



Scheme of Delegation

Full

August 2022

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0. Document Control

The table below contains the changes made between the different final editions of this document set for approval. This is to help provide information to those reviewing and approving the document of the changes being made.

Document Edition	Section	Details of change
August 2022	ALL	Updated for rebrand
July 2021	Delegations 2.6, 2.7 and 2.8 onwards 3.7 9.1, 9.2 and 9.3	2.6 & 2.7 were added to facilitate the TGG for new academies joining the UST. As a result the existing delegations from 2.6 onwards were renumbered to 2.8 onwards. Clarification regarding the approval of T&L policies was added Added a new section (9) regarding the seeking of and decision making due to legal advice
June 2020	Delegation 2.6	Clarified regarding the appointments of School Committee Members

1. Introduction and Purpose of the Document

The Board of University Schools Trust (UST) is accountable in law for all decisions about the Trust and its schools. It is vital to ensure there are systems in place so the Board is assured of the quality of education as well as the safety and good practice of activity within the Trust. However, this does not mean the Board is required to undertake all tasks or make all the decisions itself. This Scheme of Delegation sets out the delegated functions within UST's governance structure. This document, together with the committee structure and Terms of Reference, will be reviewed at least annually by the Board. It was agreed by the Board on [24th March 2020].

The intention of this document is to:

- Set out delegations for specific areas of activity or decision making in a clear, usable format
- Provide clarity, consistency and avoid duplication or overlap in governance
- Seek to place governance decision making as close as possible to the point of impact.

UST's approach to governance allows it to adapt to the different needs of the schools. There may be circumstances when the Board will need to intervene and choose to withdraw specific delegated authorities although these are expected to be the exception rather than the rule. Possible examples where this may be required include, but are not limited to, significant concerns within a school which may relate to safeguarding, finance, educational performance or an adverse Ofsted inspection.

This document should be read alongside the Trust's Terms of Reference and the annual agenda planner. These cover governance delegations but are in addition to the Trust's financial and HR delegations and the policy approval schedule. The delegations have been drafted informed by an assumption that functions will be carried out in line with the Trust's Articles, agreed Trust policies or approaches, as well as to meet all compliance requirements. In addition, where significant concerns or issues arise, and in line with Trust policies as well as regulators' requirements, it is recognised that these may be raised by exception with the Board or other Trust stakeholders.

2. Definitions

The key tiers of governance of the Trust are:

Board - The legal accountable body for UST. The Board is responsible to the Secretary of State for Education for the effectiveness of each of the UST schools. Members of the Board fulfil the duties of company directors, trustees and governors; they are referred to within UST as trustees. It is recognised that, whilst the Board can choose to delegate some of its functions, it cannot delegate its responsibilities.

Committees - The Board has established one School Committee for each school, with a key role to provide local input into school plans, budgets, community and stakeholder engagement, and review alignment with UST strategy, approach, ethos and values. In addition, there are Audit & Risk, Resources, Remuneration and Standards committees which have been established to enable review, scrutiny and discussion of key areas to ensure the Board has sufficient understanding and oversight. Detailed committee roles are set out in the terms of reference.

Trust Leader - The Trust Leader is responsible for delivering the educational and operational outcomes for UST as set by the Board. The Trust Leader, sometimes referred to as the CEO, is included to reflect their role as the Accounting Officer and their personal responsibility to the ESFA and DfE.

Executive Team - This comprises of the members of the central team senior staff.

Headteachers - The individual who has ultimate responsibility for a school in line with UST strategy, approach, ethos and values. Individual schools may have alternative titles for this position such as Executive Headteacher or Principal. For clarity, it is noted that a 'school' is defined as an individual school within the Trust, as denoted by their Unique Reference Number. As such a 'school' may span one or several phases of education.

In addition to the delegations set out in this document, some functions may be further delegated, for example by the Trust Leader to members of the Executive Team. In line with the Trust's Articles of Association, where any function or power that has been delegated is further delegated, the Board must be informed as soon as is reasonably practicable. The Articles contain further detail under the section on Delegation.

It is recognised that UST also has Members. This document sets out delegations from the Trust Board to other governance stakeholders and as such it does not detail the role of the Trust's Members. The Academies Financial Handbook and the Trust's Articles of Association, together with relevant legislation, contain key information on Members. Members are the custodians of governance, playing an 'eyes on, hands off' role. The Academies Financial Handbook 2019 sets out that "there should be significant separation between the individuals who are Members and those who are trustees".

