

# Peak Edge Scheme of Delegation

## 1. Introduction

- 1.1. Peak Edge was founded by the Primary Schools within the Bradfield Family of Schools. The Academies have a passion to support each other in developing a holistic and engaging learning experience for all children.
- 1.2. Our focus is on making learning fun and inclusive for all children while pioneering new approaches to teaching and learning in order to maximise achievement for every pupil.
- 1.3. The 'Family' comprises six excellent and unique Academies including Bradfield Dungworth Primary School, Loxley Primary School, Nook Lane Junior School, Oughtibridge Primary School, Stannington Infant School and Wharnccliffe Side Primary School.
- 1.4. Through building close relationships and seeking to share best practice, all of the schools have seen a positive impact upon their teaching and learning which has resulted in significant improvements in school performance.
- 1.5. The Academies in Peak Edge have track records of not only working together but providing school to school support across Sheffield and beyond. We are committed to supporting the schools led system and are passionate, as a group, to foster deeper collaboration with others outside Peak Edge.
- 1.6. Peak Edge brings schools together to provide a foundation for further growth by sharing our strengths while maintaining our individual characteristics.
- 1.7. Our aspiration at all times is that all children and adults in our communities will be the best they can be. Our vision is to develop inspiring curricula for our pupils, clear development pathways for our staff and sustainable Trust growth so that every school and every individual reaches their full potential.

## 2. Vision and Values

- 2.1. The vision and values are core to our Trust. We believe that everyone involved in Peak Edge should subscribe passionately to them. If we are all energetically working together towards the vision while upholding our values then our Trust will be an incredible place to work and will provide an excellent learning experience for all our children.

