

Introduction

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.

Members

Five members of whom no more than one can be trustees 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

This will comprise of up to 13 trustees as follows

- Up to four appointees by the members are considered necessary to ensure appropriate, professional skill and experience mix on the Board;
- The Chair of Governors of the existing Ivybridge Community College;
- The Chair of Governors of agreed academies in the MAT;

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 the school Principals to account for the educational performance of the schools and their pupils, and the appraisal of its staff and;
- Overseeing the financial performance of the Trust and the academies within, making sure its money is well spent.

The Trust Board will fulfil its obligations to higher education partners in developing and providing degrees and associated work according to partnership agreements and contracts.

The Trust Board will fulfil some of its role through five sub-committees (Each of which will have at least three trustee members) and a Remuneration Committee. The main roles and responsibilities of these committees are as follows

Westcountry Schools Trust (WeST) - Scheme of Delegation

2.1 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.

2.2 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.

2.3 HR Committee

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

2.4 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 from Trust staff.

2.5 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); and receiving and assessing the recommendations for pay progression from each school ensuring consistency and equality across all schools.

2.6 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.

Westcountry Schools Trust (WeST) - Scheme of Delegation

3 Local Governing Board

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

- Monitoring whether the academy is:
 - a. Meeting its agreed targets particularly in regard to the educational performance of the school and its children
 - b. Working within its agreed policies; and
 - c. Managing its finances within the agreed budget
- Building an understanding of how the school is led and managed;
- Engaging with stakeholders; and
- Reporting to the Trust Board.

4 Chief Executive Officer

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

- has the delegated responsibility for the operation and performance of the schools including appraising the Executive Leadership Team (ELT) in collaboration with the LGB;
- 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;
- leads 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. With effect from 1st September 2017, the Executive Leadership Team (ELT) will comprise Chief Executive Officer (CEO), Executive Primary Principal (EPP), Plym Cluster Executive (PCE), Teaching Learning Institute (TLI) Director, Chief Financial Officer (CFO) and Human Resources (HR) Director. This will be reviewed after one year.

The Chief Executive Officer will be held to account by the Trust Board and informed by an independent School Improvement Advisor, appointed by, and reporting to, the Trust Board. The Trust Board, together with the Chief Executive Officer 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:

Westcountry Schools Trust (WeST) - Scheme of Delegation

- 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 any individual school. Those to whom responsibility is delegated exercise that authority in line with good leadership practice, consulting with and keeping informed other staff and governors as appropriate.
- 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, consulting with and keeping informed other staff and governors as appropriate.

The Executive Leadership Team is made up Chief Executive Officer, Chief Financial Officer, Human Resources Director, Executive Primary Principal, Plym Cluster Executive, Director of Teaching Learning Institute

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

Westcountry Schools Trust (WeST) - Scheme of Delegation

Key Function	No.	Responsibility	0	1	2	3	4	5		6	7	8
			LEVEL Members	LEVEL Board	LEVEL CEO	LEVEL CFO	LEVEL Board Com- mittee	LEVEL EPP PCE		LEVEL TLI	LEVEL LGB	LEVEL Heads
1. 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 and review annually										
	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										

Westcountry Schools Trust (WeST) - Scheme of Delegation

Key Function	No.	Responsibility	0	1	2	3	4	5		6	7	8
			LEVEL	LEVEL	LEVEL	LEVEL	LEVEL	LEVEL		LEVEL	LEVEL	LEVEL
			Members	Board	CEO	CFO	Board Committee	EPP	PCE	TLI	LGB	Heads
	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										
2. 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										
3. 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										

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Key Function	No.	Responsibility	0	1	2	3	4	5		6	7	8
			LEVEL Members	LEVEL Board	LEVEL CEO	LEVEL CFO	LEVEL Board Com- mittee	LEVEL EPP PCE		LEVEL TLI	LEVEL LGB	LEVEL Heads
	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 insurance and well being										
	3.13	Provide assurance to the Board over the suitability of, and compliance with, statutory and other systems and controls										
4. Personnel and Staffing	4.01	Approve and review Personnel Policies and procedures, ensuring compliance with employment law. (See Appendices)										
	4.02	Approve annual pay and conditions framework for all staff										
	4.03	Appoint, line manage and dismiss the Executive Leadership Team:										
		CEO										
		CFO										
		EPP, PCE, HR Director and Director TLI										
	4.04	Principals										
	4.05	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 school staffing structure within the agreed budget										

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Key Function	No.	Responsibility	0	1	2	3	4	5		6	7	8
			LEVEL Members	LEVEL Board	LEVEL CEO	LEVEL CFO	LEVEL Board Com- mittee	LEVEL EPP	LEVEL PCE	LEVEL TLI	LEVEL LGB	LEVEL Heads
	4.09	Agree appointments to school staffing structure outside the agreed budget										
5. Admissions	5.01	Set admissions policy										
	5.02	Agree PAN for each school										
6. Curriculum	6.01	Ensure an appropriate curriculum is taught to all pupils										
7. 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										
8. Pupil Personal Development & 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										
	8.03	Make arrangements for collective worship										
9. Disadvantaged and 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										

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			LEVEL Members	LEVEL Board	LEVEL CEO	LEVEL CFO	LEVEL Board Com- mittee	LEVEL EPP PCE		LEVEL TLI	LEVEL LGB	LEVEL Heads
	9.05	Ensure provision of Free School Meals for those meeting the criteria										
10. 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										
	10.07	The HR Director will ensure that safe procedures operate in relation to allegations against staff and that these are compliant with external and internal regulations e.g. LADO.										
11. 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										
12. Risk, Safety, Security & Premises	12.01	Establish, review and monitor the Trust Risk Register										
	12.02	Establish, review and monitor the school Risk Register										

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			LEVEL Members	LEVEL Board	LEVEL CEO	LEVEL CFO	LEVEL Board Com- mittee	LEVEL EPP PCE		LEVEL TLI	LEVEL LGB	LEVEL Heads	
	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 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											
13. Parent & Community Relations & Marketing	13.01	Higher level monitoring of complaints across the Trust											
	13.02	Higher level resolution of complaints across the Trust											
	13.03	Publish school Prospectus											
	13.04	Legal compliance and maintenance of Trust website											
	13.05	Legal compliance and maintenance of school website											
	13.06	Overall marketing strategy											
14. 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											
15. Staff development and outreach	15.01	Manage WeST staff development services to support effective succession planning and continuous improvement											

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			LEVEL	LEVEL	LEVEL	LEVEL	LEVEL	LEVEL		LEVEL	LEVEL	LEVEL
			Members	Board	CEO	CFO	Board Committee	EPP	PCE	TLI	LGB	Heads
	15.02	Ensure that higher education contracts are fulfilled with QA and recruitment/retention targets met										
	15.03	Ensure that ITT contracts with NCTL are fulfilled with QA and recruitment/retention targets met										
	15.04	Ensure that Apprenticeship Levy delivery meets the needs of WeST schools and staff, and that QA and recruitment/retention targets are met										
	15.05	Ensure that all outreach activities meet the requirements and standards set by relevant external agencies including CMA, Ofsted, OFFA and OIA										

GLOSSARY

NCTL	National College for Teaching and Leadership
ITT	Initial Teacher Training
CMA	Competition and Marketing Authority
OFA	Office for Fair Access
OIA	Office for the Independent Adjudicator