Members have specific roles which can include (subject to Trust documents and relevant legislation):

- Amending the articles of association
- Appointing or removing Members or trustees
- Appointing the Trust's auditors and receiving the audited annual accounts
- The power to change the Trust's name and, ultimately, wind it up.

The main approval levels used in this document are:

Approve	Responsible for approving a document or process and, where appropriate, determining how the task will be undertaken including defining appropriate milestones and targets to be reported against. Where this relates to appointments, for example of a lead trustee role, this is included in the delegations as 'Appoint'.
Consulted	Will be consulted as part of the process of completing a task. Their contributions <i>may</i> inform the approach or decision.
Deliver	Operationally responsible for undertaking a task and reporting on its delivery at suitable intervals. It is recognised that the person responsible for delivering specific areas of work may draw on other resources or work with colleagues. As an example, whilst the Headteacher's 'deliver' the budget for their own school, they will work with other colleagues, including those in finance, in order to do this.
Informed	Will receive one way information on decisions or approaches.
Monitor	Will consider actions being planned or taken or progress made as part of the process of completing a task. Where required, this monitoring role may include suggesting action to be taken to contribute to the task being delivered appropriately.
Prepare	Responsible for developing documents or information, processing and collating information for approval or review. It is recognised that the person responsible for preparing specific areas of work may draw on other resources or work with colleagues.
Recommend	Will make recommendations as to how a task, decision or approach should be undertaken or completed. The recommendation will <i>usually</i> inform the approach or decision.
Report	Responsible for reporting on the delivery of tasks, in some cases after a review of delivery undertaken by others or drawing on input from colleagues, for example on financial monitoring or reporting. The document refers to internal reporting, for example from the Trust Leader to the Board, but does not seek to capture external reporting, for example to the ESFA or Companies House.
Review	Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure task is delivered appropriately.

The following acronyms are used in this document:

AFH	Academies Financial Handbook
Articles	UST Articles of Association, dated 16 th August 2016
DfE	Department for Education
DSL	Designated Safeguarding Lead
DBS	Disclosure & Barring Service checks
ESFA	Education and Skills Funding Agency
EYFS	Early Years Foundation Stage
HT	Headteacher
KPIs	Key performance indicators
LAC	Looked after children
SEF	Self-Evaluation Form
SC	School Committee (referred to in the Articles as Local Governing Bodies)
SEND	Special Educational Needs and Disability
SIP	School improvement plan
TL	Trust Leader (sometimes referred to as Chief Executive Officer or CEO)
UST	University Schools Trust, East London

3. Scheme of Delegation

The full scheme of delegation is tabled below and broken into sections for ease.

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3.1. Being Strategic

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
1.1	Trust vision and strategy, including any plans for growth or significant change	Prepare (i.e. develop high level thinking and approach/consultation for any significant review) and approve	Audit & Risk, Remuneration, Resources & Standards: informed . May be consulted as part of significant review	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure vision and strategy inform including at school level	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review or change. Informed on approved approaches
1.2	Trust ethos and values	Prepare (i.e. develop high level thinking and approach/consultation for significant review) and approve	Audit & Risk, Remuneration, Resources & Standards: informed on approved approach	Prepare (i.e. develop detail and documentation including consulting), then recommend . Deliver and review to ensure ethos and values reflected across Trust and schools	Expect to be consulted for significant review. Informed on approved approaches	Expect to be consulted for significant review. Informed on approved approaches Deliver for school. Report to TL on implementation.
1.3	Trust Executive Plan including key priorities, KPIs, input from school improvement plans	Approve and review	Audit & Risk, Resources & Standards: review areas relevant to each committee	Prepare and deliver in line with vision and strategy, meeting external expectations or requirements	Contribute through school plans which inform Trust plan. Informed on Trust Plan	Contribute through school plans which inform Trust plan. Informed on Trust Plan
1.4	Risk Management and control	Approve Risk Management Policy. Review and approve risk register informed by Audit & Risk Committee and TL reports	Audit & Risk: review regular reports from TL. Recommend Risk Management Policy to Board Audit & Risk, Remuneration, Resources & Standards: review key risks relevant to committee	Prepare, deliver, review and report on risk management, risk register and controls for Trust and schools. Recommend Risk Management Policy to Audit & Risk Committee	Informed on key risks and related issues within school. Review key school risks	Review and deliver risk register for school, update and report to TL Report to SC on key risks and issues for school
1.5	Potential new schools to join the Trust Note: Board will confirm specific approach for each school	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan for any new school being considered	Audit & Risk: review due diligence for any new school and make recommendations to Board Resources and Standards: review relevant information, report to Audit & Risk Committee	In line with vision and strategy, review and recommend possible schools to join Trust to Board or report information to Audit & Risk Committee. Deliver decisions made	Consulted on potential new schools. Informed on decisions. May have role working with new schools as identified by Board or TL	Consulted on potential new schools. Informed on decisions. Expected to have role working with new schools as identified by Board or TL

