



Northern Arch
LEARNING PARTNERSHIP

Scheme of Delegation

April 2025

Overview

An 'academy trust' is a charitable company limited by guarantee and an independent legal entity. Its governance requirements are set out in the Articles of Association. The Trust's model of governance is designed to support the object, purpose, vision and values of the Trust and the needs identified by its academies, i.e. schools and colleges within the Trust.

Northern Arch Learning Partnership was established in April 2024 and the Trust Board is constituted under its Articles of Association.

Purpose of the Scheme of Delegation

The Scheme of Delegation details the delegation of governance functions to Northern Arch's Members, Trust Board, Board Committees, Local Governing Bodies, CEO and Headteachers/Principal, so that all are clear about their responsibilities. It complies with statutory documentation including the Trust's Articles of Association, Funding Agreement and the Academy Trust Handbook.

The Trust Board is able to delegate identified functions to a Committee of the Board. When decisions have been delegated, they must be reported back to the Trust Board at the next meeting. Where there is a specific need for a decision to be taken, and a time imperative precludes awaiting the next Trust Board meeting, action may be agreed with the Chair of the Board. This must be reported to the Trust Board at the next meeting.

The Trust Board is able to delegate identified functions to Local Governing Bodies. The Trust Board will often be reliant on information and advice from, and be guided by, Local Governing Bodies. The Trust Board considers that there is often a powerful case for local involvement in decision making. Where there is a shared responsibility for decision-making between the Trust Board and its academies, the Trust Board has the ultimate responsibility.

Amendment of the Scheme of Delegation

The Scheme of Delegation will be subject to formal review annually, however if the Trust Board deems it appropriate, changes will be made in year. The Trust Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it), but welcomes comments on the operation of the Scheme from members of the LGBs, including Headteachers/Principal, where it is felt that revisions should be made.

Vision and Values

During the Summer Term 2024, Northern Arch carried out a consultation exercise which was initiated with an event for Members, Directors, Governors and senior colleagues. This was followed by a broader consultation by academy leaders, which included staff and students. As a result of the opinions and ideas gathered in this process, the following vision and values were developed:

Our Vision

To build a learning community that shapes young people's development into happy, productive, independent adults.

Our Shared Values

Whilst the character and individuality of each academy is celebrated within Northern Arch, we share collective values through our commitment to:

