

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Scheme of Empowerment (Delegation) Final – Approved December 2019

Revisions:

0	First Draft – new format	21 Jan 2019
1	Changes prior to Chairs meeting	21 Mar 2019
1.1	Appeals ref added and TMC ref removed – Changes shown by highlighted text	14 May 2019
2.0	Feedback incorporated	14 July 2019
3.0	Feedback following Board meeting	3 Sept 2019
4.0	Further revisions, including incorporating Director feedback	6 th Oct 2019
	Scheme of Delegation Approved	4 th Dec 2019

This Scheme of Delegation:

- sets out The Good Shepherd Trust’s (The Trust) approach to delegations between the different layers of governance within The Trust and is a delegation by the Directors under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Directors;
- should be read in conjunction with the Terms of Reference for the Board of Directors (the Board) Committees and Local Governing Committees (LGCs)/Interim Academy Boards (IABs)
- may only be altered or revoked by the Directors.

The Trust’s Scheme of Financial Delegation, which The Trust is required to have under the Academies Financial Handbook, is set out in full in the Finance Policy and Manual.

Key areas of financial delegation are highlighted within this scheme.

This Scheme is divided into five sections as follows: Strategy & Leadership; Education & Curriculum; Financial; HR; Operations.

To assist interpretation of the matters delegated in the Scheme defined phrases are used which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt, an explanation of their meanings are:

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

- **Accountable:** the individual/group that has primary responsibility for ensuring the particular task is completed/signed off and determining how the Central Team and/or Schools (as appropriate) should undertake the task including defining appropriate milestones and targets to be reported against.
- **Responsible:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principal School Leader this will be at school level.
- **Recommend:** the individual/group that produces a proposal that is then presented to another individual/group with accountability/responsibility, for determination
- **Review:** the individual/group that has first line accountability for the monitoring and impact of the matter
- **Report:** the individual/group that should provide information to another individual/group with accountability/responsibility, upon request
- **Consult:** the individual/group that should be consulted for their views as part of the process of completing a particular task
- **Support:** the individual/group that offers input or challenge to a process, procedure or provision.
- **Inform:** the individual/group that needs to be informed.

STRATEGY AND LEADERSHIP				
	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Set the strategic objectives of The Trust and for each GST school (the school).	Accountable – for the Trust and all schools	Responsible – for the Trust	Responsible – for the school Consult – for the Trust	Recommend – for the school to the LGC/IAB
Develop the character, mission and values of Trust and reflect in each school	Accountable – for the Trust	Responsible – for the Trust	Consult and support - for the school and Trust	Responsible – for the school
Deliver strategic objectives of The Trust and in each school	Accountable – for the Trust	Responsible – for the Trust	Consult and support - for the school and Trust	Responsible – for the school
Scrutiny: Performance – review and challenge progress of The Trust against its strategic objectives and KPIs	Accountable – for the Trust	Responsible – for the Trust	Accountable - for the school	Responsible – for the school

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Scrutiny: Values – operation of The Trust and schools against the agreed character, mission & values	Accountable – for the Trust	Responsible – for the Trust	Accountable- for the school	Responsible – for the school
Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Accountable – for the Trust and all schools	Responsible – for the Trust	Support - for the school	Responsible – for the school
Compliance Regularity – with all regulations affecting The Trust (including all charity law, employment law and Health and Safety)	Accountable – for the Trust and all schools	Responsible – for the Trust	Support - for the school	Responsible – for the school
Compliance: Financial Oversight – ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Accountable – for the Trust and all schools	Responsible – for the Trust	Support - for the school	Responsible – for the school
Compliance – put in place a procedure to deal with any conflicts of interest and connected party transactions	Accountable – for the Trust and all schools	Responsible – for the Trust	Support - for the school	n/a

