

SHARE Multi-Academy Trust

Scheme of Delegation



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 statutory obligations as prescribed by the DfE, ESFA and The Charity Commission.
5. SHARE multi-academy trust is a single employer and will maintain a single pay structure to ensure equal pay across its structure.
6. SHARE believe the governors of each governing body are best able to service the needs of their academy and their local community.
7. SHARE Board's Scheme of Delegation will provide a framework in which governing bodies can fulfil their role.

General Information

Our aims

We want to create a mutually supportive family of schools because we believe that by sharing our expertise and resources we improve the quality of education for our children and young people.

We think that a multi-academy trust can bring benefits to all its members. Most importantly we can share our expertise to improve the quality of education we provide to children and young people who attend our schools. We can also achieve better value for money, to free up resources to improve teaching and learning, e.g. we could make purchases in greater bulk and achieve better value for money or we could pool our resources to pay for a teacher with a greater level of expertise, who can support and share best practice across our schools.



Our values

Our central belief is **“Valuing People, Supporting Personal Best”** and we apply this to everybody in our organisation, staff and children alike. We try our best to support and encourage each other, we work hard at communicating effectively and we always try to achieve the very best we possibly can in the circumstances. We review our practice honestly and are always open to suggestions as to how we can improve further.

We make decisions about what is best for the children and pupils we care for and teach. Our central trust team will provide the support to make this happen and, if necessary, the challenge and expertise to drive the improvements that are needed.

We provide central services that improve the provision for our pupils and help each partner school achieve better value for money. Our aim is to minimise waste and bureaucracy, so that our resources can be used to benefit the children and young people we teach. We believe in giving partners ownership of their work and want our structures to support this aim.

Our goals as a trust

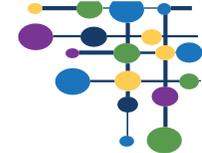
- Safe & healthy
- Positive attitudes to learning
- Enjoy coming to school
- Excellent academic performance
- Positive contribution to society
- Wide range of skills and experiences
- Ready for next steps in education, employment or training

- A safe & secure place to be
- Our schools are great learning environments
- Staff have the resources they need to perform strongly
- We can offer a broad, rich and balanced curriculum
- Secure best value for money
- Precise analysis of performance



- Enthusiastic, knowledgeable & skilled
- Dedicated & caring
- Ambitious for pupils
- Keen to learn & improve
- Examples of best practice & support are available
- Positive about working for SHARE
- We recruit the best staff

- Strong & effective governance
- Parents are partners
- Our schools are their first choice
- Our community benefits from our schools
- Our communities contribute to our success



SHARE multi-academy trust members

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

Adam Ahmed
Margaret Campbell
Andrew Kent
Emma Lewis

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.

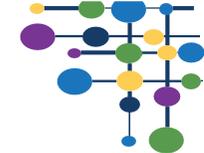
Communication between the Board and Governing Bodies

The board meet regularly and as often as necessary. The Chair of the SHARE board and Chief Executive will schedule meetings with headteachers and chairs of governing bodies. This provides an opportunity for information sharing between SHARE directors and governors and share 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

Mark Day
Mike Dunkley
Marie Guest
Jeanne Keay
Andrew Kent (Chair)
John McNally (Chief Executive Officer)

Members of the executive team are invited to be in attendance at the request of the board.



Composition of Local Governing Bodies

Type of Member	Number	Term of office	How they are elected
Chief Executive Officer	1	Indefinite	N/A – by appointment as Chief Executive Officer
Executive Headteacher	1	Indefinite	N/A – by appointment as Executive Headteacher
Principal/Headteacher of relevant academy	1	Indefinite	N/A – by appointment as Principal/Headteacher
Trust Nominated Governor (including Chair and Vice Chair)	Up to 2	4 years	By SHARE multi-academy trust board resolution The board will take into account 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	1	4 years	Teacher election – secret ballot to be organised by the relevant academy



Type of Member	Number	Term of office	How they are elected
Support staff Governor	1	4 years	Support staff election – secret ballot to be organised by the relevant academy
Parent Governor	2	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 Chief Executive following consultation with the local governing body

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, Local Authority Associated Persons 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 4.3% (secondary); 4.1% (primary basic package); or 5.5% (primary - including ICT support, staff absence insurance, attendance officer and risk management) of 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, 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, Education and 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 and science.



