



## Scheme of Delegation 2022 – 2023

Committee:	WeST Executive Team
Approved:	14 December 2022
Review cycle	1 year
Next review date:	December 2023

### Introduction

Westcountry Schools Trust (WeST or the Trust) is the statutory body for all the academies within the limited company registered with Companies House (company number 07398467). Schools joining the WeST may be sponsored or unsponsored, but all will promote, adhere to and be guided by the underlying objectives and principles of the Trust as agreed by its Trust Board. This scheme of delegation should be read in conjunction with the Trust's Articles of Association and where there is an unintended conflict the Articles shall take preference. The purpose of this scheme is to clarify decision making and lines of accountability. This scheme will be reviewed annually to reflect any changes as the Trust continues to develop.

### Members

The Trust must have no fewer than three members, of whom no more than one can be a trustee and none can be an employee of the Trust. They will be ultimately responsible for the Trust achieving its charitable objectives. They will agree the Articles of Association and have the power to appoint and remove trustees.

## Trust Board

Article 46 sets out that our Trust board will comprise up to nine trustees appointed by ordinary resolution of the members. Trustees may also appoint co-opted trustees in accordance with the terms of Article 58.

The Chief Executive Officer (CEO), together with other members of the Executive Leadership Team (ELT) as required will attend Trust Board meetings in an ex-officio capacity with no voting rights.

The Trust Board will deliver the three core functions common to academy governance, namely;

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the CEO, ELT and School Principals/Head teachers (Heads) to account for the educational performance of the schools; and
- Overseeing the financial performance of the Trust and the academies within, making sure its money is well spent.

The Trust Board will ensure the relevant processes and systems are in place for pupil safeguarding and welfare as well as the welfare of staff.

The Trust Board will fulfil some of its role through committees each of which will include up to three trustees including a Chair who will be a trustee. Each school within the Trust should have representation within a Hub Advisory Board (HAB), referred to in the Articles as a Local Governing Body. The Trust will nominate lead trustees for key areas of business such as safeguarding, Pupil Premium, SEND and Data. The Trust is also responsible for the higher and further education work and awards of the WeST Learning Institute, and of the work in sport, PE, and outdoor learning area of Arena

HAB members are encouraged to attend as non-voting members the sub-committees of the Trust Board through which it transacts much of its business. The main roles and responsibilities of these committees are as follows:

## Finance Committee

The key delegated responsibilities of the finance committee are to oversee the financial performance of the schools within WeST, making sure the Trust's money is well spent and that there is proper and regular use of its public funds, and recommending an annual Trust budget to the Trust Board for approval.

### Audit Committee

The key delegated responsibilities of the Audit committee are to ensure that the Trust has in place sound internal controls (financial and otherwise), risk management and assurance processes that adequately identify and manage risk across all schools in the Trust; and to monitor that these processes are operating effectively including receiving reports from the internal and external auditors.

### HR Committee

The key delegated responsibilities of the HR committee are to advise the Trust Board on HR issues; including the processes for the appointment of staff and reviewing and adopting other HR policies and procedures for the Trust.

### Estates Committee

The key delegated responsibilities of the Estates committee are to ensure that the Trust's capital estate is fit for purpose; and ensure that appropriate legal legislation for Health and Safety is being adopted and followed; and to receive relevant reports from Trust staff. It also has delegated responsibility for School Condition Allocation (SCA) capital expenditure in accordance with the approved Financial Scheme of Delegation.

### Remuneration Committee

The key delegated responsibilities of the Remuneration committee are to advise the Trust Board on performance and remuneration issues including setting appraisal targets for, and remuneration of, the CEO and other members of the ELT (in conjunction with the CEO). This includes determining the pay policy for the Trust, and receiving and assessing the recommendations for pay progression from each school ensuring consistency and equality across all schools.

### Education Standards Oversight and Scrutiny Panel

The key delegated responsibilities of the Education Standards panel are to advise the Trust Board on the performance of WeST schools. This would include key indicators such as:

- Safeguarding;
- Pupils' attainment and progress; and
- Attendance and exclusions.

