WESTFIELD ACADEMY
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Scheme of Delegation

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Changes made since last review:
• Reference to the latest Academies Trust Handbook 2026 • Inclusion of Terms of References for sub-committees in Appendices A to C

Table of Contents

Introduction **2**
The purpose of Scheme of Delegation **3**
Review & adapt **3**
An effective scheme will: **3**
Governance structure & lines of accountability **3**
Roles & responsibilities **4**
The role of the Members 4
The role of the Trustees 4
The role of Trust Board Committees 4
The role of the Headteacher 5
Governance framework **5**
Reporting **6**
Being strategic **7**
Holding to account **9**
Ensuring financial probity **10**

Appendices – Terms of References
Appendix A – Resources Committee **13**
Appendix B – Curriculum and Pastoral Committee **16**
Appendix C – Pay Committee **18**

Introduction

An Academy Trust's Board of Trustees is accountable in law for all decisions about its Academy. However, this does not mean that the full Board is required to make all the decisions itself. Many decisions can be delegated to the Headteacher (the senior executive leader in a Single Academy Trust), Trust Board Committees and individual Trustees. It is vital that the decision to delegate a function is made by the full Trust Board and is recorded. Without such formal delegation, the individual or committee has no power to act.

Once determined the Scheme of Delegation (SoD) must be published on the Trust's website.

The purpose of Scheme of Delegation

A Scheme of Delegation (SoD) is the key document defining which functions have been delegated and to whom. It should be a simple yet systematic way of ensuring Members, Trustees, Committees and individuals are clear about who has responsibility for making which decisions in the Trust. This overarching SoD covering all decision making in the Trust should not be confused with the written Scheme of Delegation of Financial Powers referred to in the Academies Trust Handbook.

Deciding what to retain at Trustee level and what to delegate will vary from Trust to Trust. The details will not be set out in the Articles of Association, the Academy Trust's governing document. This is why it is critical that the Academy Trust agrees a SoD that explicitly establishes who makes which decisions, and ensures this is clear to all. A detailed yet clear SoD can help prevent confusion from arising before any misunderstanding arises which has the propensity to lead to a loss of trust and damaged working relationships.

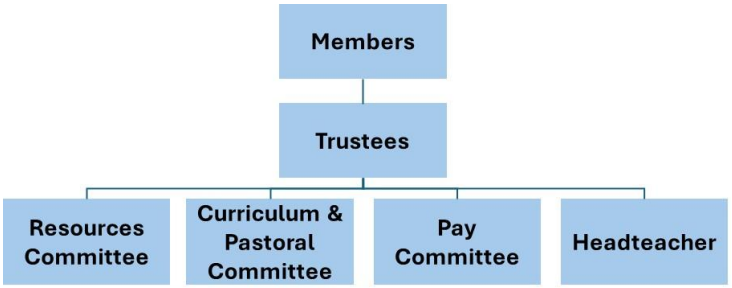
Review & adapt

The SoD will be reviewed annually, with revisions made as the context changes. This is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice.

An effective scheme will:

- Ensure the school leadership is clear about which decisions the Trust Board remain in control of;
- Ensure that the role of the Headteacher is fully understood;
- Promote a culture of honesty and accountability;
- Identify responsibility for the appointment and performance management of the Headteacher;
- Identify responsibility for policy and practice in the Academy;
- Identify responsibility for oversight of the Academy's budget;
- Identify responsibility for assessment of risk in the Academy; and
- Identify responsibility for oversight of educational performance in the Academy.

Governance structure & lines of accountability



The Westfield Academy Board of Trustees delegate responsibility for the day to day running of the Academy to the Headteacher. The Trust Board will hold the Headteacher to account for the performance of the Academy. The Headteacher in turn holds other members of the senior leadership team to account

by line managing them. While the Board cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision making.

The Headteacher will report to the Board on the performance of the Academy, although this will be supplemented by the monitoring of Trust Board committees and individual trustees with any delegated responsibilities.

The Headteacher is performance managed by the Trust Board.

Roles & responsibilities

The role of the Members

The Members of the Trust have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (a document which outlines the governance structure and how the Trust will operate). The Articles of Association will also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

While Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, not all Members should be Trustees. The DfE has amended the model articles to state that Members are not permitted to be employees of the Academy Trust.

The role of the Trustees

The Academy Trust is a charitable company and so Trustees are both Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably.