3.2. Governance

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
2.1	Trust Governance structure, delegations incl. terms of reference	Approve annually	Audit & Risk, Remuneration, Resources & Standards: consulted and deliver for committee; informed on overall approach	Prepare, review and recommend proposed approach informed by consultation, compliance and Trust practice. Deliver delegations for TL	Consulted and deliver SC delegations; informed on overall approach	Consulted on HT and SC delegations; informed on overall approach. Deliver at HT level
2.2	Recruitment and skills audits of Trustees	Review TL reports and review need for future reports, audits or recruitment Approve process and timeline to seek potential new co-opted Trustees	Audit & Risk, Remuneration, Resources & Standards: consulted on skills gaps for committee	Prepare periodic skills audits to identify gaps including in finance, and deliver induction/ training. Consulted on Trust needs and gaps Deliver support and report to Board (and Members or partners) on Trustee recruitment and eligibility	Informed	Informed
2.3	Appointment or removal of Trustees in line with Articles	Appoint co-opted Trustees Approve any decision to suspend or remove Trustees in line with Articles Contribute to appointment process, subject to approach		Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a trustee in line with Articles	Informed	Informed
2.4	Appointment of Board Chair, Vice-Chair and lead trustee roles	Appoint in line with Articles Appoint lead trustees for safeguarding and SEND	Standards Committee: Trustees on Committee to be appointed as lead trustees for safeguarding and SEND	May be consulted to make recommendations to Board	Informed	Informed
2.5	Appointment of committee and SC chairs	Appoint	Audit & Risk, Remuneration, Resources & Standards: consulted and may recommend for committee	Consulted. May be asked to make recommendations to Board	Consulted and may recommend for SC. Informed on committee chairs	Consulted and may recommend for SC. Informed on committee chairs
2.6	Appointment of Transitional Governance Group (TGG) for new schools within the UST	Appoint Membership		Consulted on constitution of the TGG		Consulted on constitution of the TGG
2.7	Appointment of SC members for new schools within the UST	Consulted on SC Membership		Appoint (via the TGG) Monitor elections and approve (via the TGG) confirmation of (re)appointments of parent and staff SC members and	Appoint (via the TGG) Monitor elections and approve (via the TGG) confirmation of (re)appointments of parent and staff SC members and	Appoint (via the TGG) Monitor elections and approve (via the TGG) confirmation of (re)appointments of parent and staff SC members and