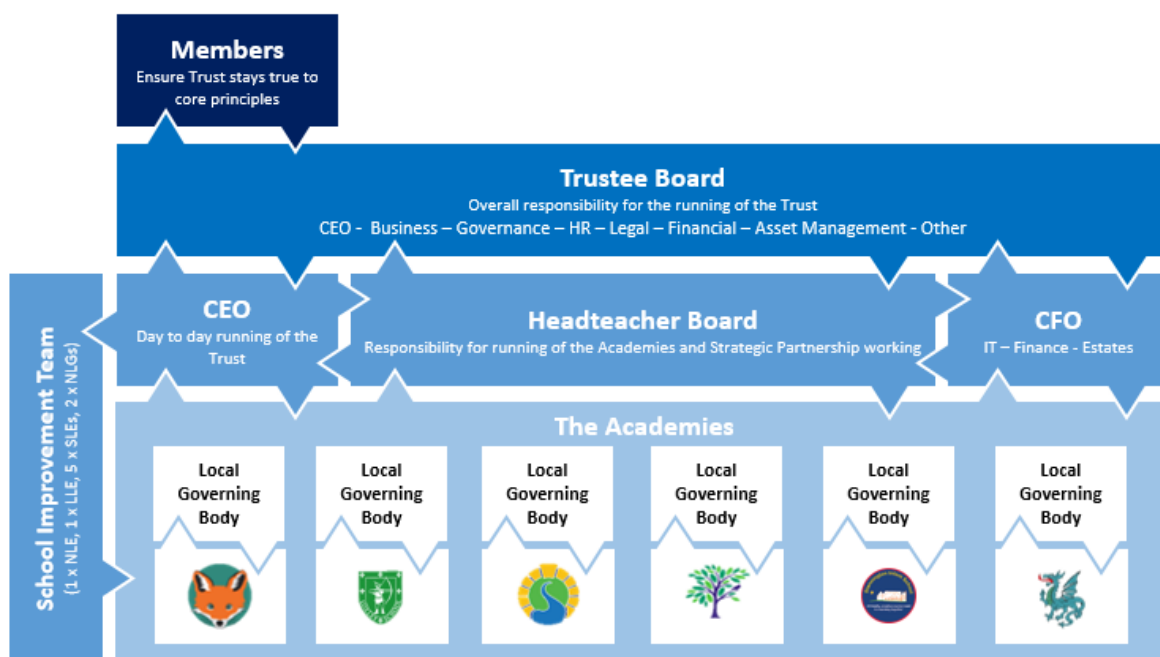


2.2. Our values are:

- 2.2.1. **Trust** - We respect the individuality of schools and their communities and always act with integrity. By allowing high levels of autonomy wherever possible, we are able to nurture personalised approaches to learning and focus on developing holistic people.
- 2.2.2. **Collaboration** - Our Trust is based on positive relationships and close working across settings. Stakeholders treat each other with respect and work in productive partnerships for the greater good of the children.
- 2.2.3. **Ambition** - We aspire for all children and adults in our communities to be the best they can be. Inspiring curricula for our pupils, clear development pathways for our staff and sustainable Trust growth all combine to ensure we all reach our full potential.
- 2.2.4. **Responsibility** - A school understands its context better than anybody and should be supported to utilise that knowledge in order to remain improvement focussed. We are accountable for our actions and are outward facing.
- 2.2.5. **Innovation** - Enjoyment and excitement should be an entitlement for all children and adults working in our Trust. We develop cutting edge, research informed and highly engaging pedagogies that ensure high levels of progress for children and rapid development of staff.

3. Structure and Governance

- 3.1. Strong governance at all levels is fundamental to our success.
- 3.2. Peak Edge is a charity and a company limited by guarantee, set up to bring together a group of like-minded schools that want to see young people flourish. This scheme of delegation explains how governance arrangements work in the Academies in our Trust.
- 3.3. Peak Edge should have a governance structure that gives us the ability to continue to pioneer improvement whilst at the same time ensuring accountability, responsibility and stability.
- 3.4. Our structure will allow individual Academies to maintain operational autonomy whenever possible and unique identities whilst also taking advantage of shared resources, economies of scale and strategic oversight by dedicated leadership.
- 3.5. The diagram below sets out the different layers of the governance structure and how they will interact:



- 3.6. *Members* have ultimate control of the Trust because they can appoint and remove Trustees and they can change the constitution through a legal process. Whilst Members can also be Trustees, it is good practice to retain some distinction between the two layers to ensure that there is independence, oversight and challenge.
- 3.7. Peak Edge is governed by a *Board of Trustees*. The Trustees are responsible for, and oversee, the management and administration of the Trust and its academies. The Trust's Articles of Association explain in legal language what Peak Edge can do in order to achieve its goal of improving young people's life chances and should be read alongside this 'Scheme of delegation' document, which sets out how the Trust operates.
- 3.8. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide, and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 3.9. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of Academies. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, appraisal, the setting of standards and the implementation of quality management processes. The Trustees have the power to direct change where required.
- 3.10. The Trustees have a duty to act in the fulfilment of the Trust's objects.
- 3.11. *Local Governing Boards* (LGBs) are essential in Peak Edge. Trustees appoint people who are more locally based to serve on LGBs to ensure good governance in each academy. LGBs are technically sub-committees of the Trustee Board, and so are subject to any direction the Trustees may give.
- 3.12. The Trustees delegate various functions to the LGBs. These include:
  - 3.12.1. Overseeing the financial performance of the school and making sure its money is well spent
  - 3.12.2. Holding the headteacher to account for the educational performance of the school and its pupils
  - 3.12.3. Ensuring clarity of vision, ethos and strategic direction
  - 3.12.4. Monitoring standards within the academy and report findings to Trustees
  - 3.12.5. Governing admissions and ensure compliance with the Admissions Code
  - 3.12.6. Governing exclusions in line with legislation
  - 3.12.7. Representing the views of the community in relation to discussions about the budget and the strategic direction of the academy
  - 3.12.8. Supporting the Headteacher in recruitment and selection, grievance and disciplinary processes where appropriate.
- 3.13. Each academy has its own LGB. Sometimes one LGB may oversee more than one academy.
- 3.14. Although some decisions and actions in respect of the Trust and the Academies are reserved to the Trustees, in general terms responsibility for the strategic direction for each academy is delegated to an LGB.
- 3.15. At all times, the Trustees and the LGB shall ensure that the academy operates in accordance with the objects of the Trust and any agreement entered into with the Secretary of State for the funding of the academy. All actions and business should be in line with the stated values of the Trust referred to in Section 2 above.
- 3.16. Both the Trustees and all members of the LGB have a duty to act independently and not as agents of those who may have appointed them. They will act with integrity, objectivity and honesty in the best interests of the Trust and the academy. They shall be open about decisions and be prepared to justify those decisions.

#### 4. Specifics about delegated powers

4.1. Clarification about responsibilities can be found in the Appendix. Information is provided here about some specific areas of LGB responsibilities and how the LGB and Trustees work together.

