



SHARE Multi-Academy Trust

Scheme of Delegation



Version	3.6
Name of policy writer	J McNally
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Approved by Trustees	

Record of recent Alterations

- 3.4 Addition of Expenditure from Reserves and amendments in-line with updates to pay and appraisal policies
- 3.5 Additional notes added regarding reporting to the ESFA bad debts, ex-gratia payments, finance leases and borrowing
- 3.6 Added Director of Teaching School Hub to levels of authority



Rationale

The underlying principles for this Scheme of Delegation are:

1. That all academies are in a partnership of equals irrespective of their length of membership.
2. SHARE multi-academy trust is a single multi-academy trust with one shared vision, one Board and one Scheme of Delegation.
3. SHARE multi-academy trust is a registered charity and it remains true to its aims and objectives.
4. SHARE multi-academy trust will ensure compliance with all obligations prescribed by the DfE, ESFA, The Charity Commission and other statutory bodies associated with the governance of academy trusts.
5. SHARE multi-academy trust is a single employer and will maintain a single pay structure to ensure equal pay across its structure.
6. Local governing bodies have an important role to play in scrutinising the actions of leaders and reviewing the performance of individual academies.
7. SHARE Board's Scheme of Delegation will provide a framework in which those responsible for the governance and leaders can fulfil their roles effectively, within the scope of statutory guidance and recommended practice.

General Information

Our vision

We want to transform education for the better, raising aspirations in our diverse communities, increasing knowledge and developing the skills our children and young people need to make their lives rewarding and successful.

Our schools will be the first choice for parents because we provide a safe, nurturing environment, excellent academic standards, a rich curriculum, first class support and a wealth of opportunities to learn and grow.



Our mission

We seek for every one of our students and members of staff to enjoy coming to our schools and for all of us to try our very best in everything we do. We help everybody gain the knowledge, skills and habits that can lead to a happy and successful life, both now and in the future. We summarise this mission as: **“Valuing People, Supporting Personal Best”**. We believe that helping people feel valued increases the chances of them achieving their personal best, which is the highest standard we can expect anybody to achieve.

Our values

Discover	<p>Our pupils should:</p> <ul style="list-style-type: none"> • Discover the interests and talents that will help them be successful now and in the future; • Never stop learning about themselves and the world around them. <p>Our staff should:</p> <ul style="list-style-type: none"> • Continuously seek and test out best practice, always seeking to improve the education and support we can offer all our pupils.
Commit	<p>We all should:</p> <ul style="list-style-type: none"> • Try our best in every activity and keep trying until we cannot reasonably do any more; • Accept responsibility for our actions and efforts; • Provide moral leadership and act when we can change something for the better.
Care	<p>We all should:</p> <ul style="list-style-type: none"> • Respect and care about ourselves, our environment, our future and our personal wellbeing; • Care about the wellbeing of others; • Live by the shared values that are necessary for a healthy community; • Provide a safe and caring environment for learning and work; • Be respectful of different cultures, beliefs or personal characteristics.



Our strategic objectives

<p>Our children & young people</p>	<p>Our people (workforce)</p>
<ul style="list-style-type: none"> • EVERY pupil will be well cared for, grow in confidence and feel valued; • ALL our pupils will make exceptional academic progress, regardless of starting points; • EVERY pupil will access a broad and rich curriculum; • Our pupils will leave us equipped with the skills and knowledge they need to be successful in the next stage of their learning or employment. 	<ul style="list-style-type: none"> • Our staff will live by and drive our values; • Our staff will feel they are valued partners in our trust's success; • We will invest in our staff by providing the best professional and career development programmes available in schools; • We will recruit and retain the best staff; • Our staff will be experts in researching and applying best practice.
<p>Our parents and community</p>	<p>Our environment & resources</p>
<ul style="list-style-type: none"> • All our schools will be fully subscribed, reflecting their popularity with parents; • A significant number of parents will participate in consultations and play an active role in local governance; • Our schools will support their local communities, helping to deliver local priorities. 	<ul style="list-style-type: none"> • We will provide a safe, attractive and stimulating learning environment for every learner; • Each school will be financially robust, able to withstand future funding pressures; • Our pupils will have access to the best learning resources available.



