

NORTHERN LIGHTS LEARNING TRUST SCHEME OF DELEGATION OVERVIEW

The Board of Trustees have overall responsibility and decision making authority for all of the work of the Trust. The Board and/or CEO have the right to withdraw the delegation of powers at any time if required
Northern Lights Learning Trust are using RASCI Responsibility Matrix as one of the methods used to assign and display responsibilities of individuals or jobs in a task (project, service or process) in the organisation.

- R - Responsible - who is responsible for carrying out or delegating the entrusted task?
- A - Accountable (also Approver) - who is responsible for the whole task and who is responsible for what has been done?
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The Scheme of Delegation remains the responsibility of the Board of Trustees and may be amended or changed at any time. When a strategic decision is needed urgently, it is not possible to call a meeting and it could be seriously detrimental to a school/the Trust, a pupil, parent or a staff member to wait until a Board meeting is convened, the Chair is able to make a decision using Chair's powers and inform the Board of the decision.
This applies to the Chair of the Board and the Chair of FARM relating to the relevant terms of reference in the scheme of delegation.

Term "Head" covers Head of School, Associate Head and Headteacher, unless specified in 'Notes'.

CEO may delegate CEO approval and consultation to appropriate senior central team member if required.

CFO may delegate CFO support and consultation to appropriate senior central team member if required.

COO may delegate COO support and consultation to appropriate senior central team member if required.

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		Decision Level												
Function	Tasks	MAT Board of Trustees	CEO	Director of Gov	CET	FARM	People & W	Standards	CFO	COO	LGB	Head	Notes	
Strategic responsibilities	Preparation of the terms of reference for governance and amendments, including the scheme of delegation	A		R		C			C	S			Responsibility of CFO to ensure financial compliance	
	Ensure up-to-date appropriate scheme of delegation	A & I	C	C		A	A	A	A	R			Consult all appropriate Directors/Central Team. Trustees approve changes at MAT Board or appropriate committee.	
	Set the Trust vision, strategy, culture and values	A & R	R		S				S	S		S	In consultation with CEO & Central Team, who will report to Board on progress and evaluation.	
	Approval of the terms of reference for governance and amendments, including the scheme of delegation	A & R	C	S		C	C		C	C			Board of Trustees to review this annually. Director of Govenance to provide professional advice and guidance to support.	
	Determination of the school specific vision, values and ethos as part of and in line with the Trust vision, values and ethos		C		S						A	R	CET support and guidance. If a school is judged to be in need of support then this must be done with CEO approval.	
	To ensure the school community understand their role as part of the Trust		S								A	R		
	Compliance with all statutory obligations governing the Trust and the schools within it	A	R	R	R	R			R	R	R	R	FARM to monitor all finance, audit and risk issues and advise the Trust Board. Internal scrutiny to provide evidence for the Board. Director of People, Director of Estates responsible for their delegated area.	
	To approve and monitor the Trust development plan within the agreed aims, objectives & values of the Trust	A & R	R	S	S				S	S			CEO to write and monitor in consultation with Central Team and any other appropriate people.	
	To approve school admission policies	A & R		S									Clerk to support with regulatory compliance and statutory consultations	
	To present admissions policies to the Board and manage admissions		C	S		C			S	S	A	R	NB When required the MAT Board will make amendments to the admissions policies in order to act upon guidance received and meet consultation deadlines	
	To establish, implement and monitor central Trust policies	A & R	R	S	R	A	A		R	R		R	Trust Policy schedule to be adhered to. Director of People, Director of Estates responsible for delegated area. COO responsible for policy communications and scheduling.	
	To establish, implement and monitor school-level policies			C	C				C	C	A	R	Trust Policy schedule to be adhered to. Director of People, Director of Estates responsible for delegated area. COO responsible for policy communications and scheduling.	
	To ensure parental engagement systems are in place			S	C/S					S	A	R		
	To ensure compliance with equalities legislation			S	S	A	A	A		S	R	R		
	To ensure SEND & safeguarding leads are appointed on Board of Trustees	A		R						S				
	To ensure SEND & safeguarding leads are appointed on LGB			R	S						A	S		
	Setting and approving safeguarding policies				C/S							A	R	Trust templates to be used Director of Inclusion approves policies prior to Governance approval & provides support.
	Setting Health & Safety policies						A				R			COO responsible for ensuring Director of Estates maintains compliance
	Approving staff uniform		C					I			A	I	R	Consultation with Director of People. People Committee informed where appropriate.
	Setting pupil uniform		C		C						A	R	R	All proposals to change pupil uniform must come first to CEO for review, in discussion with CET. Then reviewed with LGB. Final approval given by CEO.