Budget Setting

All final academy and group budgets must be submitted to the board for ratification by 30 June each year. Indicative budgets must be in place by April each year. Budgets require authorisation by the Principal/Headteacher, Chief Executive 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 Chief Executive 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.

Delegated Duty	Delegated Authority	Comment
Admissions	Governing Body	All academies will follow their Local Authority's admission policy and their own at post 16, taking into account Local Authority admission policies.
Capital Programme	SHARE MAT	Proposed capital programmes need to be submitted by June each year with the approval of the Operations Director, governing body and Chief Executive. The process for bids to be reviewed on conversion of Thornhill Community Academy and Royds Hall Community.
Capital Programme Contract Variations	Governing Body – if within agreed programme budget/contingency SHARE Board Members – if exceeding agreed programme budget/contingency	It is suggested that a 15% contingency is built into all programmes to allow for some local contract variation during the programme.



Health and Safety	SHARE MAT	It is the responsibility of SHARE MAT to ensure that health and safety laws are adhered to and the appropriate health and
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Delegated Duty	Delegated Authority	Comment
		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	Governing Body	Any income generated belongs to each individual academy for them to invest in the future learning of the pupils.
Insurance	SHARE MAT	SHARE MAT will use its purchasing power to ensure that all academies receive best value and value for money with their insurance.
Investments	SHARE MAT	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 and Governing Body	All academies will follow Local Authority procedures for permanent exclusions and independent permanent exclusion appeals.
Private Finance Initiative (PFI)	SHARE MAT	Where capital projects are approved within PFI buildings, the Finance Director must be satisfied that appropriate procurement has taken place.



Service Level Agreements / Contracts	<p>Governing Body</p> <p>SHARE MAT – Director of Finance, Director of Operations, Chief Executive</p>	Depending on the context of each academy, each academy may have different SLAs / contracts in place. It is the responsibility of the governing body to negotiate new SLAs/ Contracts and to
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Delegated Duty	Delegated Authority	Comment
		ensure that they are receiving value for money and quality of service. From time to time SHARE MAT may procure SLAs on behalf of all academies as part of a best value review.
Safeguarding	SHARE MAT	SHARE MAT will, in respect of each academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for safeguarding. All academies will follow SHARE MAT's policy on safeguarding (the same staff identification scheme will operate in all academies).

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
<p>Ordering goods and services (including advertising of tenders and award of contracts)</p>	Up to £9,999	Primary – Headteacher & Budget Holder Secondary - Budget Holder (e.g. HODs)	If within approved budget level <ul style="list-style-type: none"> • Orders up to £2,999 at least a single written quotation is required • Orders over £3,000 and up to £49,999 require 3 written quotations
	£10,000 - £49,999	Secondary – Principal / Headteacher & Budget Holder Primary – Executive Headteacher & Budget Holder Group budget – Finance Director/Director of Operations/Director of Education	If within approved budget level <ul style="list-style-type: none"> • Orders over £50,000 to be put out to tender
	£50,000 - £99,999	Chief Executive & Budget Holder (Group budget – Finance Director/Chief Executive Officer)	If within approved budget level <ul style="list-style-type: none"> • Orders over £50,000 to be put out to tender
	£100,000 and above (total to be calculated on duration of the contract)	SHARE MAT Board (2 signatures), Chief Executive & Finance Director	If within approved budget level <ul style="list-style-type: none"> • Contracts over EU thresholds for the time being (for guidance refer to www.ojec.com/Thresholds.aspx):to follow a compliant process under the Public



