



Scheme of Delegation 2025-2026

Review body:	Trust Board
Approved:	October 2025
Review cycle	Annual and ongoing
Next review date:	Autumn 2026

Introduction

Westcountry Schools Trust (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 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. The governance structure at Westcountry Schools Trust is determined by the Scheme of Delegation and delivered through a framework comprising: Members; Board of Trustees; Committees of the Board, including those responsible for Local Governance; and executive leaders. Trustees are accountable in law for all major decisions about its schools. However, this does not mean that the Board is required to carry out all the Trust's governance functions. Many of these processes are delegated in order to make this manageable and scalable, and because this is the right thing to do. Functions may be delegated to the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Headteachers (HT) and to committees of the board and those responsible for local governance through WeST Community Councils (WeST CCs). 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, with the preferred number being 5, (in line with current DfE recommendation) 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 ensure that the trust is delivering the five pillars of academy trust quality:

- High-quality and inclusive education
- School improvement
- Workforce
- Finance and operations
- Governance and leadership

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 WeST Community Council, referred to in the Articles as a Local Governing Body. The Trust will nominate lead trustees, or Trust Board Committees for key areas of business such as safeguarding and SEND. The Trust is also responsible for externally traded services including the WeST Training Institute and Arena Sports Partnership.

WeST CC members may request 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, 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. It also has delegated responsibility for all capital expenditure, including School Condition Allocation (SCA), in accordance with the approved Financial Scheme of Delegation.

Audit and Risk Committee

The key delegated responsibilities of the Audit and Risk 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. It also has delegated responsibilities 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.

The committee also has key delegated responsibilities to advise the Trust Board on all matters pertaining to the employment of staff, ensuring the trust remains statutorily compliant, attracts

and retains a suitably qualified and experienced workforce, and is making progress towards a positive culture, with a focus on wellbeing, engagement and a more consistent and positive experience for all 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 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 Committee

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

- Safeguarding;
- Pupils' attainment and progress;
- Attendance and exclusions;
- Staff Survey outcomes and actions:

Local Governance Tier - WeST Community Councils (WeST CCs)

The role of the WeST CCs is both advisory and one of responsibility, involving monitoring the implementation of Trust strategic priorities within each individual school, including considering robust safeguarding arrangements, and community and stakeholder engagement. WeST CCs will have some specific decision-making powers around local level school policies which impact the lived experience of the child. WeST CC members may be expected to sit on panels which have statutory and/or delegated powers, including those relating to complaints, suspensions, and exclusions. WeST CCs will be bound by the terms of reference (ToR) in the usual way.

Responsibilities of the WeST CCs include the 4 areas of Community Lived Experience:

- **Safeguarding and inclusion:** Monitoring the Attendance, Mobility, SEND and Disadvantaged data for each school to provide a strong oversight for trustees and challenge and support for individual schools.
- **Behaviour and Ethos:** Providing support and challenge to the school on aspects of Behaviour, Suspensions, Exclusions and Bullying. Monitoring pupil wellbeing in the schools and the provision of uniform in line with DfE statutory requirements.
- **Curriculum Subset:** Monitor and support the experiences and opportunities that are provided to all children via extra-curricular programs including to exposure to careers and approving the Careers (secondary) and RSE policies. Monitor, where possible, statistics for the next stage of education, including NEETS.
- **Staff:** Monitor staff wellbeing and mobility and support staff initiatives.

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, CFO, Deputy CEO (DCEO), Director of Education, Director of Safeguarding, Director of People and Director of Estates.

The CEO will be held to account by the Trust Board. The Trust Board will appoint an independent School Improvement Advisor, via the Remuneration Committee to provide impartial challenge, alongside the Board in the CEO appraisal process. 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.

Headteachers

Headteachers are responsible for the day-to-day operation of the school, safeguarding, standards, curriculum, teaching and learning, the pupils, the staff, and for working with parents and the community.