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Function	Tasks	Decision Level								Notes
		MAT Board of Trustees	CEO	Director of Gov	FARM	CFO	COO	LGB	Head	
Financial responsibilities	To select KPIs for finance and measure the Trust performance against them regularly		R		A	R				
	Ensure compliance with provisions of funding agreements and Academy Trust Handbook		R (As Accounting Officer)		A	R		R	R	FARM to inform the Board of Trustees. Heads responsible for compliance in school; CFO responsible for overall Trust.
	To monitor the financial position of the Trust and monitor expenditure, ensuring compliance		I		A	R				To report any concerns to the Board of Trustees
	Establish controls framework and processes to provide assurance over the suitability of and compliance with financial system and internal controls	I	C/S		A	R	C/S			
	Approving the above and the annual programme of internal scrutiny	A	C/S		R	C/S	C/S			
	To review the Trust’s internal & external statements & reports to ensure best practice and compliance	A	R		R	R	R			
	To approve, implement and monitor finance and procurement policies and any amendments		C/R		A	R		C/S	R	Heads are responsible for ensuring finance and procurement policies are implemented within their respective schools.
	To appoint bankers on behalf of the Trust, monitor and agree banking arrangements and approve authorised signatories for the Trust		C		A	R				FARM to approve and inform the MAT Board of Trustees
	To ensure appropriate insurance arrangements for all schools within the Trust	A	I			R	R		S/C	Linked to role
	To monitor and review the effectiveness of insurance arrangements	A			R	S	S			Linked to role
	To appoint the accounting officer for the Trust	R/A								People and Wellbeing Committee
	To approve the annual MAT business plan each financial year	A	C		C	R	R			To be produced by CFO in discussion with CEO and recommended by FARM to MAT Board
	To monitor level of reserves at Trust level				A	R				In line with Trust’s reserve policy
	To appoint internal and external auditors to ensure compliance and ensure each academy complies with financial regulations, the Academy Trust handbook and ESFA requirements	A	C/S		R	C/S	C/S			Members to formally appoint the external auditors
	To consider the budget allocation from the ESFA and prepare a budget that meets the needs of the Trust		C/S		A	R	C/S			
	To approve the annual budget of the Trust and each school in line with ESFA deadlines	A	R		R	C/S	C/S			
	To recommend a budget that meets the needs of the school.					S		A	R	In collaboration with Heads. Trustees are responsible for schools with a grade three or four Ofsted classification and/or have sponsored status or are in a deficit position. Red rating. CFO responsible for Budget; Trustees accountable.
	To agree and annually review the percentage of funding each school receives after the funding for core central services is identified		C		A	R				
	To plan, manage & monitor monthly expenditure and financial reports, and identify actual or potential items of budget over/underspend	A	I		R	R		C	R	
	To approve any amount to be transferred between budget headings and/or likely budget overspends		C		A	R				
	To identify, manage and monitor procured services and ensure value for money				A	R	R	R	R	
	To consider all relevant reports by the COO/CFO, auditors, National Audit Office and ESFA management letters	AI	R		R	R	R			
	To prepare the monthly management accounts including cash flow forecasts		C		A	R				CFO to prepare and share monthly with Trustees and present at each FARM meeting
	To review, challenge and approve the monthly management accounts including cash flow forecasts	A	R		R					
	To establish financial decision levels and limits	A	C		C	R	S			
	To establish, approve & monitor a procedure to deal with any conflicts of interest and connected party transactions		C/S	S	A	R				
	To collect income due to the Trust					A			R	CFO responsible with consultancy Head.
	To ensure the appropriate and effective use of Pupil Premium, LAC, Sports Premium, SEND funding and other school specific grant funding including production and publishing of reports	I	C/I	I		C/S	C/S	A	R	CFO to report to FARM
	To establish a charging and remissions policy for the Trust		A			R			C	
	To approve the charging & remissions policy for the Trust				A	R				
	To review the performance of external providers including SLAs				A	R	R		C	
	To consider and approve procurement proposals				A					See breakdown in delegated duties section of scheme of delegation overview
	To approve the financial software for use in the Trust				A	R				
	To prepare and review a Trust risk register that reflects individual school circumstances	A	R		R	R	R	C/S	C/S	
	To review staff employer related pension arrangements and actuarial valuation reports	I			A	R	C/S			
	To annually review the central Trust staffing structure ensuring affordability taking into account the financial impact on schools and value for money		A			R	R			People and Wellbeing Committee
	To prepare annual financial statements which are included in the annual report and account		C/S		A	R	C/S			
	To consider any additional services delivered by the external auditor and ensure appropriate independence is maintained				A	R				
	To review the external auditor’s annual planning document and approve the planned audit		C		A	A	C			
	To take responsibility for the oversight of the Trust anticorruption policy and risk assess bribery/corruption risks across operating procedures		C		A	R	R			CFO responsible for the review of the policy
	To implement and strictly enforce the Trust’s anti-corruption policy	I	R		A	R	R	R	R	COO responsible for risk assessing across operating procedures
	To update all associated Trust finance policies		C		A	R	S			
	To maintain a register of gifts and donations received above the agreed threshold and ensure no gifts are provided for public officials				A	R			R	
	To carry out due diligence on potential business partners prior to the Trust entering business relationships		C		A	R	R		C	
	To actively support leadership and governance in communicating zero tolerance of bribery and/or corruption	A	R		R	R	R	R	R	
	To review regularly how we work to ensure clarity of roles and responsibilities in relation to fraud	I	R		A	R				CEO responsible as Accounting Officer
	To encourage and enable all staff to raise serious concerns	A	R		R	R	R	R	R	Whistleblowing and confidential reporting policy