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
				inform TB regarding adherence to process	inform TB regarding adherence to process	inform TB regarding adherence to process
2.8	Appointment of committee and SC members (excluding SC members for a newly joined school)	Approve Committee memberships Consulted on SC memberships Approve and informed on process for election/ appointment of parent and staff SC members	Audit & Risk, Remuneration, Resources & Standards: consulted and may recommend for committee	For Audit & Risk, Resources & Standards committees: consulted Prepare induction/ training programme, deliver programme requesting SC and HT contributions	For SC: review membership and skills needs/ gaps. Appoint co-opted members to the SC and consult the TB on appointments. Monitor elections and approve confirmation of (re)appointments of parent and staff SC members and inform TB regarding adherence to process Deliver induction/ training in line with TL plans	For SC: deliver skills audit to identify gaps. Deliver process for election/ (re)appointment of parent and staff SC members. Report to SC and TL on process/ election Deliver induction/ training in line with TL plans
2.9	Appointment of Clerk to Trust Board, committees and SC	Appoint Clerk to the Board Informed on appointments of Clerks to committees and SC	Audit & Risk, Remuneration, Resources & Standards: consulted on appointment of Clerk to committee	Consulted and usually recommend Clerk to Board Deliver and approve appointments of Clerks to committees and SC	Consulted on appointment of Clerk for SC	Consulted on appointment of Clerk for SC
2.10	Review of Board and committees and SCs	Approve approach and any changes - likely to be involved in delivery of any review	Audit & Risk, Remuneration, Resources & Standards: expect to be consulted from committee perspective	Where requested by Board, prepare, deliver and report to Board	Expect to be consulted from SC perspective	Expect to be consulted from school perspective
2.11	Schedule of Board and committee meetings and business	Approve schedule and priorities across governance operation	Audit & Risk, Remuneration, Resources & Standards: approve priorities, business and dates for committee in line with Trust schedule	Prepare and recommend to committees and deliver in line with Trust schedule	Approve any individual school priorities, business and dates for SC to fit with Trust schedule	Prepare and recommend to SC and deliver in line with Trust schedule
2.12	Governance reviews	Approve approach Review Audit & Risk Committee report and approve actions or recommendations. Provide report to Members	Audit & Risk: review TL report and recommend to Board Audit & Risk, Remuneration, Resources & Standards: consulted from committee perspective, where required	Prepare and deliver approved approach for review, drawing on external expertise where required, and report to Audit & Risk Committee	Consulted - expect to contribute from SC perspective, where required	Consulted - expect to contribute from school perspective, where required

3.3. Education, Curriculum & School Performance

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
3.1	School Improvement Plans	Approve overall approach and template for SIPs	Standards: review TL reports on SIPs and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review each SIP - likely to contribute to HTs preparation. Review progress incl. from HT reports and report to Standards Committee	Consulted on SIP. Monitor progress Approve school specific lead roles and appoint SC members	Consulted on approach and template. Prepare and deliver SIP in line with Trust approach, consulting with SC and TL. Report progress to SC and TL
3.2	Trust and school academic targets	Informed on Trust academic targets and progress	Standards: review Trust and school targets and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review Trust and school targets - likely to contribute to HTs preparation for school Receive termly reports from HTs on progress/ plans and report to Standards Committee	Consulted on school targets and monitor progress	Consulted on approach and template. Prepare school targets, consulting with SC, consultation for TL review. Deliver approved targets and report to TL and SC on progress/ plans
3.3	Self-Evaluation Form	Approve overall approach and template for SEFs	Standards: review summary of each SEF and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review cycle for SEF cycle, each school SEF and actions/ progress - likely to contribute to HTs preparation	Consulted on school SEF. Monitor actions/ progress	Consulted on approach and template. Prepare and deliver , including SC consultation, and report to TL and SC on SEF actions/ progress
3.4	Ensuring Trust and each school's readiness for inspection including Ofsted	Approve summary paper on governance structure setting out roles and deliver with involvement in inspections Review reports from Standards Committee	Standards: review reports from TL on readiness for inspection and report to Board	Recommend to Board summary paper on governance structure Prepare and deliver Trust plans. Approve , review and support school plans. Report to Standards Committee	Consulted on school plans. Monitor actions/ progress and deliver SC role for plans or inspections	Prepare and deliver plans including SC consultation Report to TL and SC on plans, inform and support SC on their role
3.5	Trust curriculum intent & provision incl. EYFS and 6 th form	Approve recommendation from Standards Committee	Standards: review and recommend to Board	Prepare and deliver in line with Trust vision and recommend to Standards Committee	Informed including to inform school approach	Consulted on Trust curriculum intent
3.6	School curriculum intent & provision incl. EYFS and 6 th form		Standards: review TL reports on implementation in schools and actions/ progress	Prepare overall approach and template, consulting with schools. Approve , monitor and review in each school-likely to contribute to HTs	Consulted as HT develops school approach. Informed on implementation	Consulted on approach and template. Prepare and deliver in line with approved approach and report to SC and TL

