

A complex network diagram consisting of numerous light grey circular nodes connected by thin, light grey lines. The nodes are scattered across the page, with a higher density on the left side. A single, larger, darker grey node is positioned on the right side, acting as a central hub where several lines converge.

UST

University Schools Trust

the constellation

**Approved Scheme of  
Delegation – July 2020**

# SCHEME OF DELEGATION

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## 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 [24<sup>th</sup> 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:** 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:** 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:

<b>Approve</b>	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 ' <b>Appoint</b> '.
<b>Consulted</b>	Will be consulted as part of the process of completing a task. Their contributions <i>may</i> inform the approach or decision.
<b>Deliver</b>	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 ' <b>deliver</b> ' the budget for their own school, they will work with other colleagues, including those in finance, in order to do this.
<b>Informed</b>	Will receive one way information on decisions or approaches.
<b>Monitor</b>	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.
<b>Prepare</b>	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.
<b>Recommend</b>	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.
<b>Report</b>	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.
<b>Review</b>	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 <sup>th</sup> 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

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
<b>1</b>	<b>BEING STRATEGIC</b>					
1.1	Trust vision and strategy, including any plans for growth or significant change	<b>Prepare</b> (i.e. develop high level thinking and approach/consultation for any significant review) and <b>approve</b>	Audit & Risk, Remuneration, Resources & Standards: <b>informed</b> . May be <b>consulted</b> as part of significant review	<b>Prepare</b> (i.e. develop detail and documentation including <b>consulting</b> ), then <b>recommend</b> . <b>Deliver</b> and <b>review</b> to ensure vision and strategy inform including at school level	Expect to be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches	Expect to be <b>consulted</b> for significant review or change. <b>Informed</b> on approved approaches
1.2	Trust ethos and values	<b>Prepare</b> (i.e. develop high level thinking and approach/consultation for significant review) and <b>approve</b>	Audit & Risk, Remuneration, Resources & Standards: <b>informed</b> on approved approach	<b>Prepare</b> (i.e. develop detail and documentation including <b>consulting</b> ), then <b>recommend</b> . <b>Deliver</b> and <b>review</b> to ensure ethos and values reflected across Trust and schools	Expect to be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches	Expect to be <b>consulted</b> for significant review. <b>Informed</b> on approved approaches <b>Deliver</b> for school. <b>Report</b> to TL on implementation.
1.3	Trust Executive Plan including key priorities, KPIs, input from school improvement plans	<b>Approve and review</b>	Audit & Risk, Resources & Standards: <b>review</b> areas relevant to each committee	<b>Prepare and deliver</b> in line with vision and strategy, meeting external expectations or requirements	Contribute through school plans which inform Trust plan. <b>Informed</b> on Trust Plan	Contribute through school plans which inform Trust plan. <b>Informed</b> on Trust Plan
1.4	Risk Management and control	<b>Approve</b> Risk Management Policy. <b>Review</b> and <b>approve</b> risk register informed by Audit & Risk Committee and TL reports	Audit & Risk: <b>review</b> regular reports from TL. <b>Recommend</b> Risk Management Policy to Board  Audit & Risk, Remuneration, Resources & Standards: <b>review</b> key risks relevant to committee	<b>Prepare, deliver, review and report</b> on risk management, risk register and controls for Trust and schools. <b>Recommend</b> Risk Management Policy to Audit & Risk Committee	<b>Informed</b> on key risks and related issues within school. <b>Review</b> key school risks	<b>Review</b> and <b>deliver</b> risk register for school, update and <b>report</b> to TL  <b>Report</b> to SC on key risks and issues for school
1.5	Potential new schools to join the Trust	<b>Approve</b> in line with Trust vision and strategy. <b>Approve</b> timeline, due diligence and delivery plan for any new school being considered	Audit & Risk: <b>review</b> due diligence for any new school and make <b>recommendations</b> to Board	In line with vision and strategy, <b>review</b> and <b>recommend</b> possible schools to join Trust to Board or	<b>Consulted</b> on potential new schools. <b>Informed</b> on decisions. May have role working with new schools as identified by Board or TL	<b>Consulted</b> on potential new schools. <b>Informed</b> on decisions. Expected to have role working with new schools as identified by Board or TL