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

STRATEGY AND LEADERSHIP				
	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Risk Register – Trust and school	Accountable – for the Trust	Responsible – for the Trust	Accountable- for the school	Responsible – for the school
Appointments of Trust Board– ensuring processes in place for appointment of Trustees including ensuring that the Trustees and all committee members have the skills to run the Trust and the schools	Members – responsible for all Trustee appointments Responsible – review own performance and be held to account for this by Members through the AGM and annual report and accounts	Inform	Inform	Inform
Appointment of LGC/IAB Committee members, including ensuring that the members possess the skills in accordance with the role profile and compliment the skills of existing committee members. Appointment of Chair and Vice Chair of LGC	Accountable for the movement between an LGC/IAB, appointments (including determination of the Chair) and annually reviewing the scheme of delegation, including the size, structure and composition of all committees, including LGC's/IAB's	Responsible – including recommending to Trustees the movement between an LGC and IAB and recommendation of members to constitute an IAB Report – to the Trustees on the performance of the LGCs/IABs on at least an annual basis	Recommend individuals to the Trustees for their determination on appointment. Recommend a person for LGC Chair. Appoint LGC Vice Chair. Responsible for undertaking a skills audit on at least an annual basis	Inform
Register of Interests (held in governance folder and live on website)	Accountable and responsible – for the Trust	Inform – for the Trust	Responsible – for the school	Inform

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Appointment of Company Secretary (and Clerk to the Board of Trustees, if the two roles are separated)	Accountable and responsible	n/a	n/a	n/a
Appointment of Clerk to an LGC/IAB	Accountable	Responsible	Recommend	Consult
Policies – composition and review of Trust wide policies, including admissions, charging and remissions, health and safety and safeguarding	Accountable	Responsible	Support – Trust policies are adopted and their implementation monitored Accountable – School specific policies are approved and their implementation monitored	Responsible – implementing all Trust provided policies and presenting school specific policies for approval by the LGC
Prepare terms of reference for all committees, including LGCs/IABs	Accountable (All committees) Responsible (LGCs/IABs)	Responsible (LGCs/IABs)	Consult – LGC	Inform
To devise a training and development programme for Directors and LGC Committee members	Responsible (for Directors) Accountable (for LGC Members)	Responsible –IABs	Responsible – LGCs	Consult and inform (LGCs)

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

EDUCATION AND CURRICULUM				
	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
School Development Plan, SEF and SIAMS SEF – for each school in line with the vision and strategic priorities of The Trust	Accountable	Responsible	Support and recommend	Responsible - for the school
Key Performance Indicators – setting and review performance of The Trust and the schools	Accountable – the Trust and all schools	Responsible – the Trust and all schools	Support and recommend – for the school	Responsible – for the school
Quality of Teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Accountable	Responsible	Review and support	Responsible – for the school
Curriculum – setting the curriculum for the schools and reviewing its effectiveness	Accountable	Responsible	Review and support	Responsible – for the school
SENd – ensuring that the legal requirements for children with special needs are met and that they are given support for learning	Accountable	Responsible – for process and guidelines	Review and support – how SENd needs are met at the school	Responsible – for the school
Pupil Premium – reviewing and challenging the value for money and impact of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Accountable	Responsible – for process and guidelines	Review and support – how Pupil Premium is spent at the school and the impact on pupil outcomes	Responsible – for the school
Other specialist DfE funding (such as PE and Sports Premium) – ensuring that it is applied in accordance with the guidelines	Accountable	Responsible – for process and guidelines	Review and support - how funds are applied and their impact on pupil outcomes	Responsible – for the school

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Determine Admissions Policies, including any changes to Pupil Admission Numbers (PAN)	Accountable	Responsible	Consult – recommend any local changes that may be beneficial to Trustees	Consult- propose changes
Admission decisions in line with the Trust determined policies (including appeals and maintaining waiting lists)	Accountable	Consult and inform	Review and support	Responsible - for the school
<p>Review – considering and evaluating the performance of the schools by: -</p> <ul style="list-style-type: none"> • Reviewing progress against agreed KPIs • Holding each school’s Principal School Leader to account for academic performance, quality of care, safeguarding and quality of provision • Monitoring the overall effectiveness and efficiency of leadership and management of the schools • Receiving reports on the quality of teaching and learning and making recommendations to the Board 	Accountable	Responsible	Recommend	Report to CEO and LGC/IAB