			Contracts Regulations 2006 and subsequent legislation
Delegated Duty	Value	Delegated Authority	Comment
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority set out above	
Authorising monthly salary payments	Unlimited	Principal / Headteacher, Finance Director (or designated academy finance representative), Director of Operations or HR Manager (or designated academy HR representative)	Report to board on any anomalies
Signatures for Cheques, BACS payment authorisations and other bank transfers	Up to £10,000	Any two signatures in line with the Bank Mandate (Approver level 1 or Approver level 2)	
	Any amounts over £10,000	Two signatures in accordance with the bank mandate and one must be from the Approver Level 2 list	
Signatories for grant claims and DfE Returns	Unlimited	The Finance Director and one of the following: <ul style="list-style-type: none"> • Chair of the Trust • Chief Executive • Principal / Executive Headteacher • Director of Operations 	Two signatories, or as required by DfE / ESFA



Delegated Duty	Value	Delegated Authority	Comment
Virement of budget provision between budget heads	Within department	Finance/Business Manager & Budget Holder	Virement within a department at discretion of Finance/Business Manager in consultation with budget holder Virement between departments require approval from academy Finance Committee All virements to be reported to Finance Committee Group
	Up to £30,000	Secondary - Principal & Finance/Business Manager Primary – Executive Headteacher/Business Manager	Reported to Governing Body
	£30,001 - £50,000	As above plus Chief Executive & Director of Finance	Reported to Governing Body
	Over £50,000	As above plus SHARE MAT Board member	Reported Governing Body and SHARE MAT Board
Purchase or disposal of freehold property	Any	SHARE MAT Board, Chief Executive & Finance Director	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)	Secondary - Principal / Headteacher & Finance Director Primary – Executive Headteacher & Finance Director	Reported to academy Finance Committee



Delegated Duty	Value	Delegated Authority	Comment
	Over £20,000 (original value of total assets being disposed)	Chief Executive, Trust Board, Finance Director	Director of Finance to report to SHARE MAT Board
Disposal of heritage assets		Chief Executive, Trust Board, Finance Director	ESFA agreement required
Write-off bad debts	Up to £1,000	Secondary - Principal/Headteacher & Finance/Business Manager Primary – Executive Headteacher & Business Manager	Report to Governing Body
	Over £1,000	Trust Board & Finance Director	Report to SHARE MAT Board
Staff severance / compensation	Up to £30,000	CEO & Finance Director	
	Over £30,000	CEO, Finance Director and Board member	Reported to ESFA if 50k or over
Ex-gratia payments	Any	Chief Executive, HR Manager & Finance Director	Reported to ESFA (no lower limit)
Write-off overpayments to staff	Up to £1,000	Principal & Business Manager	Report to HR Manager who reports to SHARE MAT Board
	Over £1,000	Directors of Finance and HR Manager	Reported to SHARE MAT Board
	Lower of 1% of annual income or 45k	Director of Finance	Reported to ESFA



Delegated Duty	Value	Delegated Authority	Comment
Granting or taking up of any leasehold or tenancy agreement exceeding 3 years	Any	SHARE MAT Board, Chief Executive & Finance Director	ESFA agreement required
GAG - Pooling of Grant	Any	SHARE MAT Board, Chief Executive & Finance Director	No limits
GAG – c/fwd’s	Any	SHARE MAT Board, Chief Executive & Finance Director	No limits
Borrowing – Bank or Sponsor Loan / Overdraft	Any	SHARE MAT Board, Chief Executive & Finance Director	ESFA agreement required
Borrowing – Credit Cards	Any	Finance Director	Business Credit Cards only
Operating Leases	Any	Finance Director & Director of Operations	Approval limits and quotations / tendering requirements as per 'Ordering of Goods and Services' section