The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction.
2. Hold the executive to account for the educational performance of the Trust and their students, and the performance management of staff.
3. Oversee the financial performance of the Trust and make sure its money is well spent.

The Trust Board has the right to review and adapt its governance structure at any time which includes removing delegation.

The role of Trust Board Committees

The Trustees may establish Committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of Board Committees are set out in the Committee's Terms of Reference. It is usual for the Trust Board to appoint Board Committee Chairs and Committee Members according to their skills.

The Academies Trust Handbook 2026 makes it clear that 'The academy trust should have a finance committee to which the board delegates financial scrutiny and oversight, and which can support the board in maintaining the trust as a going concern'. Trusts with an annual revenue income over £50 million (based on their last audited accounts) must have a dedicated audit and risk committee.

The role of the Headteacher

The Headteacher has the delegated responsibility for the operation of the Academy.

The Headteacher is the Accounting Officer so has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The Headteacher leads the senior leadership team (SLT) of the Academy Trust. The Headteacher will delegate management functions to the SLT and is accountable to the Trust Board for the performance of the SLT.

Key	
Level 1:	Members
Level 2:	Academy Trust Board of Trustees
Level 3:	Board Committee
Level 4:	Individual Trustee
Level 5:	Headteacher (Accounting Officer)
Blue box	**Function cannot be carried out at this level.**
✓	Action to be undertaken at this level.
A	Provide advice and support to those accountable for decision making.
<	Direction of advice and support.

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
Governance framework						
People	Members: appoint / remove	✓				
	Trustees: appoint / remove	✓	✓			
	Role descriptions for Members	✓				
	Role descriptions for Trustees / Chair / specific roles / Committee members: agree		✓	<A		
	Parent Trustee: elected		✓			
	Committee Chairs: appoint and remove		✓	<A		
	Governance professional to Board: appoint & remove		✓			
Systems & structures	Articles of Association: agree and review	✓	<A	<A		
	Governance structure (Committees) for the Trust: establish and review annually		✓	<A		
	Terms of Reference for Trust Committees (including audit if required & Scheme of Delegation): agree annually		✓	<A		
	Skills audit: complete and recruit to fill gaps		✓			
	Annual self-review of Trust Board and Committee performance: complete annually		✓			
	Chair's performance: carry out 360 review periodically		✓			

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
	Trustee contribution: review annually		✓			
	Succession plan		✓	<A		
	Annual schedule of business for Trust Board: agree		✓	<A		<A
Reporting						
Reporting	Trust governance details on Trust's website: ensure up to date		✓	<A	<A	<A
	Register of all interests, business, pecuniary, loyalty for Members / Trustees: establish and publish		✓	<A		
	Annual report on performance of the Trust: submit to Members and publish		✓	<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		
	To determine whether to publish a home school agreement (not statutory)					✓
	Overall responsibility for ensuring that statutory requirements for information published on the Academy's website, including required details of governance arrangements, performance, financial and equality data are met		✓	<A	<A	<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
	To publish & update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs & Disability Regulations 2014)		✓	✓		✓
Being strategic						
Being strategic	Determine Trust policies which reflect the Trust's ethos and values including: admissions; expenses; data protection and FOI; SEN, safeguarding and child protection and curriculum: approve		✓	<A		<A
	Determine Trust staffing policies which reflect the Trust's ethos and values including appraisal, capability, discipline, conduct and grievance: approve		✓	<A		<A
	Determine Trust policy for complaints, health and safety, accessibility plan, premises management, data protection and FOI: approve		✓	✓		<A
	Establish Trust policy for sex education, careers guidance					✓
	Determine a behaviour and discipline policy that promotes good behaviour among pupils and defines the sanctions to be adopted where pupils misbehave					✓
	To draft content of Academy's behaviour policy and publicise it to staff, students and parents					✓
	To annually determine admission arrangements and to carry out consultation where changes are proposed, or where the Trust Board has not consulted on their arrangements in the last seven years		✓	<A		