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Function	Tasks	MAT Board of Trustees	CEO	FARM	People	CFO	COO	LGB	Head	Notes	
HR responsibilities	Appointment of a CEO	A & R			I	C	S				
	Appointment of a Head	A	R		I	C	S	R		Selection panel to include Chair of LGB (or their representative from the LGB in their absence), CEO (or rep in their absence) & MAT Board representation	
	Appointment of Deputy Head - CEO/their representative involved. CEO/their representative has final decision.		R			C	S	A	R	Selection panel to include Chair of LGB (or their representative from the LGB in their absence), CEO (or rep in their absence) and Head Approval from Exec team for all changes prior to appointments including secondments.	
	Appointment of Assistant Head - CEO/their representative involved. CEO/their representative has final decision.		R			C	S	A	R	Selection panel to include Chair of LGB (or their rep from the LGB in their absence) Head and representative from Central Education Team – appointed by CEO. CEO involvement in schools where additional support is required, as judged by the CEO Approval from Exec team for all changes prior to appointments including secondments.	
	Appointment of teachers - CEO/their representative involved. CEO/their representative has final decision.						S	A	C	LGB representation where possible, in addition to the Head (or their rep in their absence) Approval from Exec team for all changes prior to appointments including secondments.	
	Appointment of senior non-teaching staff - CEO/their representative involved. CEO/their representative has final decision.					S	S	A	C	Approval from Exec team for all changes prior to appointments including secondments.	
	Appointment of non-teaching staff - CEO/their representative involved. CEO/their representative has final decision.					S	S		A & R	Approval from Exec team for all changes prior to appointments including secondments.	
	To agree a pay policy	I	C	A	R	C/S	R			In relation to SPTCD pay recommendations, the People Committee will make a recommendation to FARM Committee and FARM will have the final decision on the pay recommendation.	
	To set pay levels, including executive pay	A & R									
	Setting approach to appraisal	I	C		A		R				
	Setting approach to staff appointment and dismissal, with regard to statutory requirements	I	C		A		R			Legal HR support available from employment advice SLA	
	To ensure appraisal and pay review for CEO, COO & CFO	A&R								Decisions made with recommendations from external advice for CEO appraisal and CEO recommendations for COO and CFO	
	Appraisal and pay for COO & CFO		R		A					People and Wellbeing Committee	
	Appraisal procedure for Heads, including Executive Heads	I	R	A						CEO may delegate appraisal procedures of Heads/HofS to appropriate senior Central Team member.	
	To ensure appraisal procedure is in place	I	C		A		R		R	Head oversees implementation in individual schools	
	To ensure appraisal procedures are carried out in line with policy	I	S		A		A/R	I	A & R	The Heads are accountable for ensuring that all appraisal are carried out and will report this to the COO	
	To produce annual staffing structure of school illustrating staff deployment		I			C	C	A	R		
	To manage staff absence effectively in own school	I			I		R	A	R		
	To approve annual staffing structure of schools	A	R			C	S				
	To approve in year changes to school staffing structures, ensuring affordability and value for money		A			C	R		C	Proposals made by Head with approval and sign off by CEO and COO. CEO and COO approval required before Heads can proceed, including like-for-like. CFO provides information on financial sustainability to inform decision In like-for-like replacements where CFO advises financial sustainability, COO can approve without requirement for CEO to approve, where appropriate	
	Appointment of Chief Operating Officer and Chief Finance Officer	A & R	R		I						
	Appointment of Trust central service roles		A/R			R	R			CEO can delegate responsibility to appropriate senior Central Team member.	
	Establishing disciplinary and capability procedures		C		A		R			Disciplinary & capability of CFO, COO & Heads to be responsibility of CEO	
	HR policies - implement and monitor		I		A		R		R		
	Approval of all HR and staffing policies	I			A		R			In consultation with Trade Unions and staff where appropriate HR policies are taken to People and Wellbeing Committee	
	To agree and conduct procedures for capability, discipline, grievance, attendance, whistle blowing & staff welfare issues	I	R		A		R	R	R	Procedures for capability, discipline, grievance, attendance, whistleblowing & staff welfare issues for staff in school will be dealt with as per delegated responsibility in the relevant policy. Recommendations to be made to CEO for actions from these procedures.	
	Dismissal of CEO	A/R			I					Legal support will be provided by the trust HR and employment law under SLA	
	Dismissal of COO, CFO, Heads, Central Director/EHead roles	A	R		I		S			Support from COO as requested by CEO	
	Suspension/ending suspension of CEO	A/R			I						
	Suspension/ending suspension of Heads, COO/CFO, Central Director/EHead roles	I	R		A		S				
	Suspension/ending suspension or dismissal of other central team staff	I	R		A	R	R			CEO appoints appropriate senior Central Team member.	
	Suspension/ending suspension of other school staff	I	C		A		C		R		
	Dismissal of other school staff	I	C		A	R	R	I	R	Legal advice necessary Will be dealt with as per delegated responsibilities in the relevant policy.	
	To set the terms and conditions of service and levels of pay of employees having regard to staff who have TUPE transferred		C		A		R				
	To approve leave of absence of school staff - Director of People Central team informed						C		A/R	In line with policy	
	To manage absence of school staff - Director of People Central team involvement						R		A/R	Drawing on support of Associate Head where appropriate.	
	To approve leave of absence and manage absence of Central team staff		A/R			R	R			Line manager approves in line with policy.	
	To approve holidays of Central Team staff, including Teachers’ Pay & Conditions holidays when school term dates differ		A/R			R	R			Chair of Board to approve CEO holiday dates where term dates differ	
	To approve leave of absence and manage absence of CEO	A/R								Chair of MAT Board Approval	