SHARE multi-academy trust members

Members are responsible for the appointment of directors on to the SHARE board. There are currently five members:

Margaret Campbell
Andrew Kent
Emma Lewis
Philip Marshall
Katie Wallett

SHARE multi-academy trust board (directors)

Each academy is ultimately governed by the trust, which shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of the academies that the Secretary of State may publish. SHARE board members will establish, for each academy, a governing body whose governors' role is to oversee the running of the academy on behalf of the trust. The membership of the governing body shall be for SHARE directors to decide.

Communication between the Board and Governing Bodies

The board meet regularly and as often as necessary (at least 3 times a year), and conducts business only when quorate. The trust has an Audit & Risk Committee to which the board delegates financial scrutiny and oversight. The Trust also has a Remuneration Committee who advises the Board on pay ranges of the Chief Executive Officer (CEO) and Executive Business Teams posts. A clerk has been appointed to the board of trustees who is someone other than a trustee, principal or CEO of the trust. The Chair of the SHARE board and CEO will schedule meetings with headteachers and chairs of governing bodies. This provides an opportunity for information sharing between SHARE directors and governors and shares good practice across the wider family. Feedback from the trust will be a standing item on all governing body/advisory board agendas.

Directors of SHARE multi-academy trust

Andrew Kent (Chair)
John McNally (CEO)
Mark Day
Mike Dunkley
Jonathan Glazzard
Naveed Javaid
Jeanne Keay
Daniel Quinn
Lucy Rawlinson
Members of the executive team are invited to attend at the request of the board.



Composition of Local Governing Bodies

The CEO may attend any local governing body meeting by virtue of his or her position.

Type of Member	Number	Term of office	How they are elected
Director of Primary Academies	1	Indefinite	N/A – by appointment as Director of Primary Academies
Principal/Headteacher of relevant academy	1	Indefinite	N/A – by appointment as Principal/Headteacher
Trust Nominated Governor	Min. 3 Up to 10	4 years	By SHARE multi-academy trust board resolution The board will consider any representations made by the local governing body when considering the re-election of the trust governor. The composition of governing bodies or boards will be such that trust governors form a majority. The Chair and Vice Chair to be elected every 2 years.
Teaching staff Governor	Up to 3*	4 years	Teacher election – secret ballot to be organised by the relevant academy
Support staff Governor	Up to 3*	4 years	Support staff election – secret ballot to be organised by the relevant academy
Parent Governor	Min. 2 Up to 4	4 years	Parent election – secret ballot to be organised by the relevant academy
Clerk to the Governing Body	1	Indefinite	To be appointed by the CEO following consultation with the local governing body

* The total number of staff governors not to exceed 4



The following delegation is predicated on the assumption that decisions will be made within agreed financial and staffing plans.

Local Authority Associated Persons (LAAPs)

In accordance with our funding agreement and legal requirements, LAAPs may not form more than 19.9% of the total membership of any ownership or leadership group (members, directors or governing bodies). Where there is the possibility that the chair may have a casting vote, he or she must not be a LAAP.

SHARE MAT Central Services

A contribution of 6.5% (secondary) and 5.5% (primary) top slice. Each academy's General Annual Grant (excluding Pupil Premium) is levied which enables all academies access to a whole range of functions and services as and when required. For example, school improvement services, HR, premises management, finance, payroll, legal, data and web development, ICT strategy, trust management and trust Board governance are covered by the contribution.

Appointment and Deployment of Centrally Employed Staff

The ultimate responsibility for the deployment of directors belongs to the Chief Executive based on identified need. Centrally employed staff include Directors of Finance, Operations, School Improvement, Teaching School Hub and the HR Manager who fulfil important business functions across the trust. Other roles include centrally employed teachers, who support improvements across the trust, e.g. Directors of English, mathematics, science and Modern Foreign Languages.

Budget Setting

All final academy and group budgets must be submitted to the board for ratification by 10 July each year. Indicative budgets must be in place by April each year. Budgets require authorisation by the Principal/Headteacher, CEO and Director of Finance prior to being presented to the board.

All Headteachers / Principals in conjunction with their governing body will submit their Academy Improvement Plan, Summary SEF and Financial Plan to the CEO by the beginning of October each year.

The trust has a Reserves Policy within the Accounting Policies (reviewed annually). Reserve levels are reflected in both percentage of GAG terms, and in liquidity/cash flow terms.



In this scheme of delegation:

'Responsible' means the person or body that prepares or proposes an action, decision or policy and is responsible for its effective implementation.