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
	Note: Board will confirm specific approach for each school		Resources and Standards: <b>review</b> relevant information, <b>report</b> to Audit & Risk Committee	<b>report</b> information to Audit & Risk Committee. <b>Deliver</b> decisions made		
<b>2</b>	<b>GOVERNANCE</b>					
2.1	Trust Governance structure, delegations incl. terms of reference	<b>Approve</b> annually	Audit & Risk, Remuneration, Resources & Standards: <b>consulted</b> and <b>deliver</b> for committee; <b>informed</b> on overall approach	<b>Prepare, review</b> and <b>recommend</b> proposed approach <b>informed</b> by consultation, compliance and Trust practice. <b>Deliver</b> delegations for TL	<b>Consulted</b> and <b>deliver</b> SC delegations; <b>informed</b> on overall approach	<b>Consulted</b> on HT and SC delegations; <b>informed</b> on overall approach. <b>Deliver</b> at HT level
2.2	Recruitment and skills audits of Trustees	<b>Review</b> TL reports and <b>review</b> need for future reports, audits or recruitment  <b>Approve</b> process and timeline to seek potential new co-opted Trustees	Audit & Risk, Remuneration, Resources & Standards: <b>consulted</b> on skills gaps for committee	<b>Prepare</b> periodic skills audits to identify gaps including in finance, and <b>deliver</b> induction/ training. <b>Consulted</b> on Trust needs and gaps <b>Deliver</b> support and <b>report</b> to Board (and Members or partners) on Trustee recruitment and eligibility	<b>Informed</b>	<b>Informed</b>
2.3	Appointment or removal of Trustees in line with Articles	<b>Appoint</b> co-opted Trustees <b>Approve</b> any decision to suspend or remove Trustees in line with Articles  Contribute to appointment process, subject to approach		<b>Deliver</b> support and <b>report</b> to Board (or Members) regarding any possible need to suspend or disqualify a trustee in line with Articles	<b>Informed</b>	<b>Informed</b>
2.4	Appointment of Board Chair, Vice-Chair and lead trustee roles	<b>Appoint</b> in line with Articles <b>Appoint</b> lead trustees for safeguarding and SEND	Standards Committee: Trustees on Committee to be appointed as lead trustees for safeguarding and SEND	May be <b>consulted</b> to make <b>recommendations</b> to Board	<b>Informed</b>	<b>Informed</b>

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2.5	Appointment of committee and SC chairs	<b>Appoint</b>	Audit & Risk, Remuneration, Resources & Standards: <b>consulted</b> and may <b>recommend</b> for committee	<b>Consulted.</b> May be <b>asked</b> to make <b>recommendations</b> to Board	<b>Consulted</b> and may <b>recommend</b> for SC. <b>Informed</b> on committee chairs	<b>Consulted</b> and may <b>recommend</b> for SC. <b>Informed</b> on committee chairs
2.6	Appointment of committee and SC members	<b>Approve</b> Committee memberships <b>Consulted</b> on SC memberships <b>Approve</b> and <b>informed</b> on process for election/ appointment of parent and staff SC members	Audit & Risk, Remuneration, Resources & Standards: <b>consulted</b> and may <b>recommend</b> for committee	For Audit & Risk, Resources & Standards committees: <b>consulted</b> <b>Prepare</b> induction/ training programme, <b>deliver</b> programme requesting SC and HT contributions	For SC: <b>review</b> membership and skills needs/ gaps. <b>Appoint</b> co-opted members to the SC and <b>consult</b> the TB on appointments. <b>Monitor</b> elections and <b>approve</b> confirmation of (re)appointments of parent and staff SC members and <b>inform</b> TB regarding adherence to process <b>Deliver</b> induction/ training in line with TL plans	For SC: <b>deliver</b> skills audit to identify gaps. <b>Deliver</b> process for election/ (re)appointment of parent and staff SC members. <b>Report</b> to SC and TL on process/ election <b>Deliver</b> induction/ training in line with TL plans
2.7	Appointment of Clerk to Trust Board, committees and SC	<b>Appoint</b> Clerk to the Board <b>Informed</b> on appointments of Clerks to committees and SC	Audit & Risk, Remuneration, Resources & Standards: <b>consulted</b> on appointment of Clerk to committee	<b>Consulted</b> and usually <b>recommend</b> Clerk to Board <b>Deliver</b> and <b>approve</b> appointments of Clerks to committees and SC	<b>Consulted</b> on appointment of Clerk for SC	<b>Consulted</b> on appointment of Clerk for SC
2.8	Review of Board and committees and SCs	<b>Approve</b> approach and any changes – likely to be involved in <b>delivery</b> of any review	Audit & Risk, Remuneration, Resources & Standards: expect to be <b>consulted</b> from committee perspective	Where requested by Board, <b>prepare</b> , <b>deliver</b> and <b>report</b> to Board	Expect to be <b>consulted</b> from SC perspective	Expect to be <b>consulted</b> from school perspective
2.9	Schedule of Board and committee meetings and business	<b>Approve</b> schedule and priorities across governance operation	Audit & Risk, Remuneration, Resources & Standards: <b>approve</b> priorities, business and dates for committee in line with Trust schedule	<b>Prepare</b> and <b>recommend</b> to committees and <b>deliver</b> in line with Trust schedule	<b>Approve</b> any individual school priorities, business and dates for SC to fit with Trust schedule	<b>Prepare</b> and <b>recommend</b> to SC and <b>deliver</b> in line with Trust schedule



Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
2.10	Governance reviews	<b>Approve</b> approach <b>Review</b> Audit & Risk Committee report and <b>approve</b> actions or recommendations. Provide report to Members	Audit & Risk: <b>review</b> TL report and <b>recommend</b> to Board Audit & Risk, Remuneration, Resources & Standards: <b>consulted</b> from committee perspective, where required	<b>Prepare</b> and <b>deliver</b> approved approach for review, drawing on external expertise where required, and <b>report</b> to Audit & Risk Committee	<b>Consulted</b> – expect to contribute from SC perspective, where required	<b>Consulted</b> – expect to contribute from school perspective, where required
<b>3 EDUCATION, CURRICULUM, &amp; SCHOOL PERFORMANCE</b>						
3.1	School Improvement Plans	<b>Approve</b> overall approach and template for SIPs	Standards: <b>review</b> TL reports on SIPs and actions/ progress	<b>Prepare</b> overall approach and template, consulting with schools. <b>Approve</b> and <b>review</b> each SIP- likely to contribute to HTs preparation. <b>Review</b> progress incl. from HT reports and <b>report</b> to Standards Committee	<b>Consulted</b> on SIP. <b>Monitor</b> progress <b>Approve</b> school specific lead roles and <b>appoint</b> SC members	<b>Consulted</b> on approach and template. <b>Prepare</b> and <b>deliver</b> SIP in line with Trust approach, consulting with SC and TL. <b>Report</b> progress to SC and TL
3.2	Trust and school academic targets	<b>Informed</b> on Trust academic targets and progress	Standards: <b>review</b> Trust and school targets and actions/ progress	<b>Prepare</b> overall approach and template, consulting with schools. <b>Approve</b> and <b>review</b> Trust and school targets - likely to contribute to HTs preparation for school <b>Receive</b> termly reports from HTs on progress/ plans and <b>report</b> to Standards Committee	<b>Consulted</b> on school targets and <b>monitor</b> progress	<b>Consulted</b> on approach and template. <b>Prepare</b> school targets, consulting with SC, consultation for TL review. <b>Deliver</b> approved targets and <b>report</b> to TL and SC on progress/ plans
3.3	Self-Evaluation Form	<b>Approve</b> overall approach and template for SEFs	Standards: <b>review</b> summary of each SEF and actions/ progress	<b>Prepare</b> overall approach and template, consulting with schools. <b>Approve</b> and <b>review</b> cycle for SEF cycle, each school SEF and actions/ progress - likely to contribute to HTs preparation	<b>Consulted</b> on school SEF. <b>Monitor</b> actions/ progress	<b>Consulted</b> on approach and template. <b>Prepare</b> and <b>deliver</b> , including SC consultation, and <b>report</b> to TL and SC on SEF actions/ progress