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
				preparation. Provide report to Standards Committee on implementation in schools		
3.7	Policies and practice for teaching, learning and pedagogy	As per policy schedule, approve relevant Trust wide approaches and practices Review reports from Standards Committee	Standards: review approach, effectiveness and reports on implementation or changes required. Recommend to Board including relevant policies	As per policy schedule, prepare, recommend/ approve policies and practice across Trust, consulting with schools. Deliver on Trust wide basis. Review implementation and report to Standards Committee	Review and approve school-based policies within the envelope of the Trust approach and practices Review and monitor implementation of relevant policies for school	Consulted on Trust wide approach. Deliver for school in line with approved approach. Report to TL and SC including note any issues with policies or implementation
3.8	Strategy for Pupil Premium and other grants; admissions, Behaviour and pastoral care, attendance, complaints, equalities and exclusions	Approve Trust wide approach and relevant policies and practice Review reports from Standards Committee	Standards: review approaches, effectiveness and reports on implementation or changes required. Recommend to Board	As per policy schedule, prepare, recommend/ approve policies and practice across Trust, consulting with schools. Deliver for Trust. Approve school approach informed by Trust strategy. Review implementation and report to Standards Committee	Review and monitor school implementation. Review and approve school elements or recommend change to Trust approach Appoint lead SC member for Pupil Premium; SC represented on school Pupil Premium audits or reviews	Consulted on Trust wide approach. Prepare and deliver for school informed by Trust strategy Deliver any recommendations from audits or reviews. Report to SC and TL
3.9	Safeguarding oversight, policies and procedures	Review and approve Trust policies and procedures. Approve DSL & LAC designated teachers. Review reports from Standards Committee or TL on implementation and compliance	Standards: review reports from TL on implementation, compliance or changes required. Make recommendations to Board	Prepare and make recommendations to Standards Committee on Trust policies and procedures, DSL and LAC designated teachers. Consult with schools. Deliver on Trust wide basis Review implementation (consulting DSL), report to Standards Committee	Review and monitor school implementation. Approve school elements and appoint lead SC member for safeguarding. Represented on school safeguarding audits/ reviews Informed on DSL & LAC teachers for school	Consulted on Trust wide approach. Deliver in own school, compliant with Trust approach. If requested by TL, recommend school DSL and LAC teachers. Deliver any recommendations from audits or reviews Report to TL and SC
3.10	Strategy for SEND provision and relevant policies and practice Note: lead trustee roles included under 'Governance'	Review and approve Trust policies and procedures Review reports from Standards Committee or TL	Standards: review approaches and progress. Make recommendations to Board	Prepare and make recommendations to Standards Committee on policies and procedures. Deliver on a Trust wide basis. Informed on school approach	Consulted and monitor for school. Approve school elements and appoint lead SC member for SEND. Member of SC represented on school SEND audits or reviews	Consulted on Trust wide approach. Prepare and deliver options for school approach informed by Trust strategy. Deliver recommendations from

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
				Review implementation and report to Standards Committee		audits or reviews. Report to TL and SC
3.11	Policies and practice relating to pupils' confidence, leadership, voice and extra-curricular/enrichment opportunities	As per policy schedule, approve policies and practice across the Trust Review reports from Standards Committee	Standards: review Trust approach and effectiveness Review TL reports on implementation. Make recommendations to Board	As per policy schedule, prepare, recommend/ approve policies and practice across Trust Deliver on a Trust wide basis. Approve school approach. Review implementation and report to Standards Committee	Review and monitor school implementation	Consulted on Trust wide approach. Deliver in school in line with Trust approach. Report to TL and SC
3.12	Policies and practice relating to external education support and provision, post-16 education and students' destinations	As per policy schedule, approve policies and practice across the Trust Review reports from Standards Committee	Standards: review Trust approach and effectiveness. Review reports. Make recommendations to Board	As per policy schedule, prepare, recommend/ approve policies and practice across Trust. Deliver on a Trust wide basis. Approve school approach. Review implementation and report to Standards Committee	Review and monitor school implementation	Consulted on Trust wide approach. Deliver in school in line with Trust approach. Report to TL and SC