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
	Ensure a broad and balanced curriculum is in place		✓	<A		<A
	To set the times of school sessions and the dates of Academy's terms and holidays					✓
	Agree enrichment / extra-curricular offer including any additional services required		✓	✓		<A
	Embed agreed curriculum and enrichment offer within the day to day operation of the Academy Trust					✓
	To establish and agree a pay policy		✓	✓		
	Management of risk: establish register, review & monitor		✓	<A	✓	<A
	Engagement with stakeholders	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and Key Performance Indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A		<A
	Headteacher: Appoint and dismiss		✓			
	To decide whether to join or form a Multi-Academy Trust	✓	✓			
	Budget plan to support delivery of Trust key priorities: agree		✓	<A		
	Academy staffing structure: agree		✓	<A		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
	Appoint teaching staff		A>			✓
	Appoint non-teaching staff					✓
Holding to account						
Holding to account	Auditing & reporting arrangements for matters of compliance (eg, safeguarding, H&S, employment): agree		✓	<A	<A	<A
	To produce and maintain a central record of recruitment and vetting checks					✓
	To have due regard to the need to prevent people from being drawn into terrorism & to oversee the incorporation of the necessary procedures & practices outlined in the Prevent Duty into the Child Protection Policy		✓	<A	<A	<A
	Reporting arrangements for progress on key priorities: agree		✓	✓		<A
	Performance management of the Headteacher: undertake		✓			
	Performance management of staff: undertake					✓
	Establish and review procedures for addressing staff discipline, conduct and grievance					✓
	Trustee monitoring: agree arrangements		✓	<A		
	To review all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than			✓		

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
	15 days in a term or would lose the opportunity to sit a public examination					
	To ensure that health & safety regulations are followed					✓
	Ensure that school lunch nutritional standards are met					✓
	Maintain a register of pupil attendance					✓
	To ensure provision of free meals to those pupils meeting the criteria					✓
Ensuring financial probity						
Ensuring financial probity	Chief Financial Officer for delivery of Trust's detailed accounting processes: appoint		✓	<A		
	Trust's Scheme of Financial Delegation: establish and review		✓	<A	<A	<A
	External auditors' report: receive and respond		✓	<A		<A
	Headteacher pay award: agree		✓			
	Staff appraisal procedure and pay progression: monitor and agree		✓	<A		<A
	Benchmarking and Academy Trust value for money: ensure robustness		✓	<A		
	Develop Trust procurement strategies and efficiency savings programme			✓		

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual Trustee	Headteacher
	To approve the first formal budget plan each financial year		✓	<A		
	To agree annual action plans and monitor how school premiums are spent (i.e., catch up premium, service premium and the pupil premium)		✓	✓		
	To establish and agree charging and remissions policy		✓	✓		
	Buildings insurance and personal liability		✓			

Appendix A - Resources Committee Terms of Reference

Purpose of the Resources Committee
The Resources Committee is a Trust Board sub committee with delegated responsibility to oversee: Finance, Premises, Risk and Audit.

Membership

- The Resources Committee shall comprise at least three Trustees.
- Members of the Resources Committee shall be appointed by the Trust Board.
- The Trust Board shall appoint the Chair of the Resources Committee who shall be a Trustee. In the absence of the Chair, the remaining Trustees present (excluding Headteacher) shall elect one of their number to chair that meeting.
- Only Resources Committee members have the right to attend Resources Committee meetings. However, the Resources Committee may invite any Trustees or any employees of Westfield Academy, including the Deputy Head Teacher, School Business Manager (SBM) and or any external professional advisors to attend all or part of any meetings as and when appropriate.
- Employees should not participate as members when audit matters are discussed - The Accounting Officer and Chief Financial Officer/Business Manager are invited to attend to provide information and participate in discussions.
- The Chair of Trustees cannot be appointed Chair of the Resources Committee.
- The Clerk to the Governors will act as Clerk to the Resources Committee. In the absence of the Clerk, the committee shall choose a clerk for that meeting from among the Trustees (excluding Headteacher) in attendance.

Quorum

- The quorum necessary for the transaction of business shall be a minimum of three Trustees.

Meetings

- The Resources Committee shall meet at least once a term (three times a year).
- Meetings can be convened remotely when necessary.
  Minutes
- Minutes of the meetings will be shared with the Trust Board via GHUB.
  Westfield Academy | Resources Committee Terms of Reference | Page 1 of 3

Specific Responsibilities/Duties

- The Resources Committee is to ensure sound management of Westfield Academy's finances and resources, including proper planning, monitoring and probity in line with the EFSA guidelines in the Financial Handbook and Accounts Direction documents.
- To Monitor and review buildings insurance and personal liability matters. Define and monitor school building strategies, including site security. Review and monitor the progress of any building development works and, as necessary, approve/amend associated budgets or scope of works
- To consider Westfield Academy's indicative funding, notified annually by the EFSA and to assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the governing body.
- To consider and recommend approval/non-approval of the Westfield Academy's budget to the Trust Board in June/July.
- To receive and consider the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or

balances, ensuring the compatibility of all such proposals with the development priorities set out in the Academy Improvement Plan.