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
3.4	Ensuring Trust and each school's readiness for inspection including Ofsted	<b>Approve</b> summary paper on governance structure setting out roles and <b>deliver</b> with involvement in inspections <b>Review</b> reports from Standards Committee	Standards: <b>review</b> reports from TL on readiness for inspection and <b>report</b> to Board	<b>Recommend</b> to Board summary paper on governance structure <b>Prepare</b> and <b>deliver</b> Trust plans. <b>Approve, review</b> and support school plans. <b>Report</b> to Standards Committee	<b>Consulted</b> on school plans. <b>Monitor</b> actions/ progress and <b>deliver</b> SC role for plans or inspections	<b>Prepare</b> and <b>deliver</b> plans including SC consultation <b>Report</b> to TL and SC on plans, <b>inform</b> and support SC on their role
3.5	Trust curriculum intent & provision incl. EYFS and 6 <sup>th</sup> form	<b>Approve</b> recommendation from Standards Committee	Standards: <b>review</b> and <b>recommend</b> to Board	<b>Prepare</b> and <b>deliver</b> in line with Trust vision and <b>recommend</b> to Standards Committee	<b>Informed</b> including to inform school approach	<b>Consulted</b> on Trust curriculum intent
3.6	School curriculum intent & provision incl. EYFS and 6 <sup>th</sup> form		Standards: <b>review</b> TL reports on implementation in schools and actions/ progress	<b>Prepare</b> overall approach and template, consulting with schools. <b>Approve, monitor</b> and <b>review</b> in each school- likely to contribute to HTs preparation. Provide <b>report</b> to Standards Committee on implementation in schools	<b>Consulted</b> as HT develops school approach. <b>Informed</b> on implementation	<b>Consulted</b> on approach and template. <b>Prepare</b> and <b>deliver</b> in line with approved approach and <b>report</b> to SC and TL
3.7	Policies and practice for teaching, learning and pedagogy	As per policy schedule, <b>approve</b> relevant policies and practice across Trust <b>Review</b> reports from Standards Committee	Standards: <b>review</b> approach, effectiveness and reports on implementation or changes required. <b>Recommend</b> to Board including relevant policies	As per policy schedule, <b>prepare, recommend/ approve</b> policies and practice across Trust, consulting with schools <b>Deliver</b> on Trust wide basis. <b>Review</b> implementation and <b>report</b> to Standards Committee	<b>Review</b> and <b>monitor</b> implementation of relevant policies for school	<b>Consulted</b> on Trust wide approach. <b>Deliver</b> for school in line with approved approach. <b>Report</b> 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,	<b>Approve</b> Trust wide approach and relevant policies and practice	Standards: <b>review</b> approaches, effectiveness and reports on implementation or changes required. <b>Recommend</b> to Board	As per policy schedule, <b>prepare, recommend/ approve</b> policies and practice across Trust, consulting with schools.	<b>Review</b> and <b>monitor</b> school implementation. <b>Review</b> and <b>approve</b> school elements or <b>recommend</b> change to Trust approach	<b>Consulted</b> on Trust wide approach. <b>Prepare</b> and <b>deliver</b> for school informed by Trust strategy

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
	complaints, equalities and exclusions	<b>Review</b> reports from Standards Committee		<b>Deliver</b> for Trust. <b>Approve</b> school approach informed by Trust strategy. <b>Review</b> implementation and <b>report</b> to Standards Committee	<b>Appoint</b> lead SC member for Pupil Premium; SC represented on school Pupil Premium audits or reviews	<b>Deliver</b> any recommendations from audits or reviews. <b>Report</b> to SC and TL
3.9	Safeguarding oversight, policies and procedures	<b>Review</b> and <b>approve</b> Trust policies and procedures. <b>Approve</b> DSL & LAC designated teachers. <b>Review</b> reports from Standards Committee or TL on implementation and compliance	Standards: <b>review</b> reports from TL on implementation, compliance or changes required. Make <b>recommendations</b> to Board	<b>Prepare</b> and make <b>recommendations</b> to Standards Committee on Trust policies and procedures, DSL and LAC designated teachers. <b>Consult</b> with schools. <b>Deliver</b> on Trust wide basis <b>Review</b> implementation (consulting DSL), report to Standards Committee	<b>Review</b> and <b>monitor</b> school implementation. <b>Approve</b> school elements and <b>appoint</b> lead SC member for safeguarding. Represented on school safeguarding audits/ reviews <b>Informed</b> on DSL & LAC teachers for school	<b>Consulted</b> on Trust wide approach. <b>Deliver</b> in own school, compliant with Trust approach. If requested by TL, <b>recommend</b> school DSL and LAC teachers. <b>Deliver</b> any recommendations from audits or reviews <b>Report</b> to TL and SC
3.10	Strategy for SEND provision and relevant policies and practice Note: lead trustee roles included under 'Governance'	<b>Review</b> and <b>approve</b> Trust policies and procedures <b>Review</b> reports from Standards Committee or TL	Standards: <b>review</b> approaches and progress. Make <b>recommendations</b> to Board	<b>Prepare</b> and make <b>recommendations</b> to Standards Committee on policies and procedures. <b>Deliver</b> on a Trust wide basis. <b>Informed</b> on school approach <b>Review</b> implementation and <b>report</b> to Standards Committee	<b>Consulted</b> and <b>monitor</b> for school. <b>Approve</b> school elements and <b>appoint</b> lead SC member for SEND. Member of SC represented on school SEND audits or reviews	<b>Consulted</b> on Trust wide approach. <b>Prepare</b> and <b>deliver</b> options for school approach <b>informed</b> by Trust strategy. <b>Deliver</b> recommendations from audits or reviews. <b>Report</b> to TL and SC
3.11	Policies and practice relating to pupils' confidence, leadership, voice and extra-curricular/ enrichment opportunities	As per policy schedule, <b>approve</b> policies and practice across the Trust <b>Review</b> reports from Standards Committee	Standards: <b>review</b> Trust approach and effectiveness <b>Review</b> TL reports on implementation. Make <b>recommendations</b> to Board	As per policy schedule, <b>prepare</b> , <b>recommend/ approve</b> policies and practice across Trust <b>Deliver</b> on a Trust wide basis. Approve school approach. <b>Review</b> implementation and <b>report</b> to Standards Committee	<b>Review</b> and <b>monitor</b> school implementation	<b>Consulted</b> on Trust wide approach. <b>Deliver</b> in school in line with Trust approach. <b>Report</b> to TL and SC