HR Levels of Authority

Appointments

Chief Executive	Trust Board (minimum of 3 members, with non-voting co-optees as required)
Executive Headteacher	Two Directors, Chief Executive
Principal / Headteacher	Director/Chief Executive, Executive Headteacher (primary) and Chair or Vice Chair of Governing Body



Centrally appointed Curriculum Directors	Chief Executive, Director of Education and one other as determined by the Chief Executive
Directors of central functions e.g. finance, operations	Chief Executive, Director of Finance or Operations and one other as determined by the Chief Executive
Vice Principals / Deputy Headteacher	Chief Executive, Executive Headteacher (primary), Principal / Headteacher and member of Governing Body
Assistant Principals / Headteachers and SLT Support Staff	Executive Headteacher (primary) or Principal/ Headteacher, Vice Principal/Deputy Headteacher and one other as determined by the Principal/Headteacher or CEO
Head of Department / Faculty / key stage	Executive Headteacher (primary) or Principal / Headteacher, appropriate Director of Subject (if applicable) and one other as determined by the Principal / Headteacher or CEO
TLR Posts	Executive Headteacher (primary) or Principal / Headteacher (or nominated representative), Director of Subject (if applicable) and Head of Department
All other Teaching posts	Executive Headteacher (primary) or Principal / Headteacher (or nominated representative), Director of subject (if applicable) and Head of Department
All Support Staff posts (other than SLT posts)	Business Manager and one other determined by Principal / Headteacher or HR Manager (Group posts below Director)

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training.

The Chief Executive may nominate an alternative representative if they are unavailable to make up a panel.

Disciplinary cases and dismissals

- Disciplinary



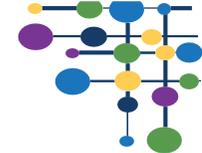
- Capability (professional competence)
- Ill Health capability
- Redundancy (the Board will have determined that there is a redundancy situation)
- Some other substantial situation

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

Posts	Delegated Authority	Appeal
Chief Executive	Board member	3 Board members
Executive Headteacher	Chief Executive	3 Board members
Director of Operations, HR Manager & Director of Finance	Chief Executive	3 Board members
Principal / Headteacher	Chief Executive	3 Board members
Group and Curriculum Directors	Chief Executive or Director of Education	Board Member or Chief Executive
Vice Principal / Deputy Headteacher and SLT Members	Executive Headteacher (primary) or Principal / Headteacher and Member of Governing Body or Advisory Board	Chief Executive
All other academy posts	Executive Headteacher (primary) or Principal / Headteacher	Chief Executive
All group posts	Director of Operations or Finance	Chief Executive
All finance posts	Finance Director	Chief Executive

Grievance

Posts	Delegated Authority	Appeal
Chief Executive	Board Member	Chair of Board
Executive Headteacher	Chief Executive	Board Member
Principal / Headteacher	Chief Executive	Board Member



Posts	Delegated Authority	Appeal
Group and Curriculum Directors	Chief Executive or Executive Headteacher or Director of Finance or Operations	Chief Executive or Board Member
Vice Principal/SLT Member	Principal / Headteacher	Executive Principal or Chief Executive
All other Academy posts	Principal / Headteacher	Executive Principal
All Finance posts	Finance Director	Chief Executive
All other Group posts	Director of Operations	Chief Executive

Other HR Functions

Function	Delegated Authority
Compromise agreements up to and including £10,000	Executive Principal and HR Manager to agree terms Chief Executive to sign
Compromise agreements in excess of £10,000	Chief Executive and HR Manager to agree terms Chair of Board to sign
Compromise agreements in excess of £50,000	Approval to be sought from the ESFA/HM Treasury

Signature of Letter of Appointments	Delegated Authority
Chief Executive	Chair of Board
Executive Headteacher	Chief Executive
Principal / Headteacher	Chief Executive
Curriculum Group Posts	Chief Executive or HR Manager if unavailable
Business Group Posts (Director Level)	Chief Executive or HR Manager if unavailable
All other posts	Principal / Headteacher or HR Manager
Collective Agreements	SHARE MAT Board (Chair of Board to sign)
Teachers Pay – Threshold/UPS	Principal / Headteacher