'Accountable' means the person or body that approves the action, decision or policy and is accountable to the board for ensuring actions and policies are carried out in accordance with trust and statutory guidance.

Delegated Duties

Delegated Duty	Responsible	Accountable	Comment
Admissions	Headteacher / Principal (policy) Local Governing Body (implementation)	Trust Central Team	All academies will follow their Local Authority's admission policy and their own at post 16, taking into account Local Authority admission policies. Local governing bodies are responsible for admitting pupils to an individual academy, including making provision for independent appeals if necessary.
Capital Programme	Headteacher / Principal (proposal) Local Governing Body (proposal)	Trust Central Team Board of Directors	Proposed capital programmes need to be submitted by June each year with the approval of the Director of Operations, governing body and CEO. The board approve the overall capital programme and individual projects over the value of £99,999.
Capital Programme Contract Variations	Governing Body – if within agreed programme budget/contingency	Trust Central Team Board of Directors	It is suggested that a 15% contingency is built into all programmes to allow for some local contract variation during the programme. Board approval is required if variations exceed agreed programme budget/contingency.
Health and Safety	Headteacher / Principal	Trust Central Team	It is the responsibility of SHARE MAT to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day to day basis to the Director of Operations and their team.
Income Generation	Headteacher / Principal	Local Governing Body	Any income generated belongs to each individual academy for them to invest in the future learning of the pupils.



Delegated Duties / continued

Delegated Duty	Responsible	Accountable	Comment
Insurance / RPA	Trust Central Team	CEO	SHARE MAT will use its purchasing power to ensure that all academies receive best value and value for money with their insurance.
Investments	Trust Central Team	CEO	SHARE MAT will invest any surplus monies on behalf of each academy in high interest accounts. All interest generated from such investments reverts back to the individual academy.
Permanent Exclusions	Headteacher / Principal	Local Governing Body	All academies will follow national guidance and Local Authority procedures for permanent exclusions and independent review panels.
Private Finance Initiative (PFI)	Trust Central Team	CEO	Where capital projects are approved within PFI buildings, the Director of Finance must be satisfied that appropriate procurement has taken place.
Service Level Agreements / Contracts	Trust Central Team	CEO	The trust central team will determine which SLAs / contracts are agreed centrally and which may be delegated back to individual schools to purchase. If SLAs/ contracts are delegated back to the school, responsibility sits with the headteacher / principal, who must ensure best value for money is achieved.
Safeguarding	Headteacher / Principal Local Governing Body	CEO Safeguarding Director	<p>The headteacher /principal is responsible for ensuring his/her academy complies with statutory guidance, including 'Keeping Children Safe in Education'.</p> <p>The trust provides a common safeguarding policy template for schools to adjust to their individual circumstances.</p> <p>Local governors should hold leaders to account for safeguarding matters.</p> <p>The CEO will review safeguarding matters in schools to ensure compliance.</p> <p>A board of directors are legally responsible for ensuring that policies, procedures and training in their schools or colleges are effective and comply with the law at all times.</p>



Financial Levels of Authority

All procurement must be carried out in compliance with the principles of the EU Treaties, include the free movement of goods (Article 28 of the EC Treaty), the right of establishment (Article 43), the freedom to provide services (Article 49), non-discrimination and equal treatment, transparency, proportionality and mutual recognition. For most goods and services where contracts will have a value over their lifetime in excess of the OJEU threshold, a strict procedure must be followed in compliance with the Public Contracts Regulations 2006 and related regulations. ESFA approval must be sought on related party transactions of £20k or more.

Delegated Duty	Value	Delegated Authority	Comment
Ordering goods and services (including advertising of tenders and award of contracts)	Up to £9,999	Primary – Headteacher & Budget Holder Secondary - Budget Holder (e.g. HODs) TSH – Director of TSH	If within approved budget level Orders up to £4,999 require at least 1 written quotation Orders between £5,000 and £49,999 require 3 written quotations
	£10,000 - £49,999	Principal / Headteacher Central budget – Director of Finance/Director of Operations/Director of School Improvement TSH Budget – Director of TSH	If within approved budget level and the spend must have already been identified in the budget
	£50,000 - £99,999	CEO & Budget Holder (Central budget – CEO/ Director of Operations/ Director of Finance	If within approved budget level Orders over £50,000 to be put out to tender (and advertised on the trust website)