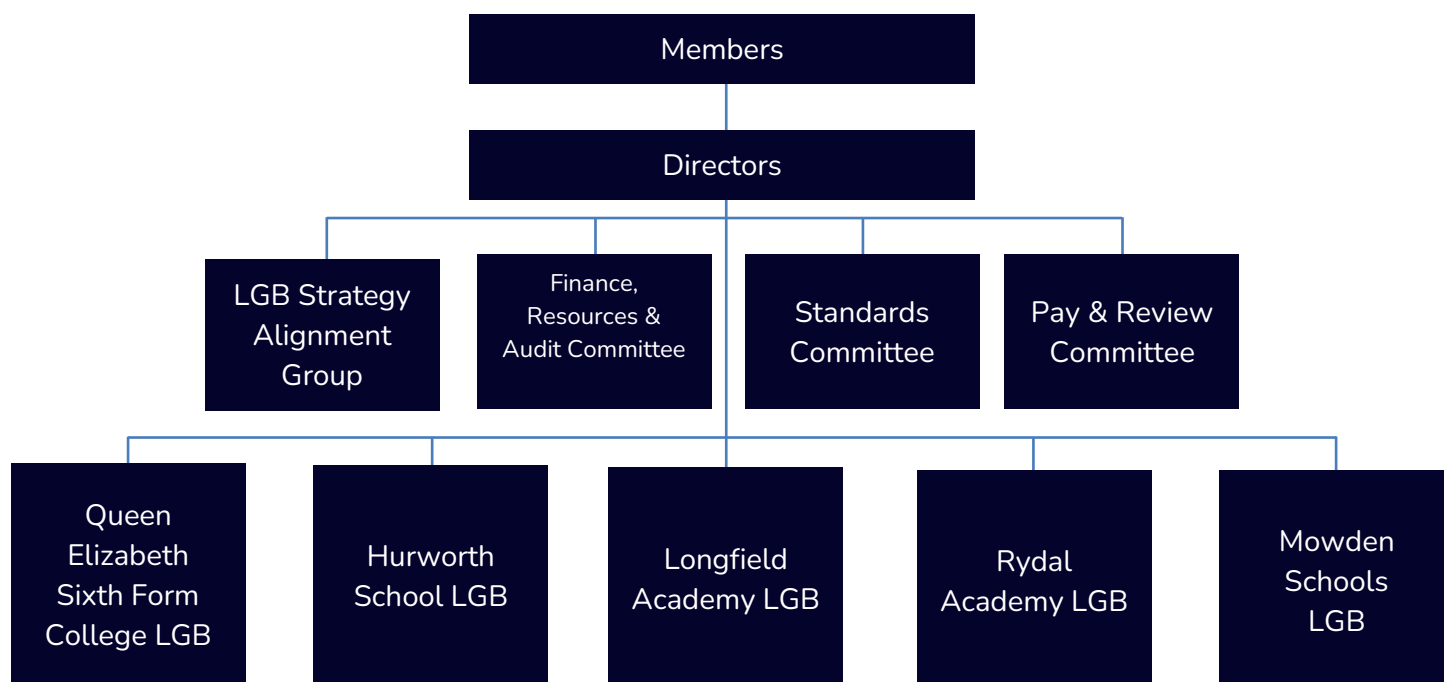
Aspiration

Inclusion

Collaboration

Empowerment

Governance Structure & Accountability



Summary of Roles within the Governance Structure

- **Members** do not have a legal responsibility for the Trust's operation, but oversee its operation and monitor its performance.
- **The Trust Board (Board of Directors)** has overarching responsibility for the operation and management of the Trust, and is legally accountable for all statutory functions and performance of all academies within the Trust.
- **LGBs and Committees** assist the Trust's operation. The Trust Board delegates powers and functions to the LGBs and its other Committees.

Role of Members

Members hold the Trust Board to account for the effective governance of the Trust. They ensure that the Trust's charitable objective, which can be summarised as 'advancing education for the public benefit', is being met.

Members are responsible for:

- amending the Memorandum and Articles of Association
- appointing Members and Directors
- appointing and removing auditors
- receiving the Annual Report and Accounts
- directing the Trust Board
- dissolving the Trust

Role of Directors (Trustees)

The Trust is a charitable company and therefore Directors are both Charity Trustees and Company Directors.

The Directors sit on the Trust Board, which has collective accountability and strategic responsibility for the Trust and the three core governance functions:

- strategic leadership
- accountability and assurance
- strategic engagement

The Trust Board also has strategic and statutory responsibility for:

- safeguarding and special educational needs and disabilities (SEND) arrangements within and across the Trust, ensuring the promotion of pupil welfare
- for keeping their estates safe and well-maintained

Directors:

- determine the vision and values for the Trust
- work with senior leaders to develop a strategy for achieving the vision
- ensure that stakeholders are involved, consulted and informed as appropriate
- ensure that all academies in the Trust deliver a broad and balanced curriculum, such that pupils are well

prepared for the next stage of their education and adult life

- take ownership of the Trust's financial sustainability and ensure effective resource management across the Trust
- ensure robust risk management procedures are in place and that risk control measures are appropriate and effective
- agree the Trust's staffing structure and keep it under review to ensure it supports delivery of the strategy
- appoint and appraise the CEO and make pay recommendations

Directors should also refer to the core duties and obligations set out in the Academy Trust Handbook.

Role of Trust Board Committees

To ensure the Trust operates effectively, the Trust Board has established Committees to carry out some of its governance functions. It has delegated responsibility for making certain decisions, although any decisions made will be deemed decisions of the Trust Board.

The Trust Board has established the following Committees:

- Finance, Resources & Audit Committee
- Standards Committee
- Pay & Review Committee
- LGB Strategy Alignment Group
- Local Governing Body for each Academy

The membership and responsibilities of each Committee are set out in each Committee's Terms of Reference. The Trust Board will ensure that Committee members have the necessary skills, background and experience to properly fulfil the relevant Committee functions and will develop these where required.

Role of the Local Governing Bodies (LGBs)

Each academy is served by its own Local Governing Body. The membership of the LGBs and delegated authority is decided by the Trust Board.