The committee will also advise the Trust Board on the performance of the WeST Learning Institute including its higher and further education operation. In this respect the committee will monitor:

- the delivery of the trust strategies for staff development, apprenticeships, initial teacher education (ITE) and higher education;
- quality and standards of delivery and outcomes in higher and further education to ensure the security and integrity of awards;
- the development of partnerships with higher education, employers and other relevant bodies; and
- the development of PE, schools sport and outdoor education services.

#### Local Governance Tier - Hub advisory boards

The Heads of each school within the Trust will be a member of a HAB. Additional members of each HAB will comprise at least two parents drawn from one or more of those schools represented within the HAB, as well as members of the local community. The number of members in each HAB will not normally exceed more than two times the number of schools within the HAB. The Chair and Vice Chair and safeguarding and SEND champions of each HAB will be appointed by trustees for a term of up to three years. All other members will be appointed by trustees for up to three years. Any member of a HAB may be removed by a decision of the Trust Board. Trustees may appoint replacement members to HABs in the event that individual HAB members resign during a term of office.

Responsibilities of the HABs comprise:

- Considering the performance of schools within the hub in relation to safeguarding of pupils;
- Considering the social and academic performance of schools and their pupils, with special reference to pupils with special educational needs and/or disabilities;
- Understanding resourcing patterns, and use made of resources in terms of people, finance and general support;
- Building an understanding of how hub schools are led and managed;
- Engaging with stakeholders; and
- Escalating issues to the Trust Board via hub chairs' meetings with the Chair of the Trust and the CEO.

## Chief Executive Officer

The Trust Board will appoint the CEO of the Trust. The CEO:

- has delegated responsibility for the operation and performance of the schools including appraising the ELT;
- is the Accounting Officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money via the report of the Chief Financial Officer (CFO); and
- leads the Trust's ELT. The CEO delegates executive functions to the ELT and is accountable to the Trust Board for the performance of the ELT. The ELT will comprise the CEO, CF, the Directors of Education, Director of Inclusion, Director of People and Estates Director.

The CEO will be held to account by the Trust Board and an independent School Improvement Advisor appointed by, and reporting to, the Trust Board via the Remuneration Committee. The Trust Board, together with the CEO who fulfils the statutory function of Accounting Officer, has ultimate accountability and responsibility for all aspects of the schools in the Trust.

The Board delegates aspects of its responsibility in accordance with the following principles:

- the overriding aim of working together to build great schools is best achieved by each school developing its own individual identity and ethos within the overall framework, policies and ethos of the Trust;
- responsibility is delegated in accordance with the ability of the school and its staff to meet the Trust's expectations. The Scheme of Delegation can be adjusted by the Trust Board for an individual school if required. Wherever an authority is held by the Board, it is assumed the relevant Executive Officer undertakes the necessary preparatory work; and
- those to whom responsibility is delegated exercise that authority in line with good leadership practice, governance handbook guidelines, consulting with staff and volunteers as appropriate.

This Scheme of Delegation should be used in conjunction with policies, committee terms of reference and role descriptions.

Key	
	Body to whom decision making or policy setting responsibility is delegated
	Body or bodies which must be consulted as a minimum.

#### Key functions

1	Governance	9	Disadvantaged and SEND
2	Continuous Improvement	10	Safeguarding
3	Finance	11	Pupil Attendance, Behaviour and Exclusions
4	Personnel and Staffing	12	Risk, Safety, Security and Premises
5	Admissions	13	Parent, Community Relations and Marketing
6	Curriculum	14	Central Services
7	Performance (KPIs)	15	Higher and Further Education Awards
8	Pupil Personal Development and Well Being		

The Scheme of Delegation as represented below is grouped by responsible body

- Members
- Trust Board
- CEO
- CFO
- WeST Committee
- ELT
- Hub Advisory Board (HAB)
- Heads