Financial Levels of Authority / continued

Delegated Duty	Value	Delegated Authority	Comment
Ordering goods and services (including advertising of tenders and award of contracts)	£100,000 and above (total to be calculated on duration of the contract)	SHARE MAT Board (2 signatures), CEO/ Director of Operations/ Director of Finance	If within approved budget level Contracts over EU thresholds for the time being (for guidance refer to www.ojec.com/Thresholds.aspx): to follow an EU compliant tender process or use an EU compliant framework, under the Public Contracts Regulations 2006 and subsequent legislation
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority above	
Authorising monthly salary payments	Unlimited	Principal / Headteacher / Director of Finance, Director of Operations or HR Manager	Report to board on any anomalies
Signatures for Cheques, BACS payment authorisations and other bank transfers	Unlimited	Any two signatures in line with the Bank Mandate	
Signatories for grant claims and DfE returns	Unlimited	The Director of Finance and one of the following: Chair of the Trust CEO Director of Operations Director of School Improvement Director of Teaching School (TSH grant claims/returns)	Two signatories, or as required by DfE / ESFA



Financial Levels of Authority / continued

Delegated Duty	Value	Delegated Authority	Comment
Virement of budget provision between budget heads	Within department	Finance Manager & Budget Holder	Virement within a department at discretion of finance manager / senior finance officer in consultation with budget holder Virement between departments require approval from Director of Finance All virements to be reported to Director of Finance and Local Governing Body.
	Up to £30,000	CEO & Director of Finance	Reported to Director of Finance and CEO
	£30,001 - £50,000	CEO & Director of Finance	Reported to Local Governing Body and SHARE MAT Board
	Over £50,000	As above plus SHARE MAT Board member	Reported to Local Governing Body and SHARE MAT Board
Purchase or disposal of freehold property	Any	SHARE MAT Board, CEO & Director of Finance	CEO to report to SHARE MAT Board ESFA agreement required
Disposal of fixed assets (not L&B or Heritage)	Up to £20,000 (original value of total assets being disposed)	Principal / Headteacher & Director of Finance	Reported to CEO and Local Governing Body
	Over £20,000 (original value of total assets being disposed)	CEO, Trust Board & Director of Finance	Director of Finance to report to SHARE MAT Board



Financial Levels of Authority / continued

Delegated Duty	Value	Delegated Authority	Comment
Disposal of heritage assets		CEO, Trust Board & Director of Finance	ESFA agreement required
Write-off bad debts	Up to £1,000	Principal / Headteacher	Report to Director of Finance and Local Governing Body
	Over £1,000	Trust Board & Director of Finance	Report to SHARE MAT Board ESFA consent required if exceeds 1% of annual income, or £45k individually
Staff severance / compensation	Up to £30,000	CEO & Director of Finance	
	Over £30,000	CEO, Director of Finance & Board member	ESFA agreement required if 50k or over
Ex-gratia payments	Any	CEO, HR Manager & Director of Finance	ESFA agreement required (no lower limit)
Write-off overpayments to staff	Up to £1,000	Principal / Headteacher	Report to HR Manager and Director of Finance who reports to SHARE MAT Board
	Over £1,000	Director of Finance / Director of Operations	Reported to SHARE MAT Board
	Lower of 1% of annual income or 45k	CEO / Director of Finance / Director of Operations	Reported to ESFA
Finance Leases	Any	SHARE MAT Board, CEO / Director of Finance	ESFA agreement required
Land & Building Leasehold	Any	SHARE MAT Board, CEO & Director of Finance	ESFA agreement required if lease term is 7 years or more



Financial Levels of Authority / continued

Delegated Duty	Value	Delegated Authority	Comment
Granting a lease on Land & Buildings	Any	SHARE MAT Board, CEO & Director of Finance	ESFA agreement required
GAG - Pooling of Grant	Any	SHARE MAT Board, CEO & Director of Finance	No limits (reporting to ESFA not required except PFI)
GAG – c/fwd’s	Any	SHARE MAT Board, CEO & Director of Finance	No limits (reporting to ESFA not required)
Borrowing – Loan / Overdraft	Any	SHARE MAT Board, CEO & Director of Finance	ESFA agreement required
Borrowing – Credit Cards	Any	Director of Finance	Trust has full discretion provided charges are not incurred
Operating Leases	Any	Director of Finance / Director of Operations	Approval limits and quotations / tendering requirements as per ‘Ordering of Goods and Services’ section
Related Party Transactions	Any	Director of Finance	Trusts must report all transactions with related parties to the ESFA in advance of the transaction taking place ESFA prior approval to be obtained for all transactions with related parties that exceed £20,000
Expenditure from Reserves	Any	CEO / Director of Finance	Report to Audit & Risk Assurance Committee and the Board of Directors