Local Governing Bodies will:

- Serve as the key link between the academy, parents/carers and the local community
- Focus on key areas including safeguarding; special educational needs and disabilities; standards and stakeholder engagement
- Contribute, when required, to panels in order to:
 - hear staff grievances and disciplinary matters
 - review decisions to exclude pupils
 - deal with formal complaints in line with the trust's complaints procedure

Role of CEO

The Chief Executive Officer is an ex-officio Director and the Trust's Accounting Officer (responsibilities as outlined in the DfE Academy Trust Handbook).

The CEO:

- is responsible for day-to-day management of the Trust
- leads and manages the Trust Executive Team and the academy Headteachers/Principal
- reports to the Trust Board and its Committees
- Can further delegate responsibilities to the executive team and academy Headteachers/Principal
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Role of the Chair of the Trust Board

The Chair leads the Trust Board, with the support from the Vice Chair, to ensure it fulfils its functions. The Chair will ensure the Board focuses on strategy, while not overlooking compliance functions nor duties to staff.

The Chair is first among equals but has no defined individual power. The Trust Board is a corporate entity; the power and authority rests with the Trust Board as a whole, however the Chair may need to take Chair's action in an emergency, reporting such action to the Trust Board as soon as possible.

Role of the Headteachers/Principal

The Headteachers/Principal:

- Are responsible for the day-to-day leadership and management of the Trust's academies
- Share information with the LGB about how the academy operates to enable monitoring and scrutiny of key policies and improvement plans.

Scheme of Delegation Matrix Summary

The Scheme of Delegation Matrix clearly identifies the entity accountable for each of the governance functions listed.

The attached Policy Schedule lists the Trust's statutory and required policies, and identifies which are to be approved by the Board.

Northern Arch Learning Partnership

Scheme of Delegation Matrix

Approved April 2025

	Activity	Members	Trust Board	Finance, Resources & Audit Committee	Standards Committee	Pay & Review Committee	CEO (or CEO to delegate)	CFO	Trust Governance Professional	Academy committees (LGBs)	Headteacher/ Principal
1. Trust Governance											
1.1	Appoint/remove members	✓									
1.2	Appoint/remove trustees	✓	✓								
1.3	Elect chair/vice chair of trustees annually		✓								
1.4	Appoint committee chairs annually and remove when necessary		✓								
1.5	Determine powers of chair of trustees in urgent situations		✓								
1.6	Establish and review trust governance structure		✓								
1.7	Agree named safeguarding trustee		✓								
1.8	Agree named trustee for special educational needs and disabilities (SEND)		✓								
1.9	Agree named careers trustee (<i>required in secondary schools</i>)		✓								
1.10	Appoint trust governance professional		✓								
1.11	Undertake trust governance professional appraisal annually		✓								
1.12	Articles of association: review		✓								
1.13	Articles of association: ratify changes	✓									
1.14	Agree scheme of delegation and complete annual review		✓								
1.15	Agree committee terms of reference (including academy committees) and complete annual review		✓								
1.16	Agree role description for link governor/trustee areas		✓								
1.17	Agree trust board and committee meeting dates and agendas		✓				✓		✓		
1.18	Commission external review of trust board effectiveness every three years		✓								
1.19	Complete annual trust board self-evaluation		✓								
1.20	Publish governance arrangements on trust and academy websites								✓		
1.21	Ensure trust and academy websites are compliant and effective						✓				
1.22	Maintain compliance on Get Information About Schools (GIAS) and Companies House						✓		✓		✓
1.23	Submit annual report on the performance of the trust to Members		✓								
1.24	Maintain register of interests								✓		
1.25	Maintain a trustee/governor expenses policy		✓								
1.26	Approve statutory policies*		✓								
1.27	Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these across the trust						✓				
1.28	Appoint/remove academy committee chairs		✓								
1.29	Appoint/remove academy committee members (local governors)		✓								
1.30	Agree academy committee clerking arrangements								✓	✓	
1.31	Appoint and dismiss local clerks						✓		✓		