# Member Responsibilities

Key Function	No.	Responsibility	Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Governance	1.01	Agree and review the Articles of Association								
	1.02	Appoint and dismiss Members								
	1.03	Appoint and dismiss trustees and co-opted trustees								

	Trust Board Responsibilities									
			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Governance	1.04	Set vision and strategic objectives								
	1.05	Set scheme of delegation for the Board								
	1.06	Approve and publish the annual report on the Trust								
	1.07	Hold AGM and submit accounts to Members								
	1.08	Submit annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money. Submit documents to the ESFA								
	1.09	Annually review the Committee Trust structure								
	1.10	Annually agree Terms of Reference for Trust Board, Trust Committees								
	1.11	Determine Terms of Reference for Hub Advisory Boards								
	1.12	Admissions of new schools to the Trust (75% majority)								



			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Governance	1.13	Approve the times of school day								
	1.14	Appoint and dismiss Trust committee members including Chair and Vice Chair								
	1.15	Establish and publish register of all interests (business, pecuniary, and loyalty) for Members, trustees and HAB members								
	1.16	Appoint and dismiss the Clerk to Trust Board								
	1.17	Appoint and remove Hub Advisory Board Chair, Vice Chair and members								
	1.18	Enter into funding agreements								
	1.19	Succession plan from trustees and ELT including audit of skills								
	1.20	Establish and publish register of all HAB members' interests, business and pecuniary								
	1.21	Appoint all HAB members, including chair, vice-chair and named Safeguarding, and SEND champion for each HAB								
	1.22	Succession plan, including audit of skills for each HAB								
Continuous Improvement	2.01	Approve and monitor Trust's five-year strategic plan								

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Finance	3.01	Appoint auditor (internal and external)								
	3.02	Approve planned capital expenditure within Financial Scheme of Delegation								
	3.03	Agree budget plan and budgets to support delivery of Trust key priorities and staffing structure								
	3.04	Agree financial decision level limits including virements. Approve virements where required								
Personnel and Staffing	4.01	Appoint, line manage and dismiss the CEO								
	4.04	Approve early retirement and settlement payments in line with the Financial Scheme of Delegation								
Admissions	5.01	Agree PAN for each school								
	5.02	Set admissions policy								
Curriculum	6.01	Ensure an appropriate curriculum is taught to all pupils								
Performance	7.01	Agree KPIs for Trust's academic achievement								

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Pupil Personal Development and Well Being	8.01	Ensure the social, moral, spiritual and cultural development of pupils								
	8.02	Prohibit political indoctrination, extremism and ensure the balanced treatment of political and global issues								
Safeguarding	10.01	Ensure compliant data protection								
	10.02	Overview safeguarding practice across the Trust.								
	10.03	Ensure Disclosure and Barring Service checks are undertaken for Trust employees, trustees and Members								
Attendance, Behaviour and Exclusions	11.01	Set KPIs for pupil attendance								
Risk, Safety, Security and Premises	12.01	Set Health and Safety Policy for all schools								
	12.02	Develop and approve Trust estate management strategy								

	12.03	Procure all insurance, capital works and maintenance in line with the Financial Scheme of Delegation								
	12.04	Approve the capital strategy in line with the Financial Scheme of Delegation								
	12.05	Establish, review and monitor the Trust Risk Register								
	12.06	Determine the capital strategy including ICT and SCA capital expenditure								
	12.07	Approve the capital strategy in line with the Financial Scheme of Delegation								
Parents, Community Relations and Marketing	13.01	Approve Complaints Policy								
Central Services	14.01	Monitor and evaluate the standard of services								
Higher and Further Education Awards	15.01	Ensure the quality of provision and outcomes of higher and further education programmes and awards								
	15.02	Ensure the security of awards								
	15.03	Monitor and evaluate the standard of services								

