

Scheme of Delegation

Full

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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 2026	ALL	See full list of changes document.
August 2025	N/A	No changes
August 2023	N/A	No changes
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 Local Governing Body 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 (ARC), Finance & Resources (FAR), People 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
LGB	Local Governing Body
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)	Local Governing Body (LGB)	Headteacher (HT)
1.1	Trust vision and strategy	Review (i.e. develop high level thinking and approach/ consultation for any significant review) and approve	All: 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	Review (i.e. develop high level thinking and approach/ consultation for significant review) and approve	All: 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.
1.3	Trust Executive Plan including key priorities, KPIs, input from school improvement plans	Approve and review	Audit & Risk, FAR, People & 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 All: 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. Monitor key school risks	Report to LGB 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 FAR and Standards: review relevant information, report to Board	In line with vision and strategy, review and recommend possible schools to join Trust to Board or report information to all committees. Deliver decisions made	Informed on potential new schools and decisions. May have role working with new schools as identified by Board or TL	Informed on potential new schools and 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)	Local Governing Body (LGB)	Headteacher (HT)
2.1	Trust Governance structure, delegations incl. terms of reference	Approve annually	All: 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	Informed of and deliver on LGB delegation and overall approach	Informed of and deliver on LGB delegation and overall approach
2.2	Recruitment and skills audits of Trustees	Approve process and timeline to seek potential new co-opted Trustees Review skills of Board and Committees	All: consulted on skills gaps for committee and recommend recruitment requirements to Board.	Prepare periodic skills audits to identify gaps including in finance, 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 as required by statutory direction and Trust best practice	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 Trust committee and LGB chairs	Appoint	All: 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
2.8	Appointment of Trust committee and LGB members	Approve Trust Committee memberships Consulted on LGB memberships Approve and informed on process for election/ appointment of parent and staff LGB members	All: consulted and may recommend for committee	For Audit & Risk, FAR & Standards committees: consulted Prepare induction/ training programme, deliver programme requesting LGB and HT contributions	For LGB: review membership and skills needs/ gaps. Appoint co-opted members to the LGB and consult the TB on appointments. Monitor elections and approve confirmation of (re)appointments of parent and staff LGB members and inform TB regarding adherence to process Deliver induction/ training in line with TL plans	For LGB: deliver skills audit to identify gaps. Deliver process for election/ (re)appointment of parent and staff LGB members. Report to LGB and TL on process/ election Deliver induction/ training in line with TL plans

Ref	Area	Trust Board	Committees	Trust leader (TL)	Local Governing Body (LGB)	Headteacher (HT)
2.9	Appointment of Clerk to Trust Board, Trust Committees and SC	Appoint Clerk to the Board Informed on appointments of Clerks to committees and SC	All: 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, Trust Committees and SCs	Approve approach and any changes – likely to be involved in delivery of any review	All: expect to be consulted from committee perspective	Where requested by Board, prepare, deliver and report to Board	Expect to be consulted from LGB perspective	Expect to be consulted from school perspective
2.11	Schedule of Board and all committee meetings and business	Approve schedule and priorities across governance operation	All: 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 LGB to fit with Trust schedule	Prepare and recommend to LGB 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 All: 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 LGB 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)	Local Governing Body (LGB)	Headteacher (HT)
3.1	School Development Plans		Standards: review TL reports on SDPs and actions/ progress	Prepare overall approach and template, consulting with schools. Approve and review each SDP - likely to contribute to HTs preparation. Review progress incl. from HT reports and report to Standards Committee	Consulted on SDP. Monitor progress Approve school specific lead roles and appoint LGB members	Consulted on approach and template. Prepare and deliver SIP in line with Trust approach, consulting with LGB and TL. Report progress to LGB 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 LGB on progress/ plans
3.3	Self-Evaluation Form		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 LGB consultation, and report to TL and LGB 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 LGB role for plans or inspections	Prepare and deliver plans including LGB consultation Report to TL and LGB on plans, inform and support LGB on their role
3.5	Trust curriculum intent & provision incl. EYFS and 6 th form			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 LGB and TL

Ref	Area	Trust Board	Committees	Trust leader (TL)	Local Governing Body (LGB)	Headteacher (HT)
				preparation. Provide report to Standards Committee on implementation in schools		
3.7	Policies 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 LGB 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 LGB member for Pupil Premium; LGB 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 LGB and TL
3.9	Safeguarding	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 LGB 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 inclusion 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 LGB member for SEND. Member of LGB 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)	Local Governing Body (LGB)	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' opportunities and external education support.	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 LGB