##### 4.1.1. Finance

- 4.1.1.1. Financial sustainability is important to us. Each academy will retain the majority of its pupil-generated income save for an agreed central cost contribution (CCC). The LGB has the responsibility to manage and expend all monies received on account of the academy for the purposes of educating the pupils who attend it.
- 4.1.1.2. The LGB shall ensure that proper procedures are put in place for the safeguarding of funds including any contingencies, and that the requirements of the Academies Financial Handbook and the Master Funding Agreement are observed at all times, as well as any requirements and recommendations of the Trustees (on behalf of the Trust) and the Secretary of State. For the avoidance of doubt, the Trustees and the LGB acknowledge the restriction on borrowing contained in the Master Funding Agreement.
- 4.1.1.3. Whilst the LGB shall have the power to enter into contracts on behalf of the Trust as far as they relate to the academy, the LGB shall first obtain the written consent of the Trustees to any contracts or expenditure for any single matter above £50,000.
- 4.1.1.4. The academy bank account set up by the Trust shall be operated by the Local Governing Board in the name of the academy. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the LGB. Where expenditure exceeds £50,000, one of those signatories must be either the Chief Executive Officer or, in his or her absence, the Chair of the Trustees.
- 4.1.1.5. For any BACS transfer payment of money from a bank account operated by the LGB in the name of the Trust that exceeds £100,000, written approval must be sought from either the Chief Executive Officer or, in his or her absence, the Chair of the Trustees.
- 4.1.1.6. The LGB will monitor the academy's finances and will report their findings to the Trustees.
- 4.1.1.7. The LGB acknowledges the need of the Trustees to co-ordinate the financial information of each of the Academies, and in order to achieve efficiencies and to minimize the cost and risk of auditing, the LGB commits to supporting the long-term aim of the Trustees to harmonize the financial management information systems adopted by the Academies.
- 4.1.1.8. The LGB shall submit its annual budget to the Trustees before a given deadline. The budget must not be a **deficit** budget. The LGB will have regard to any views of the Trustees as to the appropriateness of the budget. The LGB shall inform the Trustees and the Trust of any need for significant unplanned expenditure and will discuss with the Trustees (and others as the Trustees shall require) options for identifying available funding.

##### 4.1.2. Premises

- 4.1.2.1. The maintenance of the buildings and facilities used in respect of the academy is the responsibility of the LGB, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Trust as the owner of such buildings and facilities.

- 4.1.2.2. Informal lettings and use of the land and buildings may be managed by the LGB provided that no legal interest is granted.
- 4.1.2.3. Insuring the land and the buildings used by the academy will be the responsibility of the Trustees. This cost will be recovered from the budget delegated to the LGB either before or after the budget is delegated through the central cost contribution.
- 4.1.2.4. It shall be noted that the use of the land and buildings may be subject to legal restrictions on the legal title or in any lease to Peak Edge. The LGB shall consult the Trustees on any aspect of the land and buildings that may require consent from a third party, including but not limited to proposed building works, proposed leases or sharing occupation.
- 4.1.2.5. The LGB will work with the Trustees to develop a 5 year estate management strategy. This will identify the suitability of building and facilities in light of long-term curriculum needs and the need for and availability of capital investment to meet the LGB's responsibility to ensure the buildings and facilities are maintained to a good standard.

#### **4.1.3. Curriculum and Standards**

- 4.1.3.1. Curricula should be personalised to the needs of the children attending the academy. The LGB shall be responsible for the setting and review of the curriculum, but shall have regard to any views expressed by the Trustees in recognition of the Trustees' obligation to the Secretary of State to provide a broad and balanced curriculum.
- 4.1.3.2. The LGB shall be responsible for the standards achieved by the academy and the pupils attending the academy, but shall follow such advice and recommendations of the Trustees as they might issue from time to time.
- 4.1.3.3. The LGB shall be responsible for the setting and review from time to time of the academy's admissions policy, provided only that no change will be made to the admissions criteria without the prior written consent of the Trustees.
- 4.1.3.4. Any decision to expand the academy will be made by the Trustees, but they will consider the views of the LGB.

#### **4.1.4. Extended Schools and Business Activities**

- 4.1.4.1. Activities which would be described as part of the academy's "extended schools agenda" or designed to generate business income would be the responsibility of the LGB. These shall only be undertaken in a manner consistent with any policy set by the Trustees. They must have regard to the viability of such activities, the impact on the academy's activities, and any financial implications such as the threat of taxation in light of the Trust's charitable objects and any threat to funding provided by the Secretary of State.
- 4.1.4.2. Any such proposed activity should be presented to the Trustees with a robust business plan for review before commencement. This is to provide an opportunity for support and the sharing of expertise and resources across Peak Edge.
- 4.1.4.3. Any proposed activity which would result in establishing a separate trading company is reserved to the Trustees.