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 (the final decision or responsibility lies here)
	Consults with/monitors/involved

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)		
8	Pupil Personal Development and Well Being		

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

- Members
- Trust Board
- CEO
- CFO
- Committee (ARC = Audit & Risk, FC = Finance, ESC = Education Standards, RC = Remuneration)
- ELT
- WeST Community Council (WeST CC)
- Heads

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
Governance	1.01	Agree and review the Articles of Association								
	1.02	Appoint and dismiss Members								
	1.03	Appoint and dismiss trustees (member appointed)								
	1.04	Appoint and dismiss co-opted trustees								
	1.05	Set vision for the trust							NEW	
	1.06	Set scheme of delegation for the Board								
	1.07	Approve and publish the annual report on the Trust					ARC FC			
	1.08	Hold AGM and submit accounts to Members								
	1.09	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 (now DfE)					ARC			

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
	1.10	Annually review the Trust Committee structure					All			
	1.11	Annually agree Terms of Reference for Trust Committees					All			
	1.12	Determine Terms of Reference for WeST Community Councils								
	1.13	Admissions of new schools to the Trust (75% majority of those voting)								
	1.14	Approve the times of school day								
	1.15	Appoint and dismiss Trust committee memberships including Chair and Vice Chair								
	1.16	Establish and publish register of all interests (business, pecuniary, and loyalty) for Members, trustees and WeST CC members.								
	1.17	Appoint and dismiss the Clerk to Trust Board								
	1.18	Appoint and remove WeST Community Council Chair								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
	1.19	Appoint WeST CC members - delegated to Chair, in consultation with HT (except two elected parent members)								
	1.20	Remove WeST CC members								
	1.21	Enter into funding agreements								
	1.22	Succession plan for trustees including audit of skills								
	1.23	Succession plan, including audit of skills for each WeST CC								
	1.24	Succession plan including audit of skills for Executive Leadership Team and Central Services Team								
	1.25	Appoint and dismiss governance support to WeST CCs								
	1.26	Approve the dates of school term and holidays								
	1.27	Approve local school policies, which impact the lived experience of the child as listed in the WeST								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
		CC terms of reference								
Continuous Improvement	2.01	Approve and monitor Trust's short and long-term strategic plans					ESC			
	2.02	Draft and present the Trust Strategic Plan and evaluate and report to Members on the impact								
	2.03	Audit and plan strategic actions to meet workforce needs, including CPD, leadership and talent management					ARC			
	2.04	Monitor School Improvement Plans					ESC			
Finance	3.01	Appoint external auditor					ARC			
	3.02	Appoint internal auditor					ARC			
	3.03	Approve planned capital expenditure within Financial Scheme of Delegation					FC			
	3.04	Agree budget plan and budgets to support delivery of Trust key priorities and staffing structure					FC			

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
	3.05	Agree financial decision level limits (Financial SoDA)					FC			
	3.06	Approve school budgets for BFR3Y submission					FC			
	3.07	Monitor school and Trust budgets					FC			
	3.08	Approve investment policy					FC			
	3.09	Ensure appropriate systems are in place for insurance					ARC			
	3.10	Provide assurance to the Board over the suitability of, and compliance with, statutory and other systems and financial controls					ARC			
	3.11	Approve investment decisions within agreed policy					FC			
Personnel and Staffing	4.01	Appoint, line manage and dismiss the CEO								
	4.02	Appoint, line manage and dismiss the Executive Leadership Team								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
	4.03	Appoint and dismiss Heads (in line with policy)								
	4.04	Line manage Heads								
	4.05	Approve employee settlement payments, in line with ATH severance payments requirements								
	4.06	Approve early retirement payments in line with the LGPS Pensions Discretions Policy					RC			
	4.07	Set staffing structure within the allocated school or central budget								
	4.08	Agree appointments to staffing structure outside the allocated budget up to £10,000 (HTs involved with school level appointments only)								
	4.09	Agree appointments to staffing structure outside the allocated budget over £10,000 (HTs involved with school level appointments only)					FC			
	4.10	Approve all ELT appointments								
	4.11	Agree staffing appointments within the allocated school or central budget in accordance with								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
		Vacancy Advertising and Contract Amendment Process								
	4.12	Approve Personnel Policies (ELT, committee or board depending on TB approved Policy review schedule)					ESC ARC RC			
	4.13	Review Personnel Policies								
	4.14	Approve Executive Pay Policy and Executive Pay decisions					RC			
	4.15	Approve annual pay and conditions framework for all staff					RC			
	4.16	Approval of pay recommendations					RC			
	4.17	Appoint, line manage and dismiss school staff on leadership spine other than Head in accordance with Vacancy Advertising and Contract Amendment Process								
Admissions	5.01	Agree PAN for each school								
	5.02	Set admissions policy								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
Curriculum	6.01	Ensure an appropriate curriculum is taught to all pupils WeST CCs to monitor Community Lived Experience [RSE, Extra Curricular, CPSHE & CIAG]					ESC			
Performance	7.01	Agree KPIs for Trust's academic achievement					ESC			
	7.02	Set KPIs for each school's academic achievement					ESC			
	7.03	Monitor, challenge and support academic standards in schools								
	7.04	Responsible for standards of education including academic achievement within a school								
Pupil Personal Development and Well Being	8.01	Ensure schools fulfil their statutory responsibilities for Relationships, Sex and Health education of pupils – WeST CCs to receive reports from HTs annually.					ESC			
	8.02	Make arrangements for collective worship								
Disadvantaged and SEND	9.01	Set a Trust wide strategy for Disadvantaged Children					ESC			
	9.02	Monitor the impact of the Trust wide strategy for Disadvantaged Children on outcomes					ESC			