	Activity	Members	Trust Board	Finance, Resources & Audit Committee	Standards Committee	Pay & Review Committee	CEO (or CEO to delegate)	CFO	Trust Governance Professional	Academy committees (LGBs)	Headteacher/ Principal
1.32	Agree academy committee meeting dates and agendas, ensuring trust-wide consistency								✓	✓	✓
1.33	Complete periodic review of local governance		✓						✓		
1.34	Set clear expectations on monitoring and visits to schools		✓								
1.35	Ensure board reporting channels are established		✓						✓		
1.36	Agree remit and constitution of any working party established to support trust's strategic objectives		✓								
2. Vision and Strategy											
2.1	Determine trust's vision, strategy, ethos/culture and key priorities		✓				✓				
2.2	Develop engagement channels with key stakeholders in line with trust vision and priorities						✓				✓
2.3	Agree trust growth strategy		✓				✓				
2.4	Determine non-statutory trust-wide policies						✓				
2.5	Determine academy level policies						✓				✓
3. Finance											
3.1	Appoint and performance manage chief financial officer (CFO)						✓				
3.2	Produce trust's financial manual (Finance Policy) to further expand on processes relating to delegated financial powers			Committee to approve				✓			
3.3	Produce annual report and accounts		Trust Board to approve	Committee to recommend			✓	✓			
3.4	Submit required financial reports and returns							✓			
3.5	Agree budget plan to support delivery of trust strategic priorities		✓	Committee to recommend			✓	✓			
3.6	Agree budget plan to support delivery of academy strategic priorities						✓	✓			
3.7	Monitor trust budget		✓	✓			✓	✓			
3.8	Approve long term financial plans		✓	Committee to recommend							
3.9	Develop and submit three-year budget forecast						✓	✓			
3.10	Carry out benchmarking and trust-wide value for money evaluation						✓	✓			
3.11	Agree reporting and monitoring arrangements for trust and academy budgets		✓	✓			✓	✓			✓
3.12	Prepare management accounts every month setting out the Trust's financial performance and position **							✓			
3.13	Approve expenditure/contracts above a specified threshold		✓								
4. Operations											
4.1	Appoint and remove external auditors	✓									
4.2	Receive external auditor's report	✓									
4.3	Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to			✓							
4.4	Action recommendations arising from internal audits						✓	✓			
4.5	Agree and deliver a programme of internal scrutiny ensuring the effective use of external third-parties to support the trust			✓			✓				

	Activity	Members	Trust Board	Finance, Resources & Audit Committee	Standards Committee	Pay & Review Committee	CEO (or CEO to delegate)	CFO	Trust Governance Professional	Academy committees (LGBs)	Headteacher/ Principal
4.6	Agree risk management policy		Trust Board to approve	✓			✓				
4.7	Oversee the risk register and undertake a full review at least annually		✓								
4.8	Undertake termly review of risk register			✓							
4.9	Manage and report on risk mitigation strategies						✓				✓
4.10	Maintain trust contingency and business continuity plans						✓				
4.11	Monitor implementation of, and compliance with, health and safety policy and procedures at academy level						✓			✓	✓
4.12	Agree premises management documents, including estate vision, estate strategy and asset management plan						✓				
4.13	Monitor academy estates to ensure they are safe and well- maintained		✓								✓
4.14	Ensure that there is suitable expert support on health and safety						✓				
4.15	Secure suitable insurance (commercial and/or the risk protection arrangement (RPA)) for the Trust						✓				
4.16	Develop a cyber security framework						✓				
4.17	Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes			✓			✓				
4.18	Ensure there is adequate company secretarial support		✓								
4.19	Appoint a data protection officer (DPO)						✓				
4.20	Complete and maintain Single Central Record (SCR)						✓				✓
4.21	Receive routine reports on the status of the SCR				✓						
	5. Workforce										
5.1	Appoint/dismiss - CEO/Accounting Officer		✓								
5.2	As above - other executive team staff						✓				
5.3	As above - Headteachers/Principal						✓				
5.4	As above - Academy level staff members										✓
5.5	Performance management - CEO		Chair								
5.6	As above - other staff members of executive team						✓				
5.7	As above - Headteachers/Principal						✓				
5.8	As above - Academy level staff members										✓
5.9	Determine pay - CEO		✓								
5.10	As above - other staff members of executive team					✓					
5.11	As above - Headteachers/Principal					✓					
5.12	As above - Academy level staff members										✓
5.13	Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters - CEO		✓								
5.14	As above - other staff members of executive team		✓								
5.15	As above - Headteachers/Principal		(if required)							✓	
5.16	As above - Academy level staff members									✓	
5.17	Determine executive team staffing structure		✓				✓				
5.18	Determine academy level staffing structure						✓				✓