Function	Delegated Authority
<p>Acting up Payments/Additional Payments</p> <ul style="list-style-type: none"> • Chief Executive/Executive Principal • Principal / Headteacher • Vice Principal / Deputy Headteacher • All other Academy staff • All Curriculum 'Group' posts • All Business 'Group' posts (director level) • Other Business 'Group' posts (below director) • Any additional payment for external work, e.g. through Teaching School 	<ul style="list-style-type: none"> • SHARE MAT Board on recommendation of Remuneration Committee • SHARE MAT Board on recommendation of Remuneration Committee • SHARE MAT Board on recommendation of Remuneration Committee • Principal / Headteacher on the advice of the HR Manager • Chief Executive • Chief Executive • HR Manager • Director of Education

Function	Delegated Authority
<p>Performance Management</p> <ul style="list-style-type: none"> • Chief Executive • Executive Headteacher • Finance Director, Director of Operations • Principal / Headteacher • Curriculum Directors • Central Business staff • Vice Principal / Deputy Headteacher • All other Group posts • All other Academy posts 	<ul style="list-style-type: none"> • Chair of Board plus one other Board member • Chief Executive • Chief Executive • Chief Executive or Executive Headteacher • Director of Education • Director of Finance or Operations • Principal / Headteacher • Director of Service / line manager as agreed • In accordance with the list of agreed reviewers approved by the Academy Principal



Function	Delegated Authority
Staffing restructures	Chief Executive, Director of Finance, HR Manager, Principal and Chair of Governing Body (working within financial parameters)
Re-grading/Re-designation/increase in hours <ul style="list-style-type: none"> • CEO or Executive Headteacher • Trust central team salaries £60,000 or above • Trust central team salaries below £60,000 • All other academy posts 	<ul style="list-style-type: none"> • Board on the recommendation of the Remuneration Committee • Chief Executive and Board • Chief Executive • Chief Executive on the recommendation of the Headteacher and Chair of Governors
Creation of temporary and permanent new posts <ul style="list-style-type: none"> • CEO, Executive Headteacher or Headteacher • Trust central team salaries £60,000 or above • Trust central team salaries below £60,000 • All other academy posts 	<ul style="list-style-type: none"> • Board on the recommendation of the Remuneration Committee • Chief Executive and Board • Chief Executive • Chief Executive on the recommendation of the Headteacher and Chair of Governors
Revisions to Pay and Conditions	SHARE MAT Board
Decision to make Redundancies	SHARE MAT Board on recommendation from Governing/Advisory Body, Chief Executive and Director of Operations
Authorisation of redundancy/early retirement payments	Director of Finance and Operations after approval by Board
Determination of Chief Executive's pay range	SHARE MAT Board on recommendation from Remuneration Committee



Function	Delegated Authority
Determination of pay range for headteachers and MAT central staff	SHARE MAT Board on recommendation from Remuneration Committee
Determination of pay range for other posts	Chief Executive on the recommendation of the HR Manager
Determination of pay progression of the Chief Executive	SHARE MAT Board
Determination of pay progression of Executive Headteacher within their pay grade	Chief Executive
Determination of pay progression of Directors, Curriculum Directors, Principals / Headteachers within their pay grade	Chief Executive on the basis of performance management
Determination of pay progression of Vice Principals / Deputy Headteachers within their pay grade	Chief Executive on the recommendation of the Executive Headteacher, Principal / Headteacher
Determination of pay progression of teaching posts below Vice Principal within their pay grade (including Threshold)	Governing Body on the recommendation of the Principal / Headteacher or Executive Headteacher
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	HR Manager (with reference to the Chief Executive, Headteacher / Principal or Director of Operations / Finance as appropriate)

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' will include Acting Principal