- To liaise with and receive reports from the Pay, and, Attainment and Achievement committees, as appropriate, and to make recommendations to those committees about the financial aspects of matters being considered by them.
- To receive auditors' reports and to recommend to the Trust Board action as appropriate in response to audit findings including any material control issues.
- To advise the Board of Trustees (in the form of a verbal and written report) on the adequacy, effectiveness and resources of the external/ internal auditors to provide a basis for their appointment, reappointment, dismissal, retendering, or remuneration, to enable the Board to sign the corporate governance statement in the annual accounts.
- Considerations may include:
    - the auditor's sector expertise
    - their understanding of the Trust and its activities
    - whether the audit process allows issues to be raised on a timely basis at the appropriate level
    - the quality of auditor comments and recommendations in relation to key areas
    - where relevant the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the Trust's managers.
- To ensure there is coordination between internal audit and external audit and any other review bodies that are relevant.
- To review the Academy's Fraud Policy and ensure that all allegations of fraud or irregularity are investigated appropriately.
- To review and approve the Internal Audit/Scrutiny Plan.
- To recommend to the Trust Board the appointment or reappointment of the auditors of Westfield Academy who in turn recommend to the Members Board for adoption for the next accounting period.
- To review and approve any virements and other transactions in accordance with the Scheme of Delegation.
- To review the monthly management accounts with the SBM.
- To review and approve annually Westfield Academy's Financial Procedures Handbook and the Scheme of Delegation.
- To ensure the preparation of the Trustees' report and financial statements to form part of the annual report and financial statements of Westfield Academy for filing in accordance with Companies Act.
- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academy, and with the financial regulations of the EFSA, drawing any matters of concern to the attention of the Trust Board.
- To consider and monitor regularly the academy's short term and long-term revenue and capital budget and financial planning to ensure the academy's long-term sustainability.
- To contribute to the formulation of the Academy Improvement Plan, through the consideration of financial priorities and proposals in consultation with the Headteacher, with the stated and agreed aims and objectives of Westfield Academy.
- To review and update all financial policies in accordance with the policy review schedule.
- To review and agree charges for school services, including but not limited to school meals, music tuition and the hire of school premises.
- To establish a framework of prudent and effective controls, which enable risk to be assessed and managed, the Committee should carry out a robust

assessment of the Trust's emerging and principal risks. Advise the Trust Board on the adequacy and effectiveness of the risk register (Note: Academies Trust Handbook 2026 requires the Board itself to review the risk register at least annually). Advise the Trust Board on the Trust's overall risk appetite, tolerance and strategy, and the principal and emerging risks the Trust is willing to take to achieve its long-term strategic objectives. The Committee should seek assurance on the risks the Trust identifies as those to which the Trust may be exposed.

- Advise the Board of Trustees on the likelihood and impact of principal risks materialising, and the management and mitigation of principal risks to reduce the likelihood of their incidence or their impact.
- To review and approve the Business Continuity Plan.

Appendix B - Curriculum and Pastoral Committee Terms of Reference

Purpose of the Curriculum and Pastoral Committee
The main function of the committee takes into account all aspects of learning and teaching, delivery and progress. The scope includes the definition and delivery of curriculum, analysis of relevant data, reviewing the outcomes and performance and considers safeguarding, diversity, equity and inclusion when making any decisions and/or recommendations.

Membership
The membership of the Committee will be reviewed annually and determined by the Board of Trustees. Vacancies will be filled at the first available Board meeting.

Quorum
- A quorum will be at least four Trustees.
- Non-voting participants may be invited to meetings by the committee as and when
- required. These will include:
    - Senior leaders
    - Middle leaders
    - Departmental Leaders
- The Committee will elect a Chair and Vice Chair from within its own membership at the first meeting of the academic year.

Meetings
- The Committee will usually meet at least once a term, and at other times as required.
- The Committee can meet virtually.
- Voting will be by a majority show of hands. The chair has the casting vote.
- The Trust Board will appoint a clerk to the committee, who will not be another Trustee.
- Minutes will be taken and circulated to the Board of Trustees. Any confidential items will be minuted separately and will not be made available for public inspection.
- Members of the committee should take steps to maintain and develop their knowledge and skills by attending appropriate training.