#### **4.1.5. Operational Matters**

- 4.1.5.1. Sharing information is key when working successfully in partnership.
- 4.1.5.2. The LGB will adopt and will comply with all policies of the Trustees and Trust that are communicated to the Local Governing Board from time to time.
- 4.1.5.3. The LGB will review its policies and practices on a regular basis, having regard to the requirements and recommendations made by the Trustees from

time to time, in order to ensure that the governance of the academy is effective, agile and able to adapt to the changing political and legal environment.

- 4.1.5.4. The LGB shall provide such data and information regarding the business of the academy and the pupils attending the academy as the Trustees may require from time to time.
- 4.1.5.5. The LGB shall provide such data and information regarding the business of the academy and the pupils attending the academy as the Trustees may require from time to time.
- 4.1.5.6. The LGB shall submit to any inspections by the Trustees and any inspection by Ofsted.
- 4.1.5.7. The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Trustees.

## **5. Intervention and removal of delegated responsibility**

- 5.1. We want all of our academies to perform well and so earn a high level of autonomy. By being proactive and ensuring clear communication, we aim to avoid situations where there is a need to alter levels of delegated responsibility.
- 5.2. The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either formally considered or is carried out by the Secretary of State. In such circumstances, the Trustees expressly reserve the right to review or remove any power or responsibility conferred on the LGB under this Scheme of Delegation.
- 5.3. Given the above, the Trustees and the LGB acknowledge the value of maintaining a good mutual working relationship. This is particularly important in light of the levels of delegated responsibility within the Trust and the impact this may have on the ability of the Trustees to react where standards are falling and/or there is evidence of financial imprudence exposing the LGB or the Trust itself to a threat of intervention. In the event of such circumstances arising, the Trustees and the LGB make the following commitments to each other:
  - 5.3.1. to discuss openly any situation which may in the opinion of either, potentially lead to a threat of intervention by the Secretary of State;
  - 5.3.2. to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the academy, and to support each other in the implementation of those measures.

# Appendix: TRUST DELEGATION CHECKLIST

## KEY

Decision Level 1: The Trust/Trustees

Decision Level 2: Local Governing Board

Decision Level 3: A named individual endorsed by the Trust

Decision Level 4: Headteacher/ Executive Head

It should be remembered that although decisions may be delegated (e.g. to the Headteacher Board), the Trust together with the Trust as a whole remain responsible for any decision made under delegation.

**Green** : Good/Outstanding - Supporting Academies

**Blue** : Requires Improvement – Supported Academies

**Red** : Sponsored / Special Measures – Sponsored Academies

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
<b>Central services</b>	1.	To determine the scope of the mandatory core services to be delivered by the Trust on behalf of its academies	✓ ✓ ✓				
	2.	To identify those additional services to be procured on behalf of individual academies	✓	✓ ✓			
	3.	To ensure centrally procured services provide value for money			✓ ✓ ✓		Chief Finance Officer
<b>Budgets</b>	4.	To determine the proportion of the overall academy budget to be delegated to individual Academies	✓ ✓ ✓				Based on the funding agreement . Academies to be consulted on any changes
	4a	Schools, upon finding they may go into deficit, must inform Peak Edge immediately	✓ ✓ ✓				
	5.	To develop and propose the individual academy budget	✓	✓ ✓			

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	6.	To approve the first formal; budget plan for each financial year	✓ ✓	✓			Good / Outstanding schools must send in their budget to the Trust by 30 <sup>th</sup> September
	7.	To monitor monthly expenditure		✓ ✓ ✓			This will be the responsibility of the LGB – with MAT Responsible Officer also monitoring on behalf of COMPANY
	8.	To approve any ‘between budget’ headings and /or likely budget overspends		✓ ✓ ✓			LGB to do this within the limits set by the Trust – as referred to in X.X.X of the Scheme of Delegation
	9.	To recommend financial decision levels and limits	✓ ✓ ✓				In line with Academies Handbook and set in consultation with the Academies
	10.	To establish a Charging and Remission Policy		✓ ✓ ✓			
	11.	To appoint a Responsible Officer	✓ ✓ ✓				
	12.	Miscellaneous financial expenditure outside of agreed budget			✓ ✓ ✓		SBM or equivalent within academy
	13.	To enter into additional contracts which exceed the agreed annual budget allocation.	✓	✓ ✓			Initially limited to £10,000 without written agreement of the Trust
	14.	To make payments within agreed financial limits			✓ ✓ ✓		Business Manager or equivalent within the academy - as agreed by LGB
<b>Staffing</b>	15.	Headteacher/ Executive Head appointments (selection panel)	✓	✓ ✓			A representative of the Trust must be included as a member of the appointments / selection panel
	16.	Deputy appointments (selection panel)	✓	✓ ✓			A representative of the of academy must be included as a member of the appointments / selection panel



Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	17.	Appoint other teachers		✓ ✓ ✓			Headteacher/ Executive Head must be a member of the appointments / selection panel
	18.	Appoint non-teaching staff		✓ ✓ ✓			
	19.	Agree a pay policy	✓ ✓ ✓				
	20.	Pay discretions	✓	✓ ✓			Must be within the pay policy
	21.	Establishing disciplinary / capability procedures	✓ ✓ ✓				
	22.	Dismissal of Headteacher/ Executive Head / Deputy	✓ ✓	✓			A representative of the academy Trust must be included as a member of decision-making panel in conjunction with the Trust
	23.	Dismissal of other staff	✓	✓ ✓			A representative of the academy Trust must be included as a member of decision-making panel
	24.	Suspending Headteacher/ Executive Head	✓ ✓	✓			A or representative of the academy Trust must be included as a member of decision-making panel
	25.	Suspending other staff				✓ ✓ ✓	With governing board involvement
	26.	Ending suspension of Headteacher/ Executive Head	✓ ✓	✓			A representative of the academy Trust must be included as a member of decision-making panel

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	27.	Ending suspension of other staff	✓	✓ ✓			With governing board approval or could be delegated to the Headteacher
	28.	Determining staff complement within agreed budget	✓	✓ ✓			
	29.	Determining dismissal payment/ early retirement	✓	✓ ✓			Any costs incurred will be paid from the individual academy's budget
<b>Curriculum</b>	30	To develop a curriculum policy	✓	✓ ✓			
	31	Implement a curriculum policy				✓ ✓ ✓	
	32	Responsibility for standards of teaching	✓			✓ ✓	
	33	Accountability for standards of teaching	✓	✓ ✓			To be monitored by Trust
	34	Responsibility for individual child's education				✓ ✓ ✓	
	35	Accountability for individual child's education	✓			✓ ✓	Accountability to LGB & Trust
	36	Provision of relationships and sex education – to establish and keep written policy up-to-date		✓ ✓ ✓			
	37	To prohibit political indoctrination and ensure balanced treatment of political issues				✓ ✓ ✓	
<b>Performance Management</b>	39.	To ensure that an approved Appraisal policy is in place	✓ ✓ ✓				
	40.	To secure the statutory appraisal of <ul style="list-style-type: none"> <li>• Headteacher/ Executive Head</li> <li>• Other staff</li> </ul>	✓	✓ ✓		✓ ✓ ✓	Will be based on individual academy for Headteacher appraisal
	41.	To review annually the Performance Management policy	✓	✓ ✓			

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
<b>Target setting</b>	42.	To propose targets for pupil achievement				✓ ✓ ✓	
	43.	To agree targets for pupil achievement	✓	✓ ✓			
	44.	Responsibility for pupil outcomes				✓ ✓ ✓	The Trust is responsible to the Secretary of State for outcomes and will hold the LGB & Headteacher accountable
	45.	Accountability for pupil outcomes	✓ ✓ ✓				The Trust is responsible to the Secretary of State for standards and pupil outcomes. They will hold the LGB and Headteacher/ Executive Head accountable to them
	46.	To establish a Behaviour policy	✓	✓ ✓			
	47.	To review the use of exclusion, and to decide whether or not to confirm all permanent exclusions and fixed-term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination (can be delegated to chair or vice chair in cases of urgency)		✓ ✓ ✓			
	48.	To direct reinstatement of excluded pupils (can be delegated to chair or vice chair in cases of urgency)		✓ ✓ ✓			
<b>Admissions</b>	49.	To consult before setting an Admissions policy	✓ ✓ ✓				The LGB will be responsible for consultation of changes to the Admissions policy. The Trust must give its written approval for any changes to the Admissions policy

