



Zest Academy Trust

Scheme of delegation

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CEO Mark Hamblett




Registered in England No. 8087508 Company Limited by Guarantee



Introduction

Zest Academy Trust (the Trust) is a company registered at Companies House with Company Number 08087508 and is a charitable company.

The governance model for the Trust is as follows:

-  **Members**
-  **Trustees**
-  **Chief Executive Officer (CEO)**
-  **Chief Finance Officer (CFO)**
-  **Local Governing Boards (LGB)**
-  **Headteachers (HT)**

The Members of the Trust have an overview of the governance arrangements of the Trust and have powers, including;

- 1. amending the Articles**
- 2. appointing or removing Members**
- 3. appointing or removing Trustees**

A Multi Academy Trust's (MAT) board of Trustees is accountable in law for all decisions about its academies. However, this does not mean that the board is required to make all the decisions itself. Many decisions can and should be delegated including to the CEO, board committees and cluster and local governing committees. Because Trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

This Scheme of Delegation (SoD) has been developed to outline the Trust's structure roles and responsibilities for Members, Trustees and Local Governing Boards (LGB). It shows what functions have been delegated by the Trustees and to whom. The SoD will not include every detail and will change over time.



Rationale

The Trust is defined by values of **Innovation, Develop, Learn and Challenge**. The Trust provides a strong foundation from which our academies can nurture and grow. The Trust:

- is ambitious, optimistic and forward thinking
- will share expertise and experience and collaboratively supports professional development
- has a constant focus on teaching, learning and assessment in order to raise standards
- will lead manage and coach staff who will help to build and sustain a thriving trust

Our objectives

- ensure the Trust has strong leadership and governance
- raise standards in teaching and learning
- raise attainment and demonstrate outstanding progress
- demonstrate financial efficiency, viability and sustainability

Format, structure, and clarity

The grid format, with columns for each layer of governance, should enable stakeholders to quickly determine who has the power to take which decisions within the Trust. The grid is divided into 3 key areas to reflect both the governance framework and the Three Core Functions of the Governing Board(s), as defined by the DfE in the Governance Handbook:

The governance framework:

- People
- Systems and structures
- Reporting

The Three Core Functions:

1. Being strategic
2. Holding to account
3. Ensuring financial probity.

Key

O: oversight

R: Responsibility

I: Information

CEO: Chief Executive Officer

CFO: Chief Financial Officer

LGB: Local Governing Board

HT: Headteacher

Strategic Development:

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Set the strategic objectives of the Trust	R	O	O	O	I	
Determine Trust's ethos, vision, values, and strategy, agree key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		R	R	O	I	I
Determine Trust wide policies which reflect the Trust's ethos and values	R	R				
Trust Strategic Plan in line with the ethos and strategic aims of the Trust	O	O	R	R	I	I
Review and challenge progress of the Trust against its strategic objectives	R	R				
Academy ethos vision and strategy, agreeing key priorities against which progress towards achieving the vision can be measured			O		R	R

Academy Improvement Plan – for each Academy in line with the ethos and strategic aims of the Trust			O		I	R
Ensure engagement with stakeholders and developing stakeholder partnerships across the Trust	R	R	R	R	I	I
Developing stakeholder partnerships at school level			I		R	R
Set the strategic objectives of the Trust	R	R	O	I	I	I
Determine school level policies which reflect the academies overall ethos and values to include e.g., admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve		O	R		I	R and I
Implement school level policies		O	R		O	R
Review permanent and fixed term exclusions		R			R and I	

Curriculum & Assessment:

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Quality of Teaching, Learning and assessment– support and challenge the delivery of educational outcomes		O	R		I	I
Setting the school curriculum and reviewing its effectiveness			O		O	R
Approve Trust curriculum/school curriculum and curriculum policy		R	R		O	O
Ensure high standards of teaching and learning		O	R	I	I	R
Delivery of curriculum			R			R
Pupil Premium (PP) – reviewing and challenging in terms of educational outcomes			O	O	R	R
Creation of the Academy’s Termly Action Plan			O		O	R

Pupil Admissions		O	R		I	I
Admissions appeal process		R	R		I	I
Student and parental Issues			R		O	R
Setting Academy hours and length of day			O		O	R
Set targets for Trust outcomes		R	R			
Determine complaints policy		R	I		I	
Implement complaints procedure		R	R	R	R	R

Governance & Compliance:

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Appointment and Removal of Members	R					
Appointment and Removal of Trustees	R	R				
Appointment and Removal of CEO	O	R				
Elect Chair of Trustees		R				
Appoint and remove board committee chairs		R				
Agree committee and LGB clerking arrangements		R	O		O	I
Appointment and Removal of LGB Chair		R	R		I	I
Appoint and remove LGB members		R	R		I	I
Appointment and Removal of LGB members			R		O	O
Appointment and Removal of Clerk to Trustees			R	O		
Appointment and Removal of Clerk to LGB and Committees			R		I	O
Review articles of association	O	R				
Agree to and implement articles of association	R					

Agree and review Governance structure for the Trust		R	I			
Agree named safeguarding trustee		R				
Agree named SEND Trustee lead		R				
Agree named careers Trustee lead		R				
Agree and review Governance structure for an Academy						
Agree LGB and committee terms of reference		R	O	O	R	O
Annual Academy Council Report to the Trust					R	R
Governance Terms of References for Members, Trustees and LGB members	R	R	O	I	I	I
Skills Audit – Complete and recruit to fill skills gap within Trust	R	R	I		R	I
Role description for Members	R					
Roles and Responsibilities descriptions for Trustees, chair, specific roles, committee members and LGB members	R	R	O	O		
Compliance with the Trusts Master Funding Agreement	O	O	R	R		
Compliance with the Academies Financial Handbook		O	R	R		
Compliance with all Regulations and Law (including charity law, company law, employment law and health and safety legislation)		O	R	R		

