WESTCOUNTRY
SCHOOLS TRUST

Scheme of Delegation

(Reviewed and updated November 2019)

Westcountry Schools Trust (WeST) - Scheme of Delegation

Introduction

Westcountry Schools Trust (WeST) is the statutory body for all the academies within the Multi Academy Trust. Schools joining the MAT may be sponsored or unsponsored, but all will promote, adhere to and be guided by the underlying objectives and principles of the MAT as agreed by its Trust Board. This scheme of delegation should be read in conjunction with the Trusts 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

Five members of which no more than one can be trustee and none can be employees of the Trust. They will be ultimately responsible for the MAT 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 of up to 13 Trustees as follows;
Up to 3 Trustees as appointees by the members if considered necessary to ensure appropriate, professional skill and experience mix on the Board;
Up to 6 Chair of Governors of LGBs in the MAT representing the geographic clusters at both primary and secondary education.
The CEO (with no vote)
Other Executive members will be invited as required

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

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the Chief Executive Officer, the Executive Leadership Team and School Principals/Head teachers to account for the educational performance of the schools.
- 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 at least three trustees. Each school within the Trust is expected to have a local governing board. The Trust will also nominate lead Trustees for key areas of business such as Safeguarding, Pupil Premium, SEND and Data.

The main roles and responsibilities of the committees are as follows and representation from all LGBS is encouraged accepting limitations on voting members.

Finance Committee

The key delegated responsibilities of the finance committee are to oversee the financial performance of the schools within the MAT, 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 all 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 form Trust staff.

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 Executive Leadership Team and Central Services Team (in conjunction with the CEO). To include determining the pay policy for the Trust Receiving and assessing the recommendations for pay progression from each school ensuring consistency and equality across all schools.

Education Standards Committee

The key delegated responsibilities of the Standards committee are to advise the Trust Board on the performance of children in WeST schools. This would include key indicators such as children's attainment, progress, attendance and exclusions.

Local Governing Board

Each school within the Trust is expected to have its own Local Governing Board (LGB) whose membership will include parental and staff representation as governors, and should include members of the local community. Responsibilities of the LGB are more precisely defined in the LGB Terms of Reference and will include

- Monitoring whether the academy/school is meeting agreed targets
- Ensuring the academy/school is working within its agreed policies; and
- Supporting the academy/school to manage its finances within the agreed budget
- Building an understanding and supporting how the school is led and managed;
- Engaging with stakeholders
- Escalate issues to the Trust Board as appropriate.

Chief Executive Officer

The Trust Board will appoint the Chief Executive Officer (CEO) of the Trust. He/she;

- has delegated responsibility for the operation and performance of the schools including appraising the Executive Leadership Team in collaboration with the LGB;
- is the accounting officer so has overall responsibility for the operation of the Trusts financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money;
- will lead the Executive Leadership Team of the MAT. The CEO will delegate executive functions to the Executive Leadership Team and is accountable to the Trust Board for the performance of the Executive Leadership Team. The ELT will comprise CEO, DSSI, DPSI, TLI Director, CFO, Estates Director and HR Director.

The Chief Executive Officer 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 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 likewise the Principal or other Executive Officer carries out that work for the LGB
- Those to whom responsibility is delegated exercise that authority in line with good leadership practice, Governance handbook guidelines, consulting with staff and governors as appropriate.

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

Body to whom responsibility is delegated	
Body that must be consulted as a minimum, bearing in mind best leadership practice to involve all appropriate bodies when making decisions	

Key Function	No.	Responsibility	Members	Trust Board	CEO	CFO	Relevant Thematic Committee	EPP, HR & Estates Directors	LGB	Heads
Governance	1.01	Set vision and strategic objectives								
	1.02	Agree and review the Articles of Association								
	1.03	Set scheme of delegation for the Board								
	1.04	Submit to members and publish the annual report on the Trust								
	1.05	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								
	1.06	Annually review the Committee Trust structure								
	1.07	Annually agree Terms of Reference for Trust Board, Trust Committees								
	1.08	Annually agree Terms of Reference for Local Governing Boards								
	1.09	Admissions of new academies to the MAT (75% majority)								
	1.10	Approve the dates of term and holidays								
	1.11	Approve the times of school day								
	1.12	Appoint and dismiss Members								
	1.13	Appoint and dismiss Trust committee members including Chair and Vice Chair								
	1.14	Appoint and dismiss Trustees and co-opted Trustees								
	1.15	Establish an publish register of all interests, business, pecuniary, loyalty for Trust members and trustees								
	1.16	Establish an publish register of all interests, business, pecuniary, loyalty for governors								
	1.17	Appoint a named Safeguarding governor								
	1.18	Appoint a named Pupil Premium governor								