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
3.12	Policies and practice relating to external education support and provision, post-16 education and students' destinations	As per policy schedule, <b>approve</b> policies and practice across the Trust <b>Review</b> reports from Standards Committee	Standards: <b>review</b> Trust approach and effectiveness. <b>Review</b> reports. Make <b>recommendations</b> to Board	As per policy schedule, <b>prepare, recommend/ approve</b> policies and practice across Trust. <b>Deliver</b> on a Trust wide basis. Approve school approach. <b>Review</b> implementation and <b>report</b> to Standards Committee	<b>Review</b> and <b>monitor</b> school implementation	<b>Consulted</b> on Trust wide approach. <b>Deliver</b> in school in line with Trust approach. <b>Report</b> to TL and SC
<b>4</b>	<b>STAKEHOLDER ENGAGEMENT</b>					
4.1	Publication of information on Trust and school websites	<b>Informed</b> requirements are met across Trust	Audit & Risk: <b>informed</b> Trust and school requirements are met and any related issues	<b>Prepare</b> and <b>deliver</b> information and its publication in line with requirements. <b>Report</b> to SCs and Board requirements are met	<b>Informed</b> requirements are met for school. <b>Consulted</b> by TL on stakeholder perspective on information	If required by TL, <b>deliver</b> for school and <b>report</b> to TL
4.2	Trust branding	<b>Approve</b> Trust branding		<b>Prepare</b> and <b>recommend</b> to Board. <b>Deliver</b> on Trust wide basis implementing approved approach		<b>Consulted</b> by TL on school perspective. <b>Deliver</b> for school
4.3	Stakeholder engagement including partners, parents, pupils and local communities	<b>Approve</b> approach. <b>Review</b> reports on implementation of approved plans including feedback  Expected to have role to <b>deliver</b> including Trust partners, and liaise with TL	Standards: <b>review</b> reports and make <b>recommendations</b> , including changes needed in policies or approach, to Board	<b>Prepare, recommend</b> and <b>deliver Report</b> to Standards Committee on implementation of plans including feedback received, in line with approved approach	Subject to approved approach, expected to have role to <b>deliver</b> or <b>monitor</b> communication local school stakeholders, including parent community, and <b>report</b> to TL and HT	Subject to approved approach, <b>deliver</b> for school and report to TL
<b>5</b>	<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROL</b>					
	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	<b>Approve</b> policies and practice across the Trust	Resources: <b>review</b> TL reports on financial and asset	<b>Prepare</b> and <b>recommend</b> approach informed by consultation,	<b>Informed</b> on and may be asked to <b>monitor</b> any	<b>Deliver</b> compliance in school. <b>Report</b> any material