CEO Responsibilities										
			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Governance	1.23	Succession plan including audit of skills for Executive Leadership Team and Central Services Team								
	1.24	Appoint and dismiss the HAB administrator								
Continuous Improvement	2.02	Set the Trust Strategic Plan and evaluate and report to Members on the impact								
Personnel and Staffing	4.02	Appoint, line manage and dismiss the Executive Leadership Team								
	4.03	Appoint, line manage and dismiss Heads								
	4.04	Approve early retirement and settlement payments in line with the Financial Scheme of Delegation								
	4.05	Set staffing structure within the allocated school or central budget								
	4.06	Agree appointments to central staffing structure outside the allocated budget up to £25,000								
	4.07	Agree appointments within the staffing structure within the allocated school or central budget in accordance with Right to Recruit procedures								

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Performance	7.02	Set KPIs for each school's academic achievement								
Disadvantaged and SEND	9.01	Set a Trust wide strategy for Disadvantaged Children (and monitor the impact on outcomes)								
Safeguarding	10.04	Ensure the Single Central Record for the Trust is compliant with present up to date regulations								
	10.05	Ensure Disclosure and Barring Service Checks are undertaken for all school employees and volunteers								
	10.06	Ensure the Single Central Record for the school is compliant with present up to date regulations								
Parent, Community Relations and Marketing	13.02	Ensure legal compliance and maintenance of Trust 's websites								
Higher and Further Education Awards	15.01	Ensure the quality of provision and outcomes of higher and further education programmes and awards								

CFO Responsibilities

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Finance	3.05	Formulate school budgets								
	3.06	Monitor school and Trust budgets								
	3.07	Set investment policy								
	3.08	Ensure appropriate systems are in place for insurance								
	3.09	Provide assurance to the Board over the suitability of, and compliance with, statutory and other systems and financial controls								

## Committee Responsibilities

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Finance	3.10	Approve investment decisions								
Personnel and Staffing	4.06	Agree appointments to central staffing structure outside the allocated budget up to £25,000								
	4.08	Approve Personnel Policies								
	4.09	Review Personnel Policies								
	4.10	Approve annual pay and conditions framework for all staff								
	4.11	Approval of pay recommendations								
Disadvantaged and SEND	9.02	Ensure funding for Pupil Premium and Sports Premium are spent appropriately and have an effective impact								



Executive Leadership Team (ELT) Responsibilities										
			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Governance	1.25	Approve the dates of school term and holidays								
Continuous Improvement	2.03	Audit and plan strategic actions to meet workforce needs, including CPD, leadership and talent management.								
	2.04	Monitor Trust strategic plan and School Improvement Plans								
Teaching and Learning	7.03	Monitor, challenge and support academic standards in schools								
Attendance, Behaviour and Exclusions	11.02	Monitor suspensions and permanent exclusions of pupils and report to the Trust on a termly basis								
Risk, Safety, Security and Premises.	12.08	Monitor, challenge and support the standards of Health and Safety in schools								
Parents, Community Relations and Marketing	13.03	Set Complaints Policy								
	13.04	Higher level monitoring and resolution of complaints across the Trust								

## Headteacher Responsibilities

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Continuous Improvement	2.05	Action and report to HAB on regular school self-evaluation and submit to the Trust annually								
Personnel and Staffing	4.12	Appoint line manage and dismiss school staff on leadership spine other than Head in accordance with Right to Recruit procedures								
Teaching and Learning	7.04	Responsible for standards of education including academic achievement within a school								
Pupil Personal Development and Well-being	8.03	Make arrangements for collective workshop								
Disadvantaged and SEND	9.03	Appoint "responsible person" to discharge duties in respect of pupils with special needs ensuring their requirements are fully met								
	9.04	Designate a teacher for Looked After Children who is responsible for ensuring their needs are fully met								
	9.05	Ensure provision of Free School Meals for those meeting the criteria								

			Members	Trust Board	CEO	CFO	WeST Committee	ELT	HAB	Heads
Attendance, Behaviour and Exclusions	11.03	Monitor pupil attendance and persistent absence data and report to the Trust annually								
Risk, Safety, Security and Premises	12.09	Implement the Trust's Health and Safety policy and procedures								
Parent, Community Relations and Marketing	13.05	Ensure legal compliance and maintenance of school website								