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
		.								
	9.03	Ensure funding for Pupil Premium and Sports Premium are spent appropriately					FC			
	9.04	Ensure funding for Pupil Premium and Sports Premium have an effective impact					ESC		NEW	
	9.05	Approve digital reporting for PE and sport premium. TB delegate to WeST CC Chair								
	9.06	Appoint Special Educational Needs & Disabilities Co-ordinator to discharge duties in respect of pupils with special needs ensuring their requirements are fully met								
	9.07	Designate a teacher for Looked After Children who is responsible for ensuring their needs are fully met					ESC			
	9.08	Ensure schools meet their statutory duties around reporting on the progress of looked-after children					ESC			
	9.09	Ensure provision of Free School Meals for those meeting the criteria								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
Safeguarding	10.01	Approve data protection policy					ARC			
	10.02	Ensure compliant data protection (data protection officer reports into ELT)					ARC			
	10.03	Overview safeguarding practice across the Trust					ESC			
	10.04	Ensure pre-engagement safer recruitment checks are undertaken for Trust employees, trustees, members, and volunteers in line with latest version KCSIE					ARC			
	10.05	Ensure the Single Central Record for the Trust is compliant with latest version of KCSIE								
	10.06	Ensure the Single Central Record for schools is compliant with latest version of KCSIE								
Attendance, Behaviour and Exclusions	11.01	Set KPIs for pupil attendance					ESC			
	11.02	Approve the Suspension and Exclusions policy					ESC			
	11.03	Arrange managed moves and direct pupils to off-site/alternative provision								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
	11.04	Issue suspensions and exclusions								
	11.05	Attend exclusion panels (in line with statutory guidance and trust Suspensions and Exclusions policy)								
	11.06	Monitor suspensions and permanent exclusions of pupils and report to the Trust Board via WeST CCs and Education Standards committee on a termly basis (school level data to WeST CCs, trust level data to ESC)					ESC			
	11.07	Monitor pupil attendance and severe and persistent absence and report to the Trust Board via WeST CCs and Education Standards committee on a termly basis (school level data to WeST CCs, trust level data to ESC)					ESC			
Risk, Safety, Security and Premises	12.01	Draft and propose trust Health and Safety policy								
	12.02	Approve trust Health and Safety Policy								
	12.03	Ensure Health and Safety policy is adapted for schools								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
	12.04	Develop Trust estate management strategy								
	12.05	Approve Trust estate management strategy					FC			
	12.06	Procure all insurance, capital works and maintenance in line with the Financial Scheme of Delegation					FC			
	12.07	Approve the capital strategy in line with the Financial Scheme of Delegation					FC			
	12.08	Ensure establishment, review and monitor the Trust Risk Register					ARC			
	12.09	Establish, review and monitor school Risk Register					ARC			
	12.10	Monitor, challenge and support the standards of Health and Safety in schools					ARC			
	12.11	Implement the Trust's Health and Safety policy and procedures in schools								
	12.12	Implement the Trust's Health and Safety policy and procedures centrally								

Key Function	No.	Tasks	Members	Trust Board	CEO	CFO	Committee	ELT	WeST CC	Heads
Parents, Community Relations and Marketing	13.01	Draft and present complaints policy								
	13.02	Approve Complaints Policy								
	13.03	Higher level monitoring and reporting of complaints across the Trust (school level data to WeST CCs, trust level to TB)								
	13.04	Form a stage three complaints panel in line with policy								
	13.05	Ensure legal compliance and maintenance of Trust 's websites								
	13.06	Ensure legal compliance and maintenance of school website								
Central Services	14.01	Monitor and evaluate the standard of services, including those that are externally traded					All			
	14.02	Ensure the quality of provision provided by externally traded services, such as WTI and Arena								