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
	management policies and procedures to ensure compliance across Trust & schools	<b>Review</b> reports from Resources and Audit & Risk committees	management and make <b>recommendations</b> to Board Audit & Risk: <b>review</b> TL reports on compliance and make <b>recommendations</b> to Board	compliance requirements and Trust practice <b>Review</b> implementation and provide relevant <b>reports</b> to Resources and Audit & Risk committees	material issues or non-compliance and actions/ progress	issues or non-compliance to TL and SC and, where required, actions/ progress
5.2	Setting budgets within the Trust	<b>Approve</b> annual and longer term budgets for Trust and schools	Resources: <b>recommend</b> budgets for Trust and schools to Board	<b>Prepare</b> budget for Trust and schools. <b>Recommend</b> to Resources Committee. Expect iterative process with HTs to prepare school budgets	<b>Consulted</b> on school budget	<b>Prepare</b> budget for own school- with discussion and support from TL
5.3	Monitoring and reporting on Trust and school budgets	<b>Review</b> and <b>approve</b> management accounts and monitoring reports on performance against budget from Resources Committee <b>Review</b> reports from Standards Committee	Resources: <b>review</b> management accounts and reports on central services; <b>report</b> to Board on key issues or deviation from budget Standards: <b>review</b> use of Pupil Premium, <b>report</b> to Board on key issues and budget	<b>Prepare</b> and <b>report</b> to Resources Committee for Trust and schools with management accounts circulated to Board & Chair of Board <b>Deliver</b> and <b>report</b> on Trust/ central budget. <b>Report</b> to Standards Committee	<b>Informed</b> on delivery of school budget monitoring - to inform understanding of resources and delivery of school plans	<b>Deliver</b> approved school budget and <b>report</b> 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	<b>Approve:</b> appointment of bankers; policies and procedures and any appointments or reports for internal controls and audit; internal audit plan May <b>recommend</b> , will be informed on appointment of external auditors. (Note: appointment is by Members)	Audit & Risk: <b>review</b> reports on external auditors and bankers, <b>report</b> or <b>recommend</b> to Board. <b>Review</b> reports and <b>recommend</b> to Board on policies and procedures, appointments, or internal audit	<b>Report</b> to Audit & Risk Committee on actions to: <b>review</b> performance of internal or external auditors; <b>deliver</b> process for auditors' appointment, for external auditors <b>report</b> to Members; <b>prepare</b> and <b>recommend</b> policies, procedures, appointments, reports for internal controls/ audit, <b>report</b> information from internal auditors/ third parties. If required, <b>recommend</b> change in bankers	<b>Informed</b> on and may be asked to <b>monitor</b> any reports of internal non-compliance in school in line with internal controls	<b>Deliver</b> in school (for example meeting requests from auditors or bank requirements). <b>Report</b> on progress, including highlighting any concerns to TL. <b>Report</b> 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)
				<b>Report</b> any material non-compliance to Audit & Risk Committee and Board		
5.5	External audit reports, annual report and accounts	<b>Review</b> external audit reports <b>Review</b> and <b>approve</b> annual report and accounts. <b>Informed</b> on completion of process with Members	Resources: <b>review</b> annual accounts including against budgets and monitoring Audit & Risk: <b>review</b> reports from auditors and TL, <b>review</b> annual report and accounts and <b>recommend</b> to Board	<b>Report</b> information from auditors and progress of actions/ reports to Audit & Risk Committee. <b>Prepare</b> info for audit and annual report with schools' and external input. <b>Recommend</b> to Audit & Risk Committee and, once approved by Board, <b>deliver</b> accounts for Members	<b>Informed</b> on and <b>monitor</b> any areas of internal non-compliance in school	<b>Prepare</b> any detail required for school <b>Informed</b> on any actions from audit reports relevant for school, <b>deliver</b> identified actions and <b>report</b> on progress to TL
<b>6</b>	<b>PREMISES, ICT AND HEALTH &amp; SAFETY</b>					
6.1	Trust policies and, property strategy, estate improvement plans, priorities for premises maintenance and development incl. accessibility plan	<b>Approve</b> Trust wide policies, plans, priorities and associated budgets <b>Review</b> reports from Resources Committee	Resources: <b>review</b> policies, plans, priorities, delivery incl. major capital projects make <b>recommendations</b> to Board. <b>Review</b> reports on implementation	<b>Prepare</b> and <b>deliver</b> Trust policies, plans, priorities and associated budgets, make <b>recommendations</b> to Resources Committee and <b>report</b> on progress towards implementation	<b>Consulted</b> on priorities for school in line with Trust policy and budgets. <b>Monitor</b> delivery of school priorities and <b>consulted</b> on capital projects delivered by Trust	<b>Prepare</b> school priorities, <b>report</b> to TL and SC; where required by TL, <b>contribute</b> to development/ delivery For capital projects delivered by Trust, <b>consulted</b> for school
6.2	Health & Safety	<b>Approve</b> Trust wide policies, plans, priorities and associated budgets <b>Review</b> reports from Resources Committee	Resources: <b>review</b> policies, plans, priorities, reports and make <b>recommend</b> to Board	<b>Prepare</b> and <b>deliver</b> Trust policies, plans, priorities and actions, <b>review</b> reports from HTs on schools, <b>monitor</b> Trust and school action plans and make <b>recommendations</b> to Resources Committee	<b>Informed</b> on any action plans for school	<b>Prepare</b> any detail or <b>deliver</b> action plans for school as required by TL