	To approve leave of absence of Executive Head/Head/Central Director/EHead roles		R		A			C		Where appropriate in discussion with Chair of LGB and Board of Trustees
	To manage absence of Executive Head/Head/Central Director/EHead roles		R		A		S			
	To ensure accurate and up to date job descriptions are maintained – central and Heads		C		A		R			People and Wellbeing Committee to challenge to ensure the job descriptions are maintained
	To ensure accurate and up to date job descriptions are maintained – school level						A		R	Central team involvement
	To ensure annual pay statements are issued to school staff		I		A		R			
	To ensure annual pay statements are issued to central team staff		I		A		R			
	Consider early retirement requests	I	R		A		R		C	In consultation with Head where appropriate Delegated to CEO by People and Wellbeing Committee
	Consider early retirement requests of CEO, CFO & COO	A	R		I		S		C	People and Wellbeing Committee
	Consider work/life balance and welfare of staff	I	R		A	R	R		R	Delegated to CEO and/or People and Wellbeing Committee in line with role. Including monitoring absence levels
	Responsibility for hearing employment related appeals				A		R	R		Flexible Working Request Appeals delegated to appropriate person
	To consider reports relating to compliance in relation to HR and employment	I	I		A		R		R	
	To approve and manage Trust contract template		C		A		R			
	To monitor and analyse employment related KPIs across the Trust to assess Trust performance and formulate strategic objectives to effectively manage		C		A		R		R	
	To maintain a single central record of recruitment and preemployment checks	I	I		A		R		R	Trust central staff to be monitored by COO to ensure compliance