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	1.19	Appoint and dismiss the Clerk to Trust Board		■						
	1.20	Appoint and remove Local Governors, Chair and Vice Chair		■					▫	
	1.21	Appoint and dismiss the Clerk to Local Governing Board							■	
	1.22	Regulate LGB procedures where not set out in law		▫					■	
	1.23	Entering into funding agreements		■		▫				
	1.24	Acquisition of legal entities		■	▫	▫				
	1.25	Succession plan including audit of skills for Trust Board		■						
	1.26	Succession plan including audit of skills for Local Governing Board							■	
	1.27	Succession plan including audit of skills for Executive Leadership Team and Central Services Team			■	▫		▫		
	1.28	Succession plan including audit of skills for academy							■	▫
Continuous Improvement	2.01	Approve and monitor three year strategic and annual Trust Improvement Plan		■	▫			▫		
	2.02	Approve and monitor three year strategic and annual School Improvement Plan						▫	■	▫
	2.03	Action the Trust Improvement Plan and evaluate and report to Members on the impact			■			▫		
	2.04	Action and report to LGB on regular school self-evaluation and submit to the Trust annually								■
Finance	3.01	Appoint Auditor		■						
	3.02	Formulate school budgets				■				▫
	3.03	Recommend annual school budgets							■	
	3.04	Approve all school and other budgets		■			▫			
	3.05	Monitor school and Trust budgets				■			▫	▫
	3.06	Approve planned capital expenditure		■			▫			▫
	3.07	Agree budget plan to support delivery of Trust key priorities and staffing structure		■						
	3.08	Approve Central Services recharge and budget		■	▫	▫	▫	▫	▫	
	3.09	Approve banking and investment decisions				▫	■			
	3.10	Approve annual accounts		■						
	3.11	Agree financial decision level limits including virements		■			▫			
	3.12	Ensure appropriate systems are in place for staff				▫	■			

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		insurance and well being								
	3.13	Provide assurance to the Board over the suitability of, and compliance with, statutory and other systems and controls								
Personnel and Staffing	4.01	Approve and review Personnel Policies (see Appendices)								
	4.02	Approve annual pay and conditions framework for all staff								
	4.03	Appoint, line manage and dismiss the Executive Leadership Team:								
		Appoint, line manage and dismiss the CEO								
		Appoint, line manage and dismiss the CFO								
		Appoint, line manage and dismiss the EPP, HR and Estate directors within the agreed structure								
	4.04	Appoint, line manage and dismiss the Principals								
	4.05	Appoint, line manage and dismiss the Staff on leadership spine other than Principal								
	4.06	Approval of pay recommendations								
	4.07	Approval of early retirement, dismissal and settlement payments								
	4.08	Agree appointments to staffing structure within the allocated school or central budget								
	4.09	Agree appointments to central staffing structure outside the allocated budget up to £35,000								
	4.10	Agree training and costs for staff development								
	4.11	Use of apprentice levy								
Admissions	5.01	Set admissions policy								
	5.02	Agree PAN for each school								
Curriculum	6.01	Ensure an appropriate curriculum is taught to all pupils								
Teaching and Learning	7.01	Set KPI's for Trust academic achievement								
	7.02	Set KPI's for each school's academic achievement								
	7.03	Responsible for standards of academic achievement with a school								
	7.04	Monitor, challenge and support academic standards in a school								
Pupil Personal	8.01	Ensure the social, moral, spiritual and cultural								

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Development & Well Being		development of pupils		■						
	8.02	Prohibit political indoctrination, extremism and ensure the balanced treatment of political and global issues		■						
	8.03	Make arrangements for collective workshop								■
Disadvantaged & SEND	9.01	Appoint "responsible person" to discharge duties in respect of pupils with special needs ensuring their requirements are fully met								■
	9.02	Designate a teacher for Looked After Children who is responsible for ensuring their needs are fully met								■
	9.03	Approve a Trust wide strategy for Disadvantaged Children and monitor the impact on outcomes					■			
	9.04	Ensure additional funding for Pupil Premium and Sports Premium are spent appropriately and have an effective impact					■			
	9.05	Ensure provision of Free School Meals for those meeting the criteria								■
Safeguarding	10.01	Data protection		■						
	10.02	Disclosure and Barring Service Checks for Trust employees, trustees and members					■			
	10.03	Disclosure and Barring Service Checks for school employees, governors and volunteers							■	
	10.04	Ensure the Single Central Record for the Trust is compliant with present up to date regulations			■					
	10.05	Ensure the Single Central Record for the school is compliant with present up to date regulations								■
	10.06	Overview Safeguarding practice across the Trust		■						
Pupil Attendance, Behaviour and Exclusions	11.01	Set KPI for pupil attendance							■	
	11.02	Monitor pupil attendance and persistent absence data and report to the Trust annual								■
	11.03	Monitor fixed term and permanent exclusions of pupils and report to the Trust on a termly basis							■	
Risk, Safety, Security and Premises	12.01	Establish, review and monitor the Trust Risk Register					■			
	12.02	Establish, review and monitor the school Risk Register							■	
	12.03	Ensure appropriate reporting systems are in place to ensure the Health and Safety in all schools		■						
	12.04	Responsible for ensuring the school implements the		■						

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		Health and Safety procedures		■					▫	▫
	12.05	Monitor, challenge and support the standards of Health and Safety in the school					▫		■	▫
	12.06	Determine the capital strategy including ICT					■			
	12.07	Develop and approve Trust premises state management strategy		■						
	12.08	Procure all insurance, capital works and maintenance		■		▫			▫	
Parent, Community Relations and Marketing	13.01	Higher level monitoring and resolution of complaints across the Trust							■	
	13.02	Publish school Prospectus								■
	13.02	Legal compliance and maintenance of Trust website		▫	■					
	13.03	Legal compliance and maintenance of school website								■
	13.04	Overall marketing strategy					■			
Central Services	14.01	Determine the scope of core services provided for schools		■	▫	▫		▫		
	14.02	Ensure efficient, cost effective and high quality services		■		▫				
	14.03	Monitor and evaluate the standard of services					■		▫	▫