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
6.3	ICT services and resources	<b>Informed</b> on delivery plans and routine/ replacement ICT in line with budgets <b>Approve</b> major ICT projects within approved budgets <b>Approvals</b> as required in line with delegations	Resources: <b>review</b> reports from TL and report to Board on plans and progress <b>Recommend</b> plans/ priorities to Board for major projects <b>Approvals</b> as required in line with financial delegations	<b>Prepare, recommend and deliver</b> plans for routine/ replacement ICT and major investment informed by school priorities and budgets In line with delegations, <b>approve/ recommend</b> projects and <b>report</b> to Resources Committee. May <b>monitor</b> Trust or school projects	<b>Informed</b> on major projects delivered by Trust and may be asked to <b>monitor</b> any actions in school	<b>Prepare</b> detail on school priorities and <b>report</b> to TL In line with financial delegations, <b>approve</b> and <b>deliver</b> or, where delivered by Trust, <b>informed</b> and expect to be <b>consulted</b> for school perspective
7	<b>STAFFING, HR, AND PAY</b>					
	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, <b>review</b> and <b>approve</b> HR policies to ensure compliance including with statutory requirements	Remuneration and Resources: <b>review</b> reports and <b>recommend</b> HR policies and practice to Board	As per policy schedule, <b>prepare, recommend/ approve</b> policies and practice across Trust. To include links to local authority approaches or consultation with HTs. <b>Deliver</b> across Trust and report to committees	<b>Monitor</b> implementation in school. In line with policies, may be <b>consulted</b> for specific elements, for example sitting on panels	Where required by TL, <b>consulted</b> on policies and practice. For school, <b>deliver</b> and <b>inform</b> TL on issues to inform development of policies and practice
7.2	Staff structure and proposals for restructuring or redundancy	<b>Approve</b> central Trust staff structure. <b>Review</b> and <b>approve</b> proposals for restructuring or redundancy for Trust and schools in line with Trust delegations	Resources: <b>review</b> reports from TL and <b>report</b> to Board on plans and progress <b>Recommend</b> proposals to Board as relevant in line with delegations	<b>Prepare, recommend</b> to Resources Committee and <b>deliver</b> central Trust staff structure in line with budget. <b>Review</b> HT reports on delivery of schools' staffing structure. <b>Approve/ recommend</b> to - for school changes, informed by consultation with HTs	For any material changes in staff structure, <b>consulted</b> for school and <b>informed</b> for Trust.	In line with budgets, structure and HR delegations: <b>approve</b> and <b>deliver</b> school staffing; <b>recommend</b> to TL proposals for restructuring or redundancy
7.3	Appointment of Trust Leader and Accounting Officer	<b>Deliver</b> and <b>approve</b> drawing on external expertise as considered necessary	Audit & Risk, Remuneration, Resources & Standards: <b>informed</b> of decision Remuneration: <b>review</b> succession plan; may make		<b>Informed</b> of decision	<b>Informed</b> of decision