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	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Self-evaluation – undertake the self-evaluation process and improve areas identified for development, with particular regard to pupil outcomes and success criteria	Accountable	Responsible	Review and support	Recommend
Review Priorities – considering the aims and priorities for raising standards of achievement in each of the schools' strategic plans	Accountable	Responsible	Support	Consult
Report to the Board on performance at every meeting	Accountable – for the Trust	Responsible – for the Trust	n/a	Responsible – for the school
Student issues including attendance, exclusions, punctuality and disciplinary matters for each school	n/a	Inform	Accountable	Responsible - for the school
School hours, term dates and length of school day – setting the opening and closing times for the schools	n/a	Accountable	Responsible and review	Recommend and consult
School lunch – ensure provided to appropriate nutritional standards	Accountable	Support and inform	Review and support	Responsible – for the school
Provision of free school meals to those meeting criteria	Accountable	Support and inform	Review and support	Responsible – for the school
Safeguarding – including ensuring each school has appointed a Designated Safeguarding Lead and sufficient Deputy Safeguarding leads, ensuring compliance with statutory guidance including the SCR.	Accountable	Responsible	Review and support	Responsible – for the school

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Stakeholder Engagement	Accountable	Responsible	Review and support	Responsible – for the school
<ul style="list-style-type: none"> Promoting partnership working between parents/carers and the school to ensure high standards of attendance, behaviour and learning by all pupils Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the schools to assess its performance against its stated aims and objectives 				

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	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Stakeholder Engagement cont/... <ul style="list-style-type: none"> Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall pupil experience 	Accountable	Responsible	Review and support	Responsible – for the school
Ofsted Inspection Trust Support – <ul style="list-style-type: none"> Board will liaise with Ofsted where The Trust is inspected or it will assist with an individual school’s inspection via the central team CEO will ensure The Trust is prepared for inspection and manage the process from a Trust perspective where the impact of The Trust is under review 	Accountable	Responsible	Support	Support
Ofsted Inspections: Schools <ul style="list-style-type: none"> CEO will lead LGCs/IABs and Principal School Leaders with individual school inspections 	Accountable	Responsible	Support	Responsible

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

FINANCIAL				
	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Appointment of the Accounting Officer	Responsible and Accountable	Inform	n/a	n/a
Appointment of External Auditors	Responsible and Accountable	Inform	n/a	n/a
Appointment of Internal Auditors	Responsible and Accountable	Inform	n/a	n/a
Approve Annual Report and Accounts	Members - Accountable	Responsible – for production	Inform	Inform
Scheme of Financial Delegation & Financial Policies – Establishing of all policies and procedures to ensure compliance with financial reporting requirements	Accountable	Responsible	Inform	Responsible – for implementation in school
Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Accountable	Responsible	n/a	n/a
Funding – responsible for funding at individual schools which ensure the Trusts financial health	Accountable	Responsible	Inform	Inform
Trust Annual Budget – formulating and setting for The Trust	Accountable	Responsible	Inform	Inform
School Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each school (including uses of contingency funds/balances)	Accountable	Responsible	Support and recommend to Trustees	Review
Expenditure and ensuring delivery of Annual Budgets	Accountable	Responsible	Review and support	Responsible – for the school
Variation to budget headings (virement) over £25,000	Responsible and accountable	Recommend - for the Trust	Review and support	Recommend – for the school

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Variation to budget headings (virement) £10,000-£25,000	Accountable	Responsible and recommend – for the Trust and schools	Review and support	Recommend – for the school
Variation to budget headings (virement) up to £10,000	Accountable	Responsible and recommend – for the Trust	Responsible – for the school	Recommend – for the school
Authorise expenditure over £50,000	Responsible and accountable	Recommend – for the Trust	Review and support	Recommend – for the school
Authorise expenditure over £25,000-£50,000	Accountable	Responsible and recommend – for the Trust and schools	Review and support	Recommend – for the school
Authorise expenditure £10,000-£25,000	Accountable	Responsible and recommend – for the Trust	Responsible – for the school	Recommend – for the school
Authorise expenditure up to £10,000	Accountable	Responsible – for the Trust	Review and support	Responsible – for the school
Advertising of tenders and awarding of contracts over £75,000	Accountable	Responsible and recommend – for the Trust and schools	Review and support	Recommend – for the school
Advertising of tenders and awarding of contracts up to £75,000	Accountable	Responsible and recommend – for the Trust	Responsible – for the school	Recommend – for the school
Reporting: financial reporting and KPIs	Accountable	Responsible	Support	Responsible – for the school
Authorisation of disposal of non-capital assets over £5000	Accountable	Responsible – for Trust and schools	Review and support	Recommend – for the school
Authorisation of disposal of non-capital assets under £5000	Accountable	Responsible – for the Trust	Responsible – for the school	Recommend – for the school
Investments – agreeing the investment policy in line with the Academies Financial Handbook and Scheme of Financial Delegation	Accountable	Responsible	n/a	n/a