3.4. Stakeholder Engagement

Ref	Area	Trust Board	Committees	Trust leader (TL)	Local Governing Body (LGB)	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 on stakeholder perspective on information	If required by TL, deliver for school
4.2	Trust branding	Approve Trust branding	FAR: Review and recommend depending on financial requirements	Prepare and recommend to Board. Deliver on Trust wide basis implementing approved approach	Informed of changes to Trust branding	Consulted by TL on school perspective. Deliver for school
4.3	Stakeholder engagement including partners, staff, 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 and People: review reports and make recommendations , including changes needed in policies or approach, to Board	Prepare, recommend and deliver Report to Standards or People 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)	Local Governing Body (LGB)	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 across the Trust Review reports from FAR and Audit & Risk committees	FAR: 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 FAR 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 LGB and, where required, actions/ progress
5.2	Setting budgets within the Trust	Approve annual and longer-term budgets for Trust and schools	FAR: recommend budgets for Trust and schools to Board	Prepare budget for Trust and schools. Recommend to FAR Committee.	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 management accounts and monitoring reports on performance against budget from FAR Committee	FAR: review management accounts and 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 FAR 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 LGB and TL or, for any deviation from budget, in line with financial delegations
5.4	External auditors and audit; internal auditors, audit and controls for the Trust	Approve: policies and procedures and any appointments or reports for internal controls and audit and internal audit plan, internal auditor tender process. May recommend appointment of external auditors but will be informed of. (Note: appointment is by Members)	Audit & Risk: review reports on external auditors, report or recommend to Board. Review reports and recommend to Board on policies and procedures, appointments, or internal audit including internal audit plan.	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 Report any material non-compliance to Audit & Risk Committee and Board	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)	Local Governing Body (LGB)	Headteacher (HT)
5.5	External audit reports, statutory financial statement, post-audit report, annual report and accounts	Review external audit reports Review and approve annual report and accounts. Informed on completion of process with Members	FAR: 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)	Local Governing Body (LGB)	Headteacher (HT)
6.1	Trust policies and, estates strategy, capital improvement plans, sustainability and climate action plan priorities for premises maintenance and development incl. accessibility plan	Approve Trust wide policies, plans, priorities and associated budgets Review reports from FAR Committee	FAR: 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 FAR Committee and report on progress towards implementation	Informed on priorities for school in line with Trust policy and budgets. Monitor delivery of school priorities and informed 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 FAR Committee	FAR: 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 FAR Committee	Informed on any action plans for school	Prepare any detail or deliver action plans for school as required by TL and report issues to 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	FAR: 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 FAR 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)	Local Governing Body (LGB)	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	People and FAR: review reports and recommend HR policies and practice to Board	As per policy schedule, prepare 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 inform 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	FAR: 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 People 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	Informed of any material changes in staff structure.	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	All: informed of decision People: 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	All: informed of appointment decisions FAR: 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	All: informed of decision	Deliver process for appointment and recommend appointment to Board	Informed on process and appointment decision Consulted - expect LGB Chair (or their delegated LGB member) to sit on panel	
7.6	Appointment of school senior	Informed of appointment of senior leaders (STPCD -	All: informed of decision	In line with budgets, structure and HR delegations: will approve	Informed of decisions. May be included as part of the interview panels.	In line with budgets, structure and HR delegations:

Ref	Area	Trust Board	Committees	Trust leader (TL)	Local Governing Body (LGB)	Headteacher (HT)
	leadership and other staff	Leadership Scale) and UST School Based Leaders		appointments OR review recommendations from HT and recommend to Board for approval		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	People: for TL, deliver process; for Executive Team, review TL report and make recommendations	Executive Team: deliver performance management and make recommendations to People 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	People: review TL report on process and consistency of approach	Deliver and recommend performance management and report to People 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	People: review TL report and recommendations	Deliver performance management, including drawing on any external expertise as required, and make recommendations to People Committee		
7.10	Appraisal and performance management for all other school staff	May be involved to review or approve any appeals in line with policy	People: 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 People Committee	Informed on process, completion and high-level outcomes. 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 LGB and TL
7.11	Staff development	Approve Trust wide policy and approach In line with financial delegations, budget and policy, approve expenditure	FAR: 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 FAR 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)	Local Governing Body (LGB)	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)	Local Governing Body (LGB)	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. FAR - 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.

3.10. Chair's Actions

The Chair may need to take Chair's action in an emergency or where urgent decisions are required, but any such action must be reported to the Trust Board at the earliest opportunity. The Chair also, in the event of a decision being deadlocked casts the deciding vote.

Items where delegated authority to take Chair's Action include:

- Approval of policies where information required to update the policies is not available within the normal cycle of governance e.g. admissions and safeguarding.
- Approval of policies where updates are required due to regulatory requirements on a timescale which does not permit the normal governance cycle to be followed.
- Approval of expenditure as per the financial scheme of delegation where failure to do so would impact on procurement opportunities, reputational damage or legal / statutory consequences.
- Where it is to avoid detrimental impact on the Trust, a School, a pupil or parent / carer and or a staff member where that action cannot be completed due to time as part of the normal meeting provisions.