	Activity	Members	Trust Board	Finance, Resources & Audit Committee	Standards Committee	Pay & Review Committee	CEO (or CEO to delegate)	CFO	Trust Governance Professional	Academy committees (LGBs)	Headteacher/ Principal
5.19	Ensure appointment of DSLs and deputy DSLs						✓				✓
5.20	Ensure appointment of SENCOs						✓				✓
5.21	Ensure there is effective school improvement capacity within, or accessed by, the trust						✓				
5.22	Monitor compliance with safer recruitment requirements		✓				✓			✓	✓
5.23	Monitor staff wellbeing and workload		✓				✓			✓	✓
5.24	Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD		✓				✓			✓	✓
	6. Curriculum										
6.1	Approve trust-wide curriculum						✓				
6.2	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		✓				✓				
6.3	Ensure the promotion of British values		✓				✓				✓
6.4	Deliver provision of statutory careers education (secondary)										✓
6.5	Monitor the inclusiveness of the curriculum									✓	✓
	7. Pupils and Learning Support										
7.1	Ensure high standards of teaching and learning						✓				✓
7.2	Set targets for pupil outcomes and monitor in-year data termly										✓
7.3	Agree academy improvement strategies						✓				
7.4	Determine use and monitor impact of pupil premium									✓	✓
7.5	Determine use and monitor impact of sports premium									✓	✓
7.6	Set the dates of academy terms and holidays						✓				✓
7.7	Set the times of academy sessions						✓				✓
7.8	Monitor attendance and persistent absence of pupils				✓		✓			✓	✓
7.9	Ensure effective and compliant trust-wide SEND provision				✓		✓				
7.10	Regularly monitor compliance with SEN code of practice										✓
7.11	Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements						✓			✓	✓
7.12	Monitor progress and attainment for all vulnerable children				✓		✓			✓	✓
7.13	Monitor support for looked after and previously looked after children				✓		✓			✓	✓
7.14	Monitor pupil behaviour data across different pupil groups				✓		✓			✓	✓
7.15	Ensure careers provider access across trust						✓				
7.16	Review headteacher decision to suspend/exclude pupils		(if required)							✓	
7.17	Monitor rates of suspension and exclusion across the trust				✓		✓				
7.18	Ensure school food standards are met for pupils										✓
7.19	Ensure free school meal provision is adequately implemented										✓
7.20	Ensure the provision of universal infant free school meals										✓
7.21	Deliver inclusive extra-curricular activities										✓
7.22	Monitor children's wellbeing and how this is actively supported				✓		✓			✓	✓
7.23	Monitor provision and outcomes for EAL pupils				✓		✓			✓	✓

	Activity	Members	Trust Board	Finance, Resources & Audit Committee	Standards Committee	Pay & Review Committee	CEO (or CEO to delegate)	CFO	Trust Governance Professional	Academy committees (LGBs)	Headteacher/ Principal
7.24	Monitor safeguarding arrangements at academy level, ensuring compliance with relevant policies and statutory requirements.				✓		✓			✓	✓
	8. Parents and community										
8.1	Implement admissions appeal process		(if required)							✓	✓
8.2	Review complaints at panel stage		(if required)							✓	
8.3	Monitor all complaints raised (including through external agencies e.g. LA, DfE and Ofsted) across the trust		✓				✓				
8.4	Engage with key stakeholders at academy level									✓	✓

Key:

✓ = responsible for action

* = Please see attached policy schedule

** = To be shared with Chair of Board and Finance Committee every month

Policy Schedule (Statutory policies for Trust Boards and Required policies)