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Function	Tasks	MAT Board of Trustees	CEO	Dir of Gov	People & W	CET	FARM	Standards	CFO	COO	LGB	Head	Notes	
Education & Curriculum	Setting trust approach to curriculum and assessment, with regard to statutory Trust requirements		I			R		A				I	NB In relation to all education & curriculum functions consultation, advice & support sought from CET	
	Setting and delivering school curriculum and assessment in line with trust approach					C					A	C	CEO and CET final decision	
	Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements					C					A	R	Director of EYS to be consulted and responsible for supporting schools to ensure compliance	
	Disapplying primary pupils from Statutory Assessments					C						A & R	Head to consult with Exec Head where applicable, then consult with Director of Education for relevant phase and inform CET of any potential disapplications	
	Developing curriculum and behaviour policies as required by schools (RE, SRE, collective worship, etc) in line with Trust principles					C					A	R	All school policies must be reviewed by appropriate Trust lead, then LGB with any amendments approved by identified Trust lead.	
	Production and analysis of Trust educational data	I	I			R		I					Directors of Education produce, collate, analyse, present & monitor Trust educational data for their phase. Director of QA collates this in a Trust-wide picture. Trust leads are responsible for own related data, eg attendance. Standards Committee analyse in detail. Board analyse at overview level.	
	Production and analysis of school level educational data					I					A	R	RA Committee and LGB	
	Delivering careers guidance, with regards to statutory requirements	I				C					A	R		
	Ensuring compliance with the Children and Families Act 2014, including writing SEND information report	I				C/S						A	R	SEND link Trustee role to support MAT Board Trust lead for SEND, Directors for Ed & QA to support to ensure compliance.
	To develop curriculum intent and vision for education across the Trust	I	C			R		I					C	
	Responsibility for standard of the implementation of the curriculum		I			R		I				A	R	Monitored at RA & Standards Committees
	Admission, procedures and attendance registers					S				S/C	I	A/R	Trust safeguarding, attendance and inclusion lead	
	Ensuring appropriate sex and relationships education, in line with Dfe guidance	I	I			C/S						A	R	
	Ensuring protection from extremism	A	I			C/S						R	R	Director of Inclusion
	Pupil assessment & providing reports					C						A	R	
	Approval of appropriate KPIs (including attainment, progress, attendance and behaviour)		C			R		A						
	To monitor progress of all groups of pupils and ensure positive impact on outcomes	I	I			R		I				A	R	Monitored at RA & Standards Committees
To establish and implement Behaviour Policy inclusive of DfE guidance					C		I				A	C/A	Director of Inclusion final decision	
Education & Curriculum Suspensions and Permanent Exclusions	To suspend or permanently exclude a pupil (In line with Policy which takes into account relevant up to date guidance)		A	S		I/C/S/A					A	A/R	Head must consult Director of Education & Director of Inclusion prior to final decision. Head has the authority to invoke suspensions and permanent exclusions. The CEO and Director of Inclusion have the authority to override the final decision made by the Head on further information and recommendations from the DoE/DoQASI. Dir of Gov to support where appropriate. CET will support to ensure compliance and in line with Trust values. Appropriate governors accross Northern Lights Learning Trust may be called upon to take part on these panels. (Staff governors are excluded)	
	To ensure that the consideration of the views of the pupil, in light of their age and understanding, has taken place										A	A/R	Head must ensure that this aspect has taken place, dependent on age and understanding before deciding to suspend or exclude.	
	Informing parents/carers of the decision to suspend or exclude			I		I/C					A	A/R	Parents/carers to be informed by Head of the period of suspension or exclusion and the reason for it, without delay in line with policy.	
	Informing all relevant stakeholders i.e. LGB, LA, CEO, DfE, safeguarding lead, VSH etc. of the suspension/exclusion		I			C/S						A/R	Head will ensure that all relevant stakeholders are informed in line with policy and procedures. Dir of Inclusion/DfE must be informed at the earliest opportunity.	
	Cancellation of suspension and PEX	I	I/C/A			I/C/A					A	A/R	Head has the authority to cancel a suspension or PEX that has already begun, but only where the GBDC has not yet met to review. Head must follow all points as outlined in the Policy. DoE/DoI/DoQASI should be consulted at the earliest opportunity of the decision to cancel a suspension or PEX is being considered. Dir of Gov to support where appropriate. The CEO and Director of Inclusion have the authority to override the final decision made by the Head on information and recommendations from the DoE/DoQASI/Dir of Gov.	
	Monitoring and analysing suspensions and PEX					I/S					A/R	R	Head must ensure that the LGB analyse suspension and PEX numbers for their school as part of their strategic responsibilities. The DoE for Secondary and Director of Inclusion will be consulted and will provide support if necessary. The DoE will monitor data alongside the Head and will provide support and challenge to the school at an operational level. Director of Inclusion will monitor Trust wide data, identify trends, raise concerns and make recommendations to DoE and Heads.	
	Reinstatement of a pupil		C			I/C						I	The Head should inform the Chair of the LGB when a pupil has been reinstated. A reintergration meeting must take place with the student upon reinstatement. Dir of Inclusion to support this process.	
Independent Review Panel			R		C							Dir of Gov will arrange an Independent Review Panel upon request by parent to review the decision of the GBDC. All actions will be in line with Statutory Policy.		