3.4. Stakeholder Engagement

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
4.1	Publication of information on Trust and school websites	Informed requirements are met across Trust	Audit & Risk: informed Trust and school requirements are met and any related issues	Prepare and deliver information and its publication in line with requirements. Report to SCs and Board requirements are met	Informed requirements are met for school. Consulted by TL on stakeholder perspective on information	If required by TL, deliver for school and report to TL
4.2	Trust branding	Approve Trust branding		Prepare and recommend to Board. Deliver on Trust wide basis implementing approved approach		Consulted by TL on school perspective. Deliver for school
4.3	Stakeholder engagement including partners, parents, pupils and local communities	Approve approach. Review reports on implementation of approved plans including feedback Expected to have role to deliver including Trust partners, and liaise with TL	Standards: review reports and make recommendations , including changes needed in policies or approach, to Board	Prepare, recommend and deliver Report to Standards Committee on implementation of plans including feedback received, in line with approved approach	Subject to approved approach, expected to have role to deliver or monitor communication local school stakeholders, including parent community, and report to TL and HT	Subject to approved approach, deliver for school and report to TL

3.5. Financial Management

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
Note	These areas of delegation will be delivered in line with the Trust's financial delegations which will be set out in a separate document					
5.1	Financial Regulations, financial and asset management policies and procedures to ensure compliance across Trust & schools	Approve policies and practice across the Trust Review reports from Resources and Audit & Risk committees	Resources: review TL reports on financial and asset management and make recommendations to Board Audit & Risk: review TL reports on compliance and make recommendations to Board	Prepare and recommend approach informed by consultation, compliance requirements and Trust practice Review implementation and provide relevant reports to Resources and Audit & Risk committees	Informed on and may be asked to monitor any material issues or non-compliance and actions/ progress	Deliver compliance in school. Report any material issues or non-compliance to TL and SC and, where required, actions/ progress
5.2	Setting budgets within the Trust	Approve annual and longer term budgets for Trust and schools	Resources: recommend budgets for Trust and schools to Board	Prepare budget for Trust and schools. Recommend to Resources Committee. Expect iterative process with HTs to prepare school budgets	Consulted on school budget	Prepare budget for own school - with discussion and support from TL
5.3	Monitoring and reporting on Trust and school budgets	Review and approve management accounts and monitoring reports on performance against budget from Resources Committee Review reports from Standards Committee	Resources: review management accounts and reports on central services; report to Board on key issues or deviation from budget Standards: review use of Pupil Premium, report to Board on key issues and budget	Prepare and report to Resources Committee for Trust and schools with management accounts circulated to Board & Chair of Board Deliver and report on Trust/ central budget. Report to Standards Committee	Informed on delivery of school budget monitoring - to inform understanding of resources and delivery of school plans	Deliver approved school budget and report to SC and TL or, for any deviation from budget, in line with financial delegations
5.4	External auditors and audit; internal auditors, audit and controls; and bankers for the Trust	Approve: appointment of bankers; policies and procedures and any appointments or reports for internal controls and audit; internal audit plan May recommend , will be informed on appointment of external auditors. (Note: appointment is by Members)	Audit & Risk: review reports on external auditors and bankers, report or recommend to Board. Review reports and recommend to Board on policies and procedures, appointments, or internal audit	Report to Audit & Risk Committee on actions to: review performance of internal or external auditors; deliver process for auditors' appointment, for external auditors report to Members; prepare and recommend policies, procedures, appointments, reports for internal controls/ audit, report information from internal auditors/ third parties. If required, recommend change in bankers	Informed on and may be asked to monitor any reports of internal non-compliance in school in line with internal controls	Deliver in school (for example meeting requests from auditors or bank requirements). Report on progress, including highlighting any concerns to TL. Report any material non-compliance in line with internal controls and, where required, actions/ progress

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
				Report any material non-compliance to Audit & Risk Committee and Board		
5.5	External audit reports, annual report and accounts	Review external audit reports Review and approve annual report and accounts. Informed on completion of process with Members	Resources: review annual accounts including against budgets and monitoring Audit & Risk: review reports from auditors and TL, review annual report and accounts and recommend to Board	Report information from auditors and progress of actions/ reports to Audit & Risk Committee. Prepare info for audit and annual report with schools' and external input. Recommend to Audit & Risk Committee and, once approved by Board, deliver accounts for Members	Informed on and monitor any areas of internal non-compliance in school	Prepare any detail required for school Informed on any actions from audit reports relevant for school, deliver identified actions and report on progress to TL