HR Levels of Authority

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. The CEO may attend any recruitment process and nominate an alternative representative if they are unavailable to make up a panel.

Appointments	Delegated Authority
CEO	Trust Board (minimum of 3 members, with non-voting co-optees as required)
Director of Primary Academies	One Director, Chief Executive, at least one other to be agreed by the board of directors
Principal / Headteacher	Director/CEO, Director of Primary Academies (primary) and Chair or Vice Chair of Local Governing Body, plus at least one other to be determined by the CEO
Directors of Finance, Operations, School Improvement, Teaching School Hub, HR Manager and Executive PA	CEO, Director of Finance or Operations and one other as determined by the CEO
Vice Principals / Deputy Headteacher	CEO, Director of Primary Academies (primary), Principal / Headteacher and member of Local Governing Body
Assistant Principals / Headteachers and SLT Support Staff	Director of Primary Academies (primary) or Principal / Headteacher, Vice Principal/Deputy Headteacher and one other as determined by the Principal/Headteacher or CEO
Centrally appointed Curriculum Directors	CEO, Director of School Improvement and one other as determined by the CEO
Centrally appointed support staff	Director of Finance or Operations, HR Manager or other relevant manager
Head of Department / Faculty / key stage	Principal / Headteacher, appropriate Curriculum Director (if applicable) and one other as determined by the Principal / Headteacher
TLR Posts	Principal / Headteacher (or nominated representative), Director of Subject (if applicable) and Head of Department
All other Teaching posts	Principal / Headteacher (or nominated representative), Director of subject (if applicable) and Head of Department
All Support Staff posts (other than senior posts)	Relevant manager from the central team (if appropriate), otherwise determined by Principal / Headteacher

HR Levels of Authority / continued



Disciplinary cases and dismissals

- Disciplinary
- Capability (professional competence)
- Ill Health capability
- Redundancy (the Board will have determined that there is a redundancy situation)
- Some other substantial situation

For all disciplinary cases and dismissals, the following delegation model shall apply:

Disciplinary cases and dismissals	Delegated Authority	Appeal
CEO	Board member, appointed by the Board	3 Trustees*
Director of Primary Academies	CEO	3 Trustees*
Director of Operations, HR Manager, Director of Finance, Director of School Improvement, Director of TSH	CEO	3 Trustees*
Principal / Headteacher	CEO	3 Trustees*
Group and Curriculum Directors	Director of School Improvement	CEO
Vice Principal / Deputy Headteacher and SLT Members	Principal / Headteacher	CEO
All other academy posts	Principal / Headteacher	CEO
All other central posts	Director of Operations or Finance	CEO

* Alternatively, the board may constitute a committee of 2 trustees, with a third, independent member of the panel appointed by the board

HR Levels of Authority / continued



Grievance	Delegated Authority	Appeal
CEO	Board Member	Chair of Board
Director of Primary Academies	CEO	Board Member
Principal / Headteacher	CEO	Board Member
Trust Directors (Finance, Operations, School Improvement, Teaching School Hub)	CEO	Board Member
HR Manager	Director of Operations	CEO
Vice Principal/SLT Member	Principal / Headteacher	CEO
Curriculum Directors (English, Mathematics, Science, Humanities and Languages)	Director of School Improvement	CEO
All other Academy posts	Deputy Headteacher /Principal / Headteacher	Headteacher or Principal / Headteacher
All Finance posts	Director of Finance	Director of Operations or CEO
All other Group posts	Director of Operations	Director of Finance or CEO

Compromise Agreements	Delegated Authority
Up to and including £10,000	Headteacher /Principal and HR Manager to agree terms. CEO to sign.
In excess of £10,000	CEO and HR Manager to agree terms. CEO to sign.
In excess of £50,000	Approval to be sought (in advance of any binding offer to staff) from the ESFA - who will also need to refer such transactions to HM Treasury prior to giving approval