	School registers/Return to LA		I			I					A	A/R	Head must ensure that this aspect is followed in line with Policy
	Reintegration from a suspension/Reintegration meetings					I/C/S						A/R	School will follow the policy to ensure an appropriate strategy is in place to help with a successful reintegration. This is inclusive of reintegration meetings. Head must ensure that a reintegration meeting takes place and that adaptations are considered and amendments made were reasonable to support and mitigate a further suspension. DoE will support the Head with this where required.
	Remote access to meetings			R		I/C							
Education & Curriculum	Responsibility for school development plan	I	I			C/S					A	C	DoE, DoQA and CEO final decision. Trust development priorities shared with Heads – adapted for school specific Director of QA provides optional template and support in writing effectively
	Monitoring progress of school development priorities	I	I			C/S					A	R	CET monitor closely
	Responsibility for school SEF					C/S					A	R	Director of QA provides optional template and support in writing effectively
	Ensure timely data returns		C			C/S			C	C	A	R	Director of Education and QA
	Ensure appropriate RE curriculum and daily act of worship	I	I			C/S					A	R	Trust lead for Church schools Director of Education
	Responsibility for Trust SEF and eduction priorities	I	C			R		A	C	C			Director of QASI responsibility to compile and consult
	Delivering appropriate support for all vulnerable pupils (SEND, LAC, past-ad etc.)	I	I			C/S					A	R	SEND Trust lead & Trust Inclusion & Attendance Lead to support Directors of Education & schools
	Final approval of school SDPs and SEFs		I			R							Director of QA
	Ensure curriculum is broad and balanced		C			R					A	R	CEO and CET final decision
	Ensure opportunities for extra curricular activities		I			I					A	R	CEO and CET final decision
	Ensure each school is inclusive for all pupils	A	C			R		A			R	R	SEND Trust lead & Director of Inclusion to support Directors of Education & schools. Accountability linked to ToRef.
	Monitor staff professional development schools	I	I			R					A	R	Director of Education and QA
	Monitor staff professional development wider Trust	A	R			R			R	R			
	Carrying out DBS and necessary safeguarding and safer recruitment checks school	I				C/S				S	A	R	Director of Inclusion to support schools
	Ensuring LGB receive appropriate Safeguarding Training ie Strategic Safeguarding, prevent etc	I	I	C		S					A	A/R	Head must ensure that all members of the LGB have carried out training and have a record, inclusive of certificates
Education & Curriculum Safeguarding	Ensuring that all staff receive Safeguarding Training annually and are aware of most up to date KCSIE			I	I	S					A	A/R	Head along with the LGB must ensure that all staff have appropriate safeguarding training, keep a record, inclusive of certificates. Safeguarding training must be annually and other aspects of safeguarding training such as prevent etc should follow the guidelines/timelines.
	All Governing Body members on appointment should complete Safeguarding Training in line with their role			C/I							A	A/R	Director of Inclusion to liaise with Head on recruitment of LGB members and work with Dir of Gov to complete this.
	All Governing Body members to participate and complete mandatory annual Safeguarding Training for Governors i.e. Strategic Safeguarding, prevent etc.			C/S		I					R	A/R	Director of Inclusion to keep a Trust overview sheet of attendance. If LGB members do not complete then the Chair of the Board will be informed and procedures will be followed.
	All Governors to have completed relevant Cyber Security Training			C/S		I					A	A/R	Director of Inclusion and Dir of Gov to be informed by Head if this is not completed
	Link Safeguarding Governor to ensure that LGB members are aware of contextual safeguarding issues linked to their individual school			C/S							R	A	Head needs to ensure that this is included as a standard agenda item under Safeguarding at LGB meetings
	Link Safeguarding Governor to ensure that LGB members are aware of any Trust Safeguarding issues/areas of development and strengths			C/I		R/S					R	A	Director of Inclusion is responsible for ensuring that the Link Safeguarding Governors have the information and then Head needs to ensure that this is included as a standard agenda item under Safeguarding at LGB meetings
	Link Safeguarding Governor to ensure that LGB members are aware of any National Safeguarding issues			C/I		S					R	A	Head needs to ensure that this is included as a standard agenda item under Safeguarding at LGB meetings
	Ensuring that relevant staff have completed safer recruitment training										R/A	R/A	
	Ensure all safer recruitment procedures are followed	I									R/A	R/A	
	Ensuring that DSLs have completed relevant and appropriate training to fulfil their role										R/A	R/A	
	Ensuring that the school has appropriate Filtering & Monitoring in place	I									R/A	R/A	
	Ensuring that the school has provided appropriate training for DSLs in regards to Filtering and Monitoring in order to fulfil their role										R/A	R/A	
	Ensuring the school has participated in cyber security training										R/A	R/A	
	To ensure that the Safeguarding Audit is completed and any actions are planned for, monitored and evaluated in the LGB committee			S/C		R/S					A	A	Director of Inclusion is responsible for ensuring that all schools have engaged in the audit and have an action plan in place if needed. Head must drive forward the audit actions and the LGB should monitor and evaluate, ensuring impact and improvement alongside the Head.