3.6. Premises, ICT and Health & Safety

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
6.1	Trust policies and, property strategy, estate improvement plans, priorities for premises maintenance and development incl. accessibility plan	Approve Trust wide policies, plans, priorities and associated budgets Review reports from Resources Committee	Resources: review policies, plans, priorities, delivery incl. major capital projects make recommendations to Board. Review reports on implementation	Prepare and deliver Trust policies, plans, priorities and associated budgets, make recommendations to Resources Committee and report on progress towards implementation	Consulted on priorities for school in line with Trust policy and budgets. Monitor delivery of school priorities and consulted on capital projects delivered by Trust	Prepare school priorities, report to TL and SC; where required by TL, contribute to development/ delivery For capital projects delivered by Trust, consulted for school
6.2	Health & Safety	Approve Trust wide policies, plans, priorities and associated budgets Review reports from Resources Committee	Resources: review policies, plans, priorities, reports and recommend to Board	Prepare and deliver Trust policies, plans, priorities and actions, review reports from HTs on schools, monitor Trust and school action plans and make recommendations to Resources Committee	Informed on any action plans for school	Prepare any detail or deliver action plans for school as required by TL
6.3	ICT services and resources	Informed on delivery plans and routine/ replacement ICT in line with budgets Approve major ICT projects within approved budgets Approvals as required in line with delegations	Resources: review reports from TL and report to Board on plans and progress Recommend plans/ priorities to Board for major projects Approvals as required in line with financial delegations	Prepare, recommend and deliver plans for routine/ replacement ICT and major investment informed by school priorities and budgets In line with delegations, approve/ recommend projects and report to Resources Committee. May monitor Trust or school projects	Informed on major projects delivered by Trust and may be asked to monitor any actions in school	Prepare detail on school priorities and report to TL In line with financial delegations, approve and deliver or, where delivered by Trust, informed and expect to be consulted for school perspective

3.7. Staffing, HR and Pay

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
Note	These areas of delegation will be delivered in line with the Trust's HR and financial delegations which will be set out in separate documents					
7.1	HR policies & practice	As per policy schedule, review and approve HR policies to ensure compliance including with statutory requirements	Remuneration and Resources: review reports and recommend HR policies and practice to Board	As per policy schedule, prepare, recommend/ approve policies and practice across Trust. To include links to local authority approaches or consultation with HTs. Deliver across Trust and report to committees	Monitor implementation in school. In line with policies, may be consulted for specific elements, for example sitting on panels	Where required by TL, consulted on policies and practice. For school, deliver and inform TL on issues to inform development of policies and practice
7.2	Staff structure and proposals for restructuring or redundancy	Approve central Trust staff structure. Review and approve proposals for restructuring or redundancy for Trust and schools in line with Trust delegations	Resources: review reports from TL and report to Board on plans and progress Recommend proposals to Board as relevant in line with delegations	Prepare, recommend to Resources Committee and deliver central Trust staff structure in line with budget. Review HT reports on delivery of schools' staffing structure. Approve/ recommend to - for school changes, informed by consultation with HTs	For any material changes in staff structure, consulted for school and informed for Trust.	In line with budgets, structure and HR delegations: approve and deliver school staffing; recommend to TL proposals for restructuring or redundancy
7.3	Appointment of Trust Leader and Accounting Officer	Deliver and approve drawing on external expertise as considered necessary	Audit & Risk, Remuneration, Resources & Standards: informed of decision Remuneration: review succession plan; may make recommendations on pay and conditions		Informed of decision	Informed of decision
7.4	Appointment of central Trust staff including the Chief Financial Officer	Executive Team: approve appointments - expect Chair (or their delegated trustee) to be involved in process as part of panel Staff not on Executive Team: Informed by TL of decisions	Audit & Risk, Remuneration, Resources & Standards: informed of appointment decisions Resources: may be involved in appointment process	Executive Team: deliver recruitment process including sit on panel and make recommendations to Board Staff not on Executive Team: deliver and approve appointments in line with policy, budget and approved staffing structure	Informed of appointment decisions	Informed of appointment decisions
7.5	Appointment of Headteacher	Approve appointment Consulted on process - expect Chair of Board (or their delegated trustee) to be informed by TL and involved as part of panel	Audit & Risk, Remuneration, Resources & Standards: informed of decision	Deliver process for appointment and recommend appointment to Board	Informed on process and appointment decision Consulted - expect SC Chair (or their delegated SC member) to sit on panel	