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	50.	Admissions – application decisions		✓ ✓ ✓			
	51.	To appeal against LA directions to admit pupil(s)	✓ ✓	✓			Although in practice the Headteacher/ Executive Head and LGB would do this with the support of the Trust
<b>Religious Education</b>	52.	Responsibility for ensuring provision of RE in line with School’s basic curriculum				✓ ✓ ✓	
<b>Collective Worship</b>	53.	To ensure that all pupils take part in a daily act of collective worship				✓ ✓ ✓	Parents do have the right to withdraw their children from collective worship if notified in writing to the academy. The Headteacher/ Executive Head must make appropriate provision if a parent exercises this right
<b>Premises and Insurance</b>	54.	Building Insurance and Personal Liability	✓ ✓ ✓				
	55.	Developing School Buildings Strategy or Master plan	✓ ✓ ✓				The Trust will procure a full survey of the buildings every five years. The LGB will then take responsibility for producing and implementing a Premises Development Plan
	56.	Procuring and maintaining buildings, including development of a properly funded Maintenance Plan	✓	✓ ✓			
	57.	To institute a Health and Safety policy	✓ ✓ ✓				The generic policy will be issued by the Trust and adapted by the LGB to suit the individual academy

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	58.	To ensure Health and Safety regulations are followed		✓ ✓ ✓			There will be a central policy operated by LGB
<b>Other</b>	59.	To publish proposals to change category of school	✓ ✓ ✓				
	60.	To set the times of the school sessions and the dates of school terms and holidays		✓ ✓ ✓			Any changes must be agreed in writing with the Trust
	61.	To ensure the school meets for 380 sessions in a school year		✓ ✓ ✓			
	62.	To prepare and publish the school Prospectus		✓ ✓ ✓			
	63.	To ensure provision of free school meals to those pupils who meet the criteria				✓ ✓ ✓	
	64.	Adoption and review of home school agreement	✓	✓ ✓			
	65.	To draw up governing board documents and any amendments thereafter	✓ ✓ ✓				
	66.	To appoint (and remove) the chair of the LGB	✓	✓ ✓			
	67.	To appoint (and dismiss) the clerk to the governing board	✓	✓ ✓			
	68.	To hold a full LGB meeting at least three times in a school year or a meeting of a temporary governing board as often as required		✓ ✓ ✓			
	69.	To appoint (and remove) members of the LGB	✓	✓ ✓			
	70.	To set up a register of members' business interests			✓ ✓ ✓		e.g. Clerk or Headteacher
	71.	To approve and set up a members' Expenses scheme	✓ ✓ ✓				

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	72.	To discharge duties in respect of pupils with special needs by appointing a "responsible" person	✓			✓ ✓	Trust is responsible for ensuring the task is undertaken; the responsibility is delegated to LGB who can delegate to the Headteacher
	73.	To consider whether or not to exercise delegation of functions to individuals		✓ ✓ ✓			The LGB may delegate to individuals functions already delegated to it by the Trust, so long as it does not breach the delegations set out in this document
	74.	To regulate the LGB procedures ( where not set out in law)	✓ ✓ ✓				
	75.	To determine the development needs of governors and put in place an appropriate programme	✓ ✓	✓			
	76.	To consider requests from other schools to join the Trust	✓ ✓ ✓				In consultation with Headteacher Board.
	77.	To decide to offer additional activities and to determine what form these should take		✓ ✓ ✓			
	78.	To put into place the additional services provided		✓ ✓ ✓			
	79.	To ensure delivery of services provided			✓ ✓ ✓		LGB to delegate delivery of services to a named person (may be Headteacher/ Executive Head). Written arrangements must be put in place
	80.	To cease to provide extended school provision		✓ ✓ ✓			
	81.	To develop a Safeguarding policy in line with statutory requirements and best practice		✓ ✓ ✓			There will be a central policy operated by LGB
	82.	Implement the governors' Safeguarding policy			✓ ✓ ✓		

Function	No	Tasks	Decision Level				Notes
			1	2	3	4	
	83.	Maintain accurate, effective and secure pupil records				✓ ✓ ✓	
	84.	Maintain accurate, effective and secure employee records				✓ ✓ ✓	
	85.	Comply with all Data Protection legislation and good practice				✓ ✓ ✓	CFO?
	86.	To determine on an annual basis those policies which will be developed by the Trust and mandatory for all Trust Academies	✓ ✓ ✓				
	87.	To provide to the Trust, on an annual basis, copies of all policies and procedures, and a schedule for their review		✓ ✓ ✓			