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
			<b>recommendations</b> on pay and conditions			
7.4	Appointment of central Trust staff including the Chief Financial Officer	Executive Team: <b>approve</b> appointments - expect Chair (or their delegated trustee) to be involved in process as part of panel Staff not on Executive Team: <b>Informed</b> by TL of decisions	Audit & Risk, Remuneration, Resources & Standards: <b>informed</b> of appointment decisions Resources: may be involved in appointment process	Executive Team: <b>deliver</b> recruitment process including sit on panel and make <b>recommendations</b> to Board Staff not on Executive Team: <b>deliver</b> and <b>approve</b> appointments in line with policy, budget and approved staffing structure	<b>Informed</b> of appointment decisions	<b>Informed</b> of appointment decisions
7.5	Appointment of Headteacher	<b>Approve</b> appointment <b>Consulted</b> on process- expect Chair of Board (or their delegated trustee) to be <b>informed</b> by TL and involved as part of panel	Audit & Risk, Remuneration, Resources & Standards: <b>informed</b> of decision	<b>Deliver</b> process for appointment and <b>recommend appointment</b> to Board	<b>Informed</b> on process and appointment decision <b>Consulted</b> – expect SC Chair (or their delegated SC member) to sit on panel	
7.6	Appointment of school senior leadership and other staff	<b>Approve</b> appointment of senior leaders (STPCD – Leadership Scale) and UST School Based Leaders	Audit & Risk, Remuneration, Resources & Standards: <b>informed</b> of decision	In line with budgets, structure and HR delegations: will <b>approve</b> appointments OR <b>review</b> recommendations from HT and <b>recommend</b> to Board for approval	<b>Informed</b> of decisions. <b>Consulted</b> for deputy head appointments, expect SC Chair (or their delegated SC member) to sit on panel. May be <b>consulted</b> for other senior roles	In line with budgets, structure and HR delegations: will <b>deliver</b> and <b>approve</b> OR <b>recommend</b> appointments to TL
7.7	Performance management for Trust Leader and Executive Team	<b>Approve</b> performance management and pay, drawing on external expertise as required	Remuneration: for TL, <b>deliver</b> process; for Executive Team, <b>review</b> TL report and make <b>recommendations</b>	Executive Team: <b>deliver</b> performance management and make <b>recommendations</b> to Remuneration Committee		



Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
7.8	Appraisal and performance management for all other central team staff	May be involved to <b>review</b> or <b>approve</b> any appeals in line with policy	Remuneration: <b>review</b> TL report on process and consistency of approach	<b>Deliver</b> and <b>approve</b> performance management and <b>report</b> to Remuneration Committee on process, completion and consistency		
7.9	Performance management of Headteacher	<b>Approve</b> performance management and pay May be involved to <b>review</b> or <b>approve</b> any appeals in line with approved policy	Remuneration: <b>review</b> TL report and recommendations	<b>Deliver</b> performance management, including drawing on any external expertise as required, and make <b>recommendations</b> to Remuneration Committee	<b>Consulted</b> – SC Chair (or their delegated SC member) on panel and informed of decision. SC <b>informed</b> on completion of process	
7.10	Appraisal and performance management for all other school staff	May be involved to <b>review</b> or <b>approve</b> any appeals in line with policy	Remuneration: <b>review</b> TL report on process and high-level outcomes	<b>Informed</b> on process, completion and summary of HT decisions. <b>Report</b> across all schools on process, completion and high-level outcomes to Remuneration Committee	<b>Informed</b> on process, completion and high-level outcomes. SC Chair may be <b>consulted</b> May be involved in <b>review</b> or <b>approve</b> appeals	<b>Deliver</b> and <b>approve</b> in line with policy. <b>Report</b> on process, its completion and high-level outcomes to SC and TL
7.11	Staff development	<b>Approve</b> Trust wide policy and approach In line with financial delegations, budget and policy, <b>approve</b> expenditure	Resources: <b>review</b> Trust wide policy and approach, <b>recommend</b> to Board. <b>Review</b> report from TL on staff development plans across the Trust	In line with delegations, budget and policy: <b>approve</b> opportunities OR <b>recommend</b> opportunities or expenditure to Board <b>Prepare, deliver</b> and <b>report</b> to Resources Committee	<b>Informed</b> by HT for school	In with delegations, budget and policy: <b>approve</b> opportunities for school staff OR <b>recommend</b> to TL <b>Report</b> on plans and delivery to SC
<b>8</b>	<b>POLICIES AND PROCEDURES</b>					
8.1	Trust policies and procedures	<b>Consulted, deliver, informed, prepare, recommend, report or review</b> 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	<b>Approve</b> policies or actions informed by Audit & Risk Committee report <b>Inform</b> TL where relevant, e.g. register of interest	Audit & Risk: <b>review</b> reports from TL on compliance with policies and processes and make <b>recommendations</b> ,	<b>Prepare, deliver</b> and <b>review</b> policies and procedures and their implementation and report to Audit & Risk Committee	<b>Informed</b> on policies and procedures. <b>Monitor</b> compliance of policies for school	<b>Consulted</b> on policies & procedures. <b>Deliver</b> in own school

Ref	Area	Trust Board	Committees	Trust Leader (TL)	School Committee (SC)	Headteacher (HT)
		and related party transactions	including changes needed in policies or approach, to Board			