HR Levels of Authority / continued

Signature of Letter of Appointments	Delegated Authority
CEO	Chair of Board
Director of Primary Academies	CEO
Principal / Headteacher	CEO
Central Team / TSH – Director level	CEO
Central Team – other posts	HR Manager
Curriculum Directors	CEO or HR Manager if unavailable
All other posts	Headteacher / Principal or HR Manager
Collective Agreements	SHARE MAT Board (Chair of Board to sign)
Teachers' Pay – Threshold/UPS	Principal / Headteacher

Acting up Payments / Additional Payments	Delegated Authority
<ul style="list-style-type: none"> • CEO and the Executive Business Team • All other employees 	<ul style="list-style-type: none"> • SHARE MAT Board upon the recommendation of the Remuneration Committee • The Executive Business Team will consider evidence from the relevant Senior Leaders as required <p>Local Governing Body to be informed.</p>



HR Levels of Authority / continued

Performance Management	Delegated Authority
<ul style="list-style-type: none"> • CEO • Director of Primary Academies • Director of Finance, Director of Operations, Director of School Improvement, Director of Teaching School Hub • Principal / Headteacher • Curriculum Directors • Central Services staff • Vice Principal / Deputy Headteacher • All other Academy posts 	<ul style="list-style-type: none"> • Chair of Board plus one other Board member • CEO • CEO • CEO • CEO / Director of Primary Academies (primary) • Director of School Improvement • Director of Finance or Operations • Principal / Headteacher • In accordance with the list of agreed reviewers approved by the Academy Principal
Staffing restructures	Delegated Authority
Academies and Central Team	<p>CEO, Director of Finance, HR Manager, Director of Primary Academies or Headteacher / Principal</p> <p>Local Governing Body to be informed.</p>
Re-grading / re-designation / increase in hours	Delegated Authority
<ul style="list-style-type: none"> • CEO and the Executive Business Team • All other employees 	<ul style="list-style-type: none"> • SHARE MAT Board upon the recommendation of the Remuneration Committee • The Executive Business Team will consider evidence from the relevant Senior Leaders as required <p>Local Governing Body to be informed.</p>



HR Levels of Authority / continued

Creation of temporary and permanent new posts	Delegated Authority
<ul style="list-style-type: none"> • CEO and the Executive Business Team's posts • All other posts 	<ul style="list-style-type: none"> • SHARE MAT Board upon the recommendation of the Remuneration Committee • The Executive Business Team will consider evidence from the relevant Senior Leaders as required <p>Local Governing Body to be informed.</p>

Determination of Pay Progression	Delegated Authority
CEO	SHARE MAT Board on the basis of performance management
Directors (Finance, Operations, School Improvement, Teaching School Hub, Primary Academies), Principals / Headteachers within their pay grade	Director of Primary Academies (for primary heads only) / CEO on the basis of performance management SHARE MAT Board and Local governing body to be informed
Vice Principals / Deputy Headteachers within their pay grade	Headteacher / Principal on the basis of performance management Summary report provided to local governing body
Curriculum Directors within their pay grade	Director of School Improvement. CEO to be informed
MAT Central Team within their pay grade	Director of Finance or Operations on the basis of performance management
Teaching posts below Vice Principal within their pay grade (including Threshold)	Principal / Headteacher Summary report provided to local governing body
All other posts	Principal / Headteacher on the recommendation of line manager Summary report provided to local governing body



HR Levels of Authority / continued

Other HR Levels of Authority	Delegated Authority
Revisions to Pay and Conditions	SHARE MAT Board
Decision to make redundancies	SHARE MAT Board on recommendation from CEO, Director of Operations and HR Manager
Authorisation of redundancy/early retirement payments	Director of Finance and Operations after approval by CEO
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	HR Manager (with reference to the CEO, Headteacher / Principal or Director of Operations / Finance as appropriate)
Determination of CEOs and the Executive Business Team's pay range Determination of pay range for all other posts	SHARE MAT Board on recommendation from Remuneration Committee The Executive Business Team will consider evidence from the relevant Senior Leaders and as per statutory and national guidance

N.B – Any other delegated authority not described above would need to be referred to the SHARE MAT Board for a decision

The term 'Principal' or 'Headteacher' will include Acting Principal.