Specific Responsibilities/Duties
- To advise the Board of Trustees on all matters relating to the curriculum, having liaised with the teaching staff.
- To recommend to the Board approval of the Learning and Teaching Policy as drawn up by the Head, which ensures that the curriculum is coherent and balanced, including an annual review.
- To revise regularly pastoral, learning and teaching related policies in order to make recommendations for the Board of trustees to consider.
- To review the designated sections of the Academy Improvement Plan
- To review the wellbeing and attendance of pupils
- To receive updates and reports on Send, pupil premium, careers, extra-curricular activities, educational visits, higher education and apprenticeships, and other provision for pupils' futures
- To review the examination outcomes each year, and to discuss with the Head any resulting action plans and cause for celebration
- To review the home/school agreement
- Receive reports of Trustee visits to areas of the school and statutory visits/reports in respect of SEND, Pupil Premium and Attendance
- To review the pertinent section on the Risk register and make recommendations for internal scrutiny to the Board.

Responsibilities - data analysis, assessment, pupil progress, attainment and Attendance

- Monitor pupil progress in relation to any targets set including national benchmarks, and with specific reference to particular groups.
- Monitor pupil attainment in relation to any targets set including national benchmarks, and with specific reference to groups.
- Receive and critically review school performance data, including that from Internal Evaluation and review, Fisher Family Trust, ASP and IDSR .
- Monitor pupil attendance in relation to any targets set, including national, and with specific reference to particular groups.
- To make recommendations to the Trust Board on assessment policies or arrangements.

Responsibilities – curriculum, teaching and learning

- Monitor the impact of curriculum policies and planning on pupils' learning.
- Receive regular reports from the Headteacher or Deputy Headteacher on the quality of teaching and learning and the impact of improvement strategies.
- Monitor and evaluate aspects of the school's provision e.g. guidance and support, leadership and management, and SEN and inclusion.
- Request and receive reports, as and when required, from key members of staff, e.g. departmental leaders and senior leaders.
- To ensure that the curriculum provided meets the statutory requirements, including those for reporting, Religious Education, Collective Worship, and Sex and Relationships Education.
- To prepare or review any curriculum policy document which is the responsibility of the Trust Board.

Responsibilities – school self-evaluation and improvement planning

- Ensure members of the committee and other Trustees have a clear understanding of the vision and aims, and the strengths and weaknesses of the school so they can actively contribute to the completion of the school’s Self Evaluation Form (SEF).
- Ensure that committee members and other Trustees keep themselves informed of the key initiatives and take part in appropriate training and development activities.
- To monitor progress and impact of the Academy Improvement Action Plan termly, and other improvement plans as appropriate.

Appendix C – Pay Committee Terms of Reference

Purpose of the Curriculum and Pastoral Committee
The main function of the committee is to consider pay and other forms of reward or compensation for employees of all classifications including permanent or temporary, and Full-time, Part Time or ad hoc. The committee needs to ensure the Pay Policy is consistent with the aims of the Westfield Academy Trust and reflects its values. The Pay Committee is required to put its conclusions including recommendations and approvals forward to the Resources Committee for acknowledgement or ratification as appropriate.

Membership
- 4 Trustees and Headteacher

Quorum
- 3 Trustees

Meetings
- Meet at least once a year.
- Chair elected annually by Trust Board.
- Agenda is circulated at least 7 clear days in advance of the meeting.
- Headteacher withdraws during any discussion of his pay.

Specific Responsibilities/Duties
- Review and approve teachers and support staff pay policies and ensure there is alignment with strategic objectives.
- Ensure teachers' pay policy links performance to pay, and that the effectiveness of performance related policies are monitored.
- Ensure appraisals policy is fair and robust and doesn't negatively impact teacher's workload.
- Ensure that total staff pay costs are within budget both in absolute terms and as a percentage of GAG revenue.
- Consider and review the Headteacher's recommendations for the pay of all staff ensuring that performance management policies and pay policies have been consistently and robustly applied. Also, to ensure that no unlawful bias or discrimination can be found in the decision-making process, and that all performance related pay decisions are based on evidence and are underpinned by the pay and appraisals policy.
- Decide the school's approach towards the exercising of pay discretions, and to ensure any discretionary awards are within agreed constraints.
- Comply with all statutory and contractual obligations.
- Report to the Trust Board all decisions taken within the powers delegated to the committee and to recommend the annual pay budget to the board.
- Ensure that a pay appeals process is in place and that appeals are managed in line with the school pay and appraisals policies.