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

HR				
	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Appointing and dismissing the CEO	Responsible and accountable	Inform	Inform	Inform
Appointing Principal School Leaders (Executive Headteachers and Headteachers)	Responsible and accountable	Recommend and inform - support the recruitment process and be a member of the appointment panel	Consult and support - representative on the appointment panel	n/a
Appointing of central team employees	Inform	Responsible and accountable	Inform	Inform
Appointing staff and determining salary points, at individual schools (excluding Principal School Leaders)	Inform	Inform	Consult and support	Responsible
Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Accountable	Responsible	Inform	Inform
Setting Appraisal Performance Management Policy together with pay reviews (in line with The Trust's pay policy and all statutory regulations)	Accountable	Responsible	Inform	Inform
Principal School Leader appraisal	Accountable	Responsible	Consult	n/a
School staff appraisal	Inform	Inform	Inform	Responsible
Central team appraisal	Accountable	Responsible	n/a	n/a
Teacher pay recommendations and approval	Inform	Inform	Accountable	Recommend

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Central team pay recommendations and approval	Accountable	Responsible	n/a	n/a
Setting Terms and Conditions of Employment and Staff Handbook	Accountable	Responsible	Inform	Inform – responsible for the production of a school level staff handbook
Dismissing Principal School Leaders and central team employees (in accordance with the Trust disciplinary and capability policies)	Accountable	Responsible	Inform and support – if requested	n/a
Dismissing all other school staff (in accordance with the Trust disciplinary and capability policies)	Inform	Accountable	Support – if requested and in line with policy	Responsible
Reviewing discipline and grievance policy	Accountable	Responsible	Inform	Inform
Setting Trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and Trust's procurement policy	Accountable	Responsible	Consult	Consult

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

OPERATIONS				
	DIRECTORS	CEO	LGC/IAB	PRINCIPAL SCHOOL LEADER
Enter into contracts – up to limit of delegation set out in the Scheme of Financial Delegation	Accountable	Recommend – for the Trust	Accountable – for the school	Responsible – for the school
Determining and allocating central services provided to the schools by the Trust	Accountable	Responsible	Consult and inform	Consult and inform
Overseeing the effectiveness of services provided centrally by The Trust	Accountable	Responsible	Consult	Consult
Asset and Premises Maintenance Strategy – determining use of each schools’ premises and ensuring premises are adequately maintained	Accountable	Responsible	Review and consult	Responsible – for the school
Acquiring and disposing of Trust land	Accountable	Responsible	Inform	Inform
Changing use of Trust owned capital assets	Accountable	Responsible	Recommend	Inform and support
Making applications to the owners of Trust/school buildings and land (e.g. Diocese/LA), prior to any capital works taking place	Accountable	Responsible	Consult	Consult
Arranging insurance for The Trust	Accountable	Responsible	n/a	n/a
Media and PR – overseeing public relations activities to project the activities of The Trust and the schools to the wider community	Accountable	Responsible	Inform	Inform and consult

Scheme of Empowerment (Delegation) Table - to be read in conjunction with Terms of Reference

Information management – including adopting and following policies for information security and compliance with DPA legislation and maintaining accurate records (staff, students)	Accountable	Responsible	Inform	Responsible – for the school
School Prospectus and website compliance	Inform	Support and consult	Accountable – for school	Responsible – for the school
Trust Prospectus and website compliance	Accountable	Responsible	Inform	Inform