C			C	R					TB	
Monitor surveying of joiners and leavers	C	I	I	C	R					TB	
Manage EDI policy application in Central Team	C				R					TB	
Monitor EDI policy application across Thrive	C				R					TB	
Ensure effective wellbeing groups in schools and Central Team	C	C	C		R					TB	
Take timely action on feedback from staff	C	C	C		R		C			TB	
Monitor, and take actions to reduce, staff workload	C	C	C	C	R					TB	
Identify and communicate staff benefits	C			C	R					TB	
Monitor 1265 directed time calculation for teaching staff	C	C	C	C	R					TB	
Manage union relations											
Facilitate Joint Consultative Committee (JCC)	C	I	I		R					TB	

People (school responsibilities)		Operations								Governance	
Task		CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP	oversight
Appointments											
Appointment to leadership posts in schools		C	C	R	C	C					TB
Appointment to teaching posts in schools			I	R	C	C					TB
Appointment to support staff posts in schools			I	R	C	C					TB
Performance and pay											
Apply Performance Development Review Policy		C	C	R	C	C					TB
Policy											
Adhere to the Pay Policy		C			C	R					TB
Staffing structures											
Collaborate on teaching and support structure strategy			C	R	C	C					TB
Collaborate on significant staff restructures			C	R	C	C					TB
Suspension, Disciplinary, Redundancy, Dismissal, Performance, Discipline											
Approve (or end) suspension of school staff			I	R		C					TB
Apply redundancy policy inc. redundancy pay			I	R	C	C					TB
Apply Managing Performance & Capability policy			I	R		C					TB
Apply Whistleblowing policy			I	R		C					TB
Maintain Staff Low Level Concerns log			I	R		C					TB
Resolving conflict											
Apply staff conduct, disciplinary and capability policies			I	R		C					TB
Absence											
Approve absence				R		C					TB
Issue warning as part of sickness absence management				R		C					TB
People Strategy - including EDI and staff wellbeing											
Apply recruitment and retention strategy			C	R		C					TB
Analyse and report on flight risk				R		C					TB
Adhere to overarching principles for staff development				R		C					TB
Respond to surveying of joiners and leavers			I	R		C					TB
Apply EDI policy application				R		C					TB
Act on feedback from staff wellbeing group				R		C					TB
Take actions to reduce, staff workload				R		C					TB
Promote and communicate staff benefits				R		C					TB
Set 1265 directed time calculation for teaching staff				R		C					TB
Manage union relations											
Collaborate on union interactions affecting > 1 staff member				R		C					TB

Governance responsibilities												
Task	M	TB	LGB	CEO	TSDL	HT	CFO	PeDL	PaDL	PEDL	ITNOM	GP
Members												
Trust governance structure: agree annually	R	C	C	C								C
Monitor the effectiveness of governance	R	C	C	C	C	C	C	C	C	C	C	C
Members: appoint / remove	R	C	I	I								C
TB Chair: appoint / remove	R	C	I	C								C
Trustees: appoint / remove	R	C	I	C								C
Agree Articles of Association: review and agree	R	C	I	C								
Appoint external auditors	R	C	I	C			C					
Approve report on the effectiveness of governance	R	C	C	C								C
Ensure that the Trust carries out charitable objectives	R	C	C	C								
Receive the annual report and accounts	R	C	I	C								
Trust Board												
Appoint to post of CEO	I	R					C	C				
Appoint to post of CFO	I	R		C				C				
Approve (or end) suspension of CEO	I	R					C	C				
Approve (or end) suspension of CFO	I	R		C				C				
Named safeguarding trustee: appoint / remove	I	R	I	C								C
Determine school links Trustees	I	R	I	C		I						C
LGB Chairs: appoint / remove	I	R	C	C		I						C
LGB members: appoint / remove	I	R	C	C		I						C
Clerk to Board: appoint / remove	I	R	I	I			C					C
Clerk to LGBs: appoint / remove	I	R	I	I			C					C
Committee terms of reference: agree annually	I	R	I	C			C					C
Prepare terms of reference for LGBs	I	R	C	C								C
Self-review of TB: complete annually and action	I	R	I	I								C
Complete Chair's 360 review	I	R	I	I								C
Annual report: submit to members and publish	I	R	I	C								
Annual skills audit & training: action and review	I	R	I	I								C
Audited accounts: submit to members and publish	I	R	I	C			C					
ESFA required reports and returns: submit	I	R		I			C					
Determine Trust level policies: approve	I	R	I	C			C					
Ensure Engagement with stakeholders (Voice)	I	R	I	C				C		C		
Accounting Officer: appoint / dismiss	I	R	I	C								C
Monitoring progress on key strategic priorities	I	R	I	C			C					
Approve Governors' expenses arrangements	I	R	I				C					
Approve Trustees' expenses arrangements	I	R	I				C					
Ensure effective induction and training of Trustees	I	R	I	C								C
Local Governing Bodies												
Self-review of LGBs: complete annually and action	I	I	R	I		I						C
Annual skills audit & training: action and review	I	I	R	I		I						C
Chair's 360 review	I	I	R	I		I						C
Ensure effective induction and training of Governors	I	I	R	C		I						C
Approve school level policies	I	I	R	C		I						C
Monitor progress of safeguarding action plan	I	I	R	I		C			C			
Monitor progress of SEND action plan	I	I	R	I		C			C			
Monitor progress of inclusion action plan	I	I	R	I		C			C			
Monitor delivery of extra-curricular activities	I	I	R	I		C						
Monitor delivery of staff and pupil wellbeing strategies	I	I	R	I		C		C				
Monitor progress of actions arising from Voice activities	I	I	R	I		C				C		