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		Decision Level								
Function	Tasks	MAT Board of Trustees	CEO	FARM	CST	CFO	COO	LGB	Head	Notes
Estates responsibilities	Ensure long term plan for buildings and estates	I	C	A			R	C	C	COO to lead and support Director of Estates in devising effective plan
	To ensure health and safety regulations are followed and all premises are secure	I	I	I			S	A	R	COO to lead and support Director of Estates in ensuring
	Recommend capital expenditure and implement (after approval by Trust if required)			C/A		A		R	R	
	Consider any recommendations for disposal of Trust property and make recommendations to the Board in line with Academies Handbook		I	A		R	C			
	Agree any capital bids for work outside Trust annual revenue budget	I	I	A		C	R	I	I	CFO/COO
	Ensure health and safety, building inspections and risk assessments are carried out in the prescribed manner and timing and risk register is updated and maintained.	I	C	A			C		R	COO in conjunction with Director of Estates
	Ensure all recommendations are acted upon in a timely manner		I	I			C	A	R	COO oversight of Director of Estates
	To have overall responsibility for the health, safety and welfare of all staff, pupils and visitors to Trust premises and Trust activities	I	I	A			R	R	R	
	To ensure a robust emergency plan is in place for all schools and is tested appropriately		I	A			C	A	R	COO to support schools to ensure compliance, in conjunction with Director of Estates
	To identify and prepare SCA priorities and prepare capital bids for external funding where appropriate		C	I	R			C	C	COO, CFO and Director of Estates to use SCA process to determine priorities as identified by the surveys.
	To consider and approve SCA priorities when they are an exception to the approved process	A	C	R	S/C			I	I	Director of Estates to include in FARM update as determined by Director of Estates, CFO, COO. When the approved process can't be applied FARM will make the decision on works.
	To ensure the schools are compliant with all aspects of estate management	I	I	I			A	A	R	COO to lead and support Director of Estates in ensuring compliance

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Function	Tasks	Dir of Gov	MAT Board of Trustees	CEO	CET	FARM	CFO	COO	LGB	Head	Notes
Governance responsibilities	To appoint and remove LGB members	C	A							R	The MAT Board reserves the right to remove any local governor who does not align with Trust values and the NLLT way. Local Governors are recommended to the Board by Chair of Governors. MAT Board and Chair will make decisions in accordance with requirements.
	To appoint LGB Chairs / Vice-Chairs	C	A						R	S	MAT Board Chair has final decision on appointments and removing Chair and Vice-Chair and will make decision in accordance with requirements.
	To establish all Board and school level LGB committees, reporting mechanisms and terms of reference	C	A/R					S			Clerk to support
	To appoint and remove the clerk to the LGB	A/R	I					S			
	To complete and hold business interest register for Trustees		A	I			C	R			
	To complete and hold business interest register for Local Governors							R	A/R	R	
	To appoint Local Governors to committees		R						C		LGB recommend and MAT Board makes final decision.
	To appoint/remove a governance professional to the MAT Board.		A/R	C				S			
	To ensure school websites are statutorily compliant	S	A	I	C/S				R	R	Directors of Education check school website for statutory compliance & Trust requirements. CET support schools in ensuring compliance.
	To ensure Trust website is statutorily compliant	R	A/R					C/S			
	To ensure skills audit is completed for Board and the necessary finance skill set is present	R	A	S							Chair of Board leads skills audit completion and analysis. Director of Governance to support and be consulted.
	To ensure skills audit is completed for LGB and the necessary skill set is present	C/S			C/S		C	S	A/R		Chair of Board provides skills audit to be used for LGB. LGB Chair to lead skills audit completion and analysis. Training needs to be identified by Director of Governance.
	To appoint Trustees to committees	S	A								
	To review and approve the Trustee report for inclusion in the annual accounts		A	R	C/S	R	R	R	S	S	All information to be provided related to role, including: CET: Education, outcomes, school performance, attendance, inclusion, SEND, safeguarding information. COO: HR Trade Union time, staffing structures, equalities information. CEO: Trust Development Priorities.
	To ensure induction and training for LGBs	C/S	A						A	R	Linked to the skills audit/Chair of LGB to support.
	To ensure induction and training for Trustees	R	A	C							Linked to the Trustee skills audit/Chair of Board to support.
	To ensure all relevant checks are made on Governors	I		C				S	A	R	Chair of Governors accountable
	To ensure all relevant checks are made on Trustees	R	A	I				C			Ensure Secretary of State Chair of Board DBS Application/Chair of Board informed.
	Setting governance policies and protocols (data protection, information sharing, FOI, Code of conduct, complaints, whistleblowing)	R	A	I				C			
	To prepare and review a school level risk register that reflects individual school circumstances				C		I	C/S	C/S	A	R