Area	Policy	Approved by:	Date for Review	Level	Statutory for Trust Board	Must publish on website
Staffing	Appraisal	Pay & Review	Spring term	Trust	✓	
	Code of Conduct and Addendum (inc. gifts & hospitality)	Board	Spring term	Trust	✓	
	Capability	Board	Summer term	Schools/College	✓	
	Disciplinary	Board	Spring term	Schools/College	✓	
	Grievance	Board	Spring term	Schools/College	✓	
	Pay (inc. Executive Pay)	Pay & Review	Spring term	Trust	✓	
	Whistleblowing	Board	Summer term	Trust	✓	✓
Finance & Resources	Charging & Remissions	Finance, Resources & Audit Committee	Summer term	Academy	✓	✓
	Finance	Finance, Resources & Audit Committee	Spring term	Trust	✓	
	Health & Safety	Finance, Resources & Audit Committee	Summer term	Academy	✓	
	Investment	Finance, Resources & Audit Committee	Spring term	Trust	✓	
	Premises Management documents *	Finance, Resources & Audit Committee	Autumn term	Trust	✓	
	Reserves	Finance, Resources & Audit Committee	Spring term	Trust	✓	
	Procurement	Finance, Resources & Audit Committee	Summer term	Trust	✓	
Pupils & Learning	Accessibility plan	Heads/Principal	Spring term (every 3 years)	Academy		✓
	Admissions arrangements	Standards Committee	Autumn term	Academy	✓	✓
	Attendance	Standards Committee	Autumn term	Academy	✓	
	Behaviour (inc. Exclusions and Child on Child Abuse)	Standards Committee	Autumn term	Academy	✓	✓
	Careers: Provider Access Policy Statement (secondary and post-16)	Standards Committee	Spring term	Academy	✓	
	Curriculum (KS1 phonics/reading scheme; KS4 courses; 16-19 courses)	Heads/Principal	As required	Academy		✓
	Music Development Plan	Heads/Principal	As required	Academy		✓
	PE & Sport Premium (primary)	Heads/Principal	Autumn term	Primary		✓
	Pupil Premium (primary & secondary)	Heads/Principal	Autumn term	Academy		✓
	Relationships & sex education & health education	Standards Committee	Autumn term	Academy	✓	
	Remote learning	Heads/Principal	Summer term	Academy		✓
	Safeguarding & child protection	Standards Committee	Autumn term	Academy	✓	
	School uniform	Standards Committee	Summer term	Academy	✓	✓
	School opening hours	Heads/Principal	As required	Academy		✓
	Special educational needs & disability (SEND)	Standards Committee	Autumn term	Academy	✓	
	Supporting pupils with medical conditions	Standards Committee	Summer term	Academy	✓	
Stakeholders	Complaints	Board	Spring term	Trust	✓	✓
	Data Protection (GDPR)	Finance, Resources & Audit Committee	Spring term	Trust	✓	✓
	Data Retention & Destruction	Finance, Resources & Audit Committee	Spring term	Trust	✓	
	Equality	Board	Summer term	Trust	✓	✓
	Equality objectives	Board	Summer term (every 4 years)	Trust	✓	✓
	Freedom of Information; publication scheme and privacy notices	Finance, Resources & Audit Committee	Spring term (every 3 years)	Trust		✓
	Governance Code of Conduct (inc. gifts & hospitality)	Board	Spring term	Trust		
	Vision & Values	Board	Summer term (every 3 years)	Trust		✓

*To include Estates Vision; Estates Strategy; Asset Management Plan; Strategic Review Process

Area	Report	Approved by:	Date for Review	Level	Statutory	Must publish on website
Key Reports	SEND Reports (inc. how to make a SEND related complaint)	Head/Principal	Autumn term	Academy		✓
	Annual Report & Financial Statements	Board (via Finance, Resources & Audit C.)	Autumn term	Trust	✓	✓
	Gender Pay Gap	CEO	Spring term	Trust		✓
	Executive Pay Report	CEO	Autumn term	Trust		✓
	Test, exam and assessment results	Head/Principal	As required	Academy		✓
	Governance information	Trust Governance Professional	As required	Trust		✓
	Equality Information (including diversity of Board/LGBs)	CEO	Annual	Trust	✓	✓
	OFSTED	N/A	N/A	N/A		✓

Once the Trust's annual turnover reaches £36m, we will need to produce an annual Modern Slavery Statement.

Non-statutory/required policies and procedures are to be approved either by the Trust Executive Team or the Headteacher/Principal, unless delegated to another appropriate colleague.

These include, amongst others:

- Business continuity plans
- Cyber response and recovery plans