Compliance in completing the register of business interests and deal with any conflicts of interest and connected party transactions through policy and procedure			O	R		
Review the governance induction pack to ensure information is relevant and up to date			O	R		
Annual Trust Board governance schedule of business		R	R			
Annual Academy governance schedule of business				O	R	R
Auditing and reporting arrangements for matters of compliance (e.g., safeguarding, H&S, employment):		R	R	O		
Complete annual review of scheme of delegation		R	R			
Complete annual Trust board self-review		R				
Complete review of local governance	O	R	R	I	I	I
Commission external review of board effectiveness every three years	O	R	O			
Annually report work of LGB and committees: submit to Trust and publish		R	I	I	R	I

People & Payroll:

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Appoint and dismiss CEO/accounting officer		O	R			
Agree CEO pay and reward		R				
Appointment or removal of Head Teacher		O	R	I	R	
Agree headteacher pay and reward			R	I	I	
Appointment of removal of Senior Leadership Team staff			O		O	R
Appointment of removal of central service staff			R	O		
Appointment and removal of individual Academy staff			O		O	R
Trust staffing structure		O	R	I		
School staffing structure			R	I	I	R
Setting performance management targets for CEO		R				
Setting performance management targets for Head Teachers			R		O	
Setting performance management targets for central service staff			Y			

Setting performance management targets for Academy Staff					O	R
Setting Trust wide pay policy, terms and conditions of employment and Staff Handbook		O	R	I	I	I
Review and agree staff appraisal procedure and pay progression		O	R	I	I	I
Setting Trust Wide Human Resource policies such as, managing attendance, recruitment, and retention, disclosing and barring policy		R	R	I		O
Performance manage CEO		R				
Conduct Executive Team performance management		O	R			
Conduct headteacher performance management		O	R	I	I	
Determine disciplinary and capability policies		R	R			
Implement disciplinary and capability procedures – CEO		R				
Implement disciplinary and capability procedures – central team		O	R			

Implement disciplinary and capability procedures – schools		R	I	I	I	R
Approval of exit payments/early retirement/pension discretion (above a certain threshold)		R	I			

Business:

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Trust governance details on the Trust and Academy website		O	R			
Ensure Trust website is compliant and effective		R	R			
Ensure school websites are compliant and effective		R	R			
Register of business interests and pecuniary interests on websites			O	R		
Annual report on performance of the Trust: submit to members and publish		R	R	R		
Annual Report on Performance of Local Governing Bodies					R	O
Annual report to the Trust Board against KPIs			R	R		
Review and agree central services percentage		R	O	O		
Determining and allocating Central Services to be provided to the Academies by the Trust		R	R	R		
Monitor the effectiveness of the central services provided by the Trust			R	R		

Establish and manage Trust risk register. Review and monitor		R	R	O		
Establish and Manage of Academy risk register. Review and monitor				R		R
Establish and review Trust's scheme of financial delegation		R	O	O		
Annual pay awards in line with National Pay agreements		R	O			
Benchmark Trust ensuring value for money and robustness			O	R		
Benchmark Academy ensuring value for money and robustness				R		O
Developing Trust wide procurement strategies and efficiencies			O	R		O
Setting Trust Wide Business policies such as, GDPR, Retention of documents		R	R	O		O
Asset and Premises Maintenance Strategy by determining use of Academies' premises and ensuring premises are adequately maintained		R	R	O		O
Acquiring and disposing of trust land		R	O			
Arranging Insurance for the Trust assets and buildings			O	R		
Changing use of the Trust's assets		R	O		O	O

Media and PR to project activities of the Trust and the Academies to the wider community			R			R
Trust prospectus and website			R	O		O
Academy prospectus			R	O		R

**School Improvement
& CPD:**

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Plan and deliver individual school improvement interventions and strategies			R		I	R
Organise Trust annual 'away day'			R	O		O
Attendance Trust annual 'away day'	R	R	R	R		R
Lead curriculum planning session			R			
Shared CPD INSETs			R			O
Termly Trust-wide Moderation			O			R
Liaison with Teaching School Alliance			O			R
Management of potential NLE / SLE			O			R

Finance:

Area of Responsibility	Members	Trustees	CEO	CFO	LGB	HT
Appoint and remove financial auditors	R	O				
Appoint and performance manage chief financial officer	O	R	R			
Produce Trust's scheme of financial delegation		R	R			
Appoint and Remove external auditors	R	I				
Receive external auditors report	R					
Action recommendations by external auditors		R	R			R
Review the Trust's Financial Procedures Manual and all corresponding financial policies			O	R		
Approve the Trusts Financial Procedures Manual and all corresponding financial policies		R				
Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		R	R			

Submit ESFA required reports and returns		R	R			
Prepare three-year sustainable Trust budget			O	R		
Approve three-year sustainable Trust budget		R		O		
Prepare three-year sustainable Academy budget				R		R
Approve three-year sustainable Academy budget		R	O		O	
Prepare the Annual Budget for the Trust			O	R		
Agree the Annual Budget for the Trust		R	R			
Prepare the Annual Budget for the Academy			O	R		
Agree the Annual Budget for the schools		R	R	R	R	R
Prepare budget plan to support delivery of school key priorities			R	R	R	R
Review the Trust Charging and Remissions policy		R	O			
Monitor Trust budget		R	R			
Carry out benchmarking and trust-wide value for money evaluation		I	R			
Agree reporting and monitoring arrangements for Trust and school budgets		R	R	R	I	I
Agree Trust-wide estate vision, strategy, and asset management plan		R	I			

Monitor school estate to ensure it is safe and well maintained		R			R	R
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