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		Decision Level									
Function	Tasks	MAT Board of Trustees	CEO	CET	FARM	CFO	COO	LGB	Head	Notes	
Operational responsibilities	Term dates and PD Days approval		R	C/S			S	C	R	Presented by Heads	
	Ensure all child protection policies and procedures are in place and followed	A	I	R/C			S	C	R	Heads to take responsibility for following policies and procedures in schools Director of Incusion to support & ensure compliance	
	To personalise and write CP policy			S				A	R	Safeguarding link Governors to input and Director of Inclusion to support	
	To approve child protection policies and procedures	I		A				R		Director of Inclusion to approve	
	To set timings of school days		C	C/S				A	C	Final decision CEO/representative	
	To maintain accurate pupil and staff records						S		R		
	To maintain accurate Central team staff records						A/R			Directors to provide support	
	To ensure all data protection and GDPR compliance				I		A/R		R		
	To determine policy schedule and clarity on Trust and individual school policies, and review this regularly		C	C		C	A/R		R		
	Handling complaints in line with Trust policy	A		S			R		R	Director of Governance provides support at stage 3	
	Approving severance and compensation up to £50000	A - Chair only	S/C			S/C	S/C			Over £50,000 will need ESFA approval	
	Approving lettings over one year and/or to the value of £25,000 or more	A	C		A/R	C/S	C/S	I	C		

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Delegated Duty	Value	Delegated Authority				Notes
Primary, Secondary and Central		Staff Member	LGB	FARM Committee	MAT Board of Trustees	
Internal bank account transfers	Any	CFO				
Cheque signing and BACs approval	Over £4,999	2 from: CFO, CEO, COO, Management Accountant, SFO				
BACs approval	£4,999 or less	1 of: CFO, CEO, COO, Management Accountant, SFO				
Requisition approval for orders in Primary Schools (includes SLAs) All orders over £4999 must have 3 quotes and reasoning must be provided if the lowest quote is not chosen. Where 3 quotes are not possible the CFO must give approval to progress Where quotations are required OJEU rules must be followed	Up to £200	DHead/AHead				In the absence of the Head DHead/AHead must inform Head of spending
	Up to £5000	Head				Must secure best value and have sufficient funds remaining to cover the financial commitment. Office Manager or Admin assistant check and mark goods received. Office Manager or Admin assistant mark on PS Financials goods received and follow up any issues. VB to follow primary authority limits for Head. £5,000 limit over must be countersigned as per primary. Budget holders to be countersigned by SFO for all transactions. Feedback to Head to liaise with CFO.
	£5,001-£7,500	Head and Management Accountant / CFO				
	£7501-£15,000	Head and CFO or COO				
	£15,001-£25,000	2 of CFO, COO and CEO				Where schools can join orders for savings individuals school limits will apply
	£25001 and over			R		
Requisition approval for orders in Secondary Schools All orders over £4999 must have 3 quotes and reasoning must be provided if the lowest quote is not chosen. Where 3 quotes are not possible the CFO must give approval to progress Where quotations are required OJEU rules must be followed	Up to £1000	Budget Holder or Dhead				When entering the purchase order/non purchase order invoice the member of staff must check budget is available before processing
	£1001 to £7500	Budget Holder and countersigned by the Management Accountant, Head				
	£7501-£20,000	Head				
	£20,001-£35000	Head and CFO or COO				
	£35,001-£50,000	2 of CFO, COO and CEO				Where schools can join orders for savings individuals school limits will apply
	£50001 or over			R		
Asset disposal (other than land and buildings)	Up to £5,000	CFO				
	Over £5,000			R		
Writing off debt	Up to £500	CFO	I			
	Over £500			R		
	Above 1% of total annual income or £45,000 (whichever is smaller)					ESFA approval required
	Cumulatively, 2.5% or 5% of total annual income in any financial year per category (depending on financial position)					ESFA approval required
Signatories for grant claims/DfE returns	Any	2 signatories from Head, CoG, CoB, CFO, COO or CEO				In line with Conditions of Grants
Purchase or sale of any freehold property						ESFA approval required