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
7.6	Appointment of school senior leadership and other staff	Approve appointment of senior leaders (STPCD – Leadership Scale) and UST School Based Leaders	Audit & Risk, Remuneration, Resources & Standards: informed of decision	In line with budgets, structure and HR delegations: will approve appointments OR review recommendations from HT and recommend to Board for approval	Informed of decisions. Consulted for deputy head appointments, expect SC Chair (or their delegated SC member) to sit on panel. May be consulted for other senior roles	In line with budgets, structure and HR delegations: will deliver and approve OR recommend appointments to TL
7.7	Performance management for Trust Leader and Executive Team	Approve performance management and pay, drawing on external expertise as required	Remuneration: for TL, deliver process; for Executive Team, review TL report and make recommendations	Executive Team: deliver performance management and make recommendations to Remuneration Committee		
7.8	Appraisal and performance management for all other central team staff	May be involved to review or approve any appeals in line with policy	Remuneration: review TL report on process and consistency of approach	Deliver and approve performance management and report to Remuneration Committee on process, completion and consistency		
7.9	Performance management of Headteacher	Approve performance management and pay May be involved to review or approve any appeals in line with approved policy	Remuneration: review TL report and recommendations	Deliver performance management, including drawing on any external expertise as required, and make recommendations to Remuneration Committee	Consulted – SC Chair (or their delegated SC member) on panel and informed of decision. SC informed on completion of process	
7.10	Appraisal and performance management for all other school staff	May be involved to review or approve any appeals in line with policy	Remuneration: review TL report on process and high-level outcomes	Informed on process, completion and summary of HT decisions. Report across all schools on process, completion and high-level outcomes to Remuneration Committee	Informed on process, completion and high-level outcomes. SC Chair may be consulted May be involved in review or approve appeals	Deliver and approve in line with policy. Report on process, its completion and high-level outcomes to SC and TL
7.11	Staff development	Approve Trust wide policy and approach In line with financial delegations, budget and policy, approve expenditure	Resources: review Trust wide policy and approach, recommend to Board. Review report from TL on staff development plans across the Trust	In line with delegations, budget and policy: approve opportunities OR recommend opportunities or expenditure to Board Prepare, deliver and report to Resources Committee	Informed by HT for school	In with delegations, budget and policy: approve opportunities for school staff OR recommend to TL Report on plans and delivery to SC

3.8. Policies and Procedures

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
8.1	Trust policies and procedures	Consulted, deliver, informed, prepare, recommend, report or review in line with policy schedule approved by Board. The policy schedule will set out specific roles and responsibilities including for review and approval of individual policies				
8.2	Governance policies & procedures	Approve policies or actions informed by Audit & Risk Committee report Inform TL where relevant, e.g. register of interest and related party transactions	Audit & Risk: review reports from TL on compliance with policies and processes and make recommendations , including changes needed in policies or approach, to Board	Prepare, deliver and review policies and procedures and their implementation and report to Audit & Risk Committee	Informed on policies and procedures. Monitor compliance of policies for school	Consulted on policies & procedures. Deliver in own school

3.9. Legal matters

Ref	Area	Trust Board	Committees	Trust leader (TL)	School Committee (SC)	Headteacher (HT)
9.1	Take legal advice on any matter	Informed of any legal advice that relates to a possible risk to the Trust	Audit & Risk - Informed of any legal advice that relates to a possible risk to the Trust	Approve seeking legal advice from UST legal partners or otherwise at School and/or Trust.	Recommend legal advice is sought to the TL.	Recommend legal advice is sought to the TL.
9.2	Legal action that is not linked to reputational matters	Informed of any legal actions that do not pose reputational or financial risk to the Trust	Informed of any legal actions that do not pose reputational or financial risk to the Trust	Approve legal action from UST legal partners or otherwise at School and/or Trust if there are no reputational or financial consequences outside of the financial delegations	Recommend legal action is sought to the TL.	Recommend legal action is sought to the TL.
9.3	Legal action that could be linked to the reputation of the Trust	Informed of any legal actions that may pose reputational or financial risk to the Trust	Audit & Risk - Approve actions that may introduce a risk to the reputation of the Trust. Resources - Approve actions that may introduce a financial cost to the Trust outside of normal financial delegations.	Recommend legal action is sought to the appropriate Trust Committee.	Recommend legal action is sought to the TL.	Recommend legal action is sought to the TL.