

## South East Essex Academy Trust – Decision level matrix

### KEY

Level 1: Members

Level 2a: Trust Board

Level 2b: Chair of Trust (CoT)

Level 3a: Finance and Premises Committee (F&PC) of Trust Board

Level 3b: Personnel and Pay Committee (P&PC) of Trust Board

Level 3c: Standards and Performance Committee (S&PC) of Trust Board

Level 4: Trust Board, in consultation with Local Governing Body (LGB) where appropriate

Level 5: Chief Executive Officer (CEO, Executive Principal, Accounting Officer)

Level 6: Local Governing Body

Level 7: Chair of Governors (CoG) of Local Governing Body in consultation with Trust CEO

Level 8: Headteacher/Head of School

FOD: Finance and Operations Director

**Although decisions may be delegated to the Local Governing Body or the Headteacher/Head of School, the Trust Board as a whole remains responsible for any decision made under delegation and may overrule the Local Governing Body/Headteacher/Head of School where appropriate**

Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment	
<b>Governance &amp; oversight</b>	1	Amend Articles	x											Will require approval of Secretary of State	
	2	Appoint Directors	x												
	3	Remove Directors	x												
	4	Appoint Auditors	x												
	5	Convene at least three Trust Board meetings in any year		x											Lead – CoT
	6	Establish and maintain Trust register of business interests		x											Lead – Clerk to Trust Board
Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment	
<b>Strategic</b>	7	To agree the Trust Development Plan		x										In liaison with each committee of the Board and the CEO	
	8	To act in accordance with SEEAT Financial Regulations and ensure compliance with the key systems and controls contained therein and ensure that all academies within SEEAT act in accordance with the Financial Regulations									x				
	9	To agree the Trust Ofsted Action Plan		x											Only as required
	10	Chair's Action			x										
	11	To agree generic targets across all academies		x											
	12	To approve accounts and annual Directors' Report				x									To be ratified by Trust Board



Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Audit cont.	31	To review the Management Letter produced by external auditors and ensure that SEEAT's and LGB's responses are appropriate and have been implemented				x								
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>
Risk Management	32	To monitor the Risk Register and review annually				x								Lead by FOD liaising with HT's
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>
Safeguarding	33	Central Record of Recruitment and Vetting Checks					x				x			Board to agree procedures; LGB to implement in liaison with MAT HR
	34	Child Protection Policy		x							x			Implement at local level LGB responsible for ensuring staff trained
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>
Staffing	35	Head of School appointments (selection panel)								x				CoG to consult with CoT and CEO; CEO with LGB to manage process.
	36	Deputy appointments (selection panel)									x			CoG in consultation with CEO
	37	Appointment of school based teaching and all support staff											x	
	38	Appointment of central Trust staff (shared services)								x				CEO in liaison with Head Teachers' Steering Group for all posts with Trust Board to approve significant change.
	39	Agree a Pay Policy					x							To recommend to Board for approval
	40	Implement Pay Policy									x			Pay policy currently provides that Headteacher/Head of School in consultation with CoG has day to day conduct of pay policy. Consultation with CEO required.
	41	Set pay scales for Heads and Deputy Heads					x							
	42	Receive annual recommendations on salary of Headteacher/Head of School's					x							
	43	Receive annual recommendations on salary of school staff									x			On recommendation of Headteacher/Head of School
	44	Decisions/appeals arising out of pay and performance management policies									x			Pay policy requires that Governors sit on panel
	45	Undertake Headteacher/Head of School's performance review								x	x	x		CEO and two LGB Governors for Heads
	46	Establish staff disciplinary and capability procedure		x										Implement by LGB
	47	Dismissal of Headteacher/Head of School								x				Trust Board on advice of CEO.
	48	Dismissal of other school based staff											x	Discipline policy requires CoG to be informed

Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Staffing cont.	49	Suspension of Headteacher/Head of School/executive Head of School								x				Discipline policy requires CoG is informed.
	50	Suspension of school based staff										x		Discipline policy says Headteacher/Head of School plus CoG; LGB to be informed
	51	Suspension of central Trust staff								x				CEO
	52	Ending suspension of Headteacher/Head of School/executive Head of School	x											
	53	Ending suspension of school based staff (except Headteacher/Head of School)	x											
	54	Ending suspension of central staff	x											
	55	Determining staff complement in each school									x			
	56	Determining staff complement – central Trust services								x				
	57	Determining dismissal payments/ early retirement (school based staff)								x				
	58	Determining dismissal payments/early retirement (Trust central staff)								x				
	59	Formal meetings for school based staff re discipline, sickness absence and capability, grievance, special leave of absence, staffing adjustment.....									x			Panel of the LGB to include Trust representative (Grievance, management of sickness absence, special leave of absence, capability, redundancy policies)
	60	Lead academy case where Headteacher/Head of School has a grievance										x		Grievance policy requires CoG to lead academy case re Headteacher/Head of School
	61	Formal meetings for central shared service staff re discipline, sickness absence, capability, grievance adjustment								x				CEO to appoint panel.
	62	Formal warnings and dismissal decisions								x			x	Headteacher/Head of School for school staff; CEO for central staff.(Except where dismissal involves the Headteacher/Head of School in which case CoG – Disciplinary Policy)
		Receive concerns from whistle blowers at MAT level	x											Whistle blowing policy currently provides that Trust Chair or CEO is notified as appropriate
		Determine whether a whistle blowing investigation at MAT level is appropriate	x											As appropriate
	63	Receive concerns from whistle blowers at school level								x		x	x	Whistle blowing policy currently provides that CoG/Headteacher/Head of School/CEO is notified as appropriate
	64	Determine whether a whistle blowing investigation at school level is appropriate								x		x	x	As appropriate
	65	Determine application from employee for special									x		x	Either LGB/Headteacher/Head of School as

		leave for revision													appropriate. LGB to Review special leave applications from time to time.
	66	Determine pay policy for unqualified teachers and support staff		x											
	67	Staffing adjustment decision to consult -school staff; consider response										x			
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>Staffing cont.</b>	68	Staffing adjustment decision to consult – central staff; consider response		x											
	69	Staffing adjustment decisions following consultation – school staff											x	Redundancy Policy allows for decisions to be delegated to Headteacher/Head of School	
	70	Staffing adjustment decisions following consultation – central staff								x					
	71	Ensure each academy has in place an anti-bullying policy.					x								
	72	Ensure each academy has in place a leave of absence/ management of absence policy.					x								
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>Curriculum</b>	73	Ensuring national curriculum taught to all students and to consider any disapplication									x			Curriculum review annually to LGB	
	74	Establish a curriculum policy									x				
	75	Implement curriculum policy											x		
	76	Monitor implementation of curriculum policy									x				
	77	Establish Early Years Foundation Stage Policy									x			LGB to liaise with Board	
	78	Implement action to maintain teaching standards											x		
	79	Monitor action to maintain teaching standards									x				
	80	Determination of which subject options are to be taught, given the available resources											x	Headteacher/Head of School in conjunction with CEO	
	81	Establish Literacy & Numeracy Policy									x				
	82	Monitor Literacy & Numeracy Policy									x				
	83	Establish a Special Educational Needs Policy									x				
	84	Monitor SEN Policy									x				
	85	Establish a Uniform Policy									x				
	86	Implement Uniform Policy											x		
	87	Responsibility for each child's education											x		
	88	Determine sex education policy for each school									x				
	89	Monitor implementation of sex education policy									x				
	90	To monitor for any political indoctrination									x				
	91	To establish an Educational Visits Policy									x				

Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Performance Management	92	Determine a performance management policy		x										
	93	Implement performance management policy											x	
Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Performance Management cont.	94	Annual review of performance management policy							x					Appraisal policy currently requires that Headteacher/Head of School reports to Gov Body annually on appraisal
	95	Appraisal of Headteacher/Head of School								x				CEO to lead (with CoG).
Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Target setting	96	To set and publish targets for student achievement									x			Targets set following consultation with CEO and within parameters set by Board (Ref 11)
Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Discipline and exclusions	97	To establish a student Behaviour Management Policy (including rewards and sanctions).									x			
	98	To review the level of exclusions in each school.									x			Termly monitoring
	99	To review any permanent exclusions and fixed term exclusions where the student is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination									x			Governors' panel
	100	To direct reinstatement of excluded students									x			
Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Admissions	101	To consult annually before setting an admissions policy											x	LGB to lead
	102	To establish an admissions policy									x			Final determination by Trust Board
	103	Admissions: application decisions											x	Governing Body is the admissions authority, but delegates management to Headteacher/Head of School
	104	Admissions; appeals									x		x	Appeals to be dealt with by independent panel. Headteacher/Head of School to present academy case; CoG to be kept advised
Key function	Ref	Tasks	1	2a	2b	3a	3b	3c	4	5	6	7	8	Comment
Attendance	105	Establish Attendance Policy									x			Report to S&P Committee
	106	To implement arrangements to monitor attendance and punctuality and behaviour throughout the						x						

		learning community.													
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>Medical Policy</b>	107	Establish Medical Policy						x						LGB to implement with local procedures	
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>Religious Education</b>	108	Responsibility for ensuring provision of RE in line with school's basic curriculum											x	Report annually to Local Governors	
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>Collective Worship</b>	109	Arrangements for collective worship (schools without religious character)									x				
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>Premises and insurance</b>	110	Buildings insurance and personal liability				x								Lead by FOD	
	111	Developing school buildings strategy or master plan and contributing as required to Trust Asset Management Planning arrangements				x								Lead by FOD	
	112	Procuring and maintaining buildings including developing a properly funded maintenance plan				x								Lead by FOD	
	113	Ensuring academy Asset Management Plans are reviewed annually									x			Liaise with FOD	
	114	Determine health and safety policy				x								Lead by FOD	
	115	Monitor implementation of H&S policy				x								Lead by FOD	
	116	Ensure H&S regulations are followed									x		x	FOD in liaison with LGB	
	117	Establish a Lettings Policy									x			LGB to liaise with FOD	
	118	To monitor and evaluate the security plans for each academy				x								In liaison with FOD	
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	
<b>School organisation</b>	119	Setting times of school sessions, term dates and holidays											x	In consultation with LGB	
	120	To ensure school meets for 360 sessions in the school year											x		
	121	To ensure the school meals where provided are nutritious and value for money											x		
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>	

<b>School Organisation</b>		To monitor pupil place planning and the impact this has on the schools		x													
<b>Information for parents</b>	122	Prepare and publish school prospectus														x	In consultation with CEO
	123	To ensure the provision of FSM to qualifying students														x	
	124	Establish and adopt Home School Agreement													x		
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>			
<b>Local Governing Body procedures</b>	125	Determine terms of reference and any amendments		x													Lead – Chairs Group
	126	Appoint/remove Gov Body chair and Vice chair	x	x													On advice of CEO
	129	Appoint local governors		x													On advice of CEO
	130	Appoint/dismiss local clerk to Governors								x							On advice of CEO in liaison with CoG
	131	To monitor SEN provision										x					Annual report by Headteacher/Head of School to LGB
	132	To consider whether or not to exercise delegation of functions to individuals or committees											x				
	133	To regulate the LGB procedures (where not set out in law)		x													Lead – Clerk to LGB
	134	Establish LGB code of conduct		x													Lead – CoT
	135	Establish complaints policy										x					
	136	Monitor implementation of complaints policy							x								Annual report to Trust Board
	137	Establish Freedom Of Information request policy				x											Lead - FOD
	138	Implement FOI policy where relevant								x							In consultation with CEO
	139	Monitor implementation of FOI request policy				x											Policy required quarterly report to Trust Board. Lead – FOD
	140	Establish Governors' Allowance Policy and monitor implementation of it				x											Implement by LGB
<b>Key function</b>	<b>Ref</b>	<b>Tasks</b>	<b>1</b>	<b>2a</b>	<b>2b</b>	<b>3a</b>	<b>3b</b>	<b>3c</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>Comment</b>			
<b>Equalities Act</b>	141	Establish single Equality Act policy										x					Statutory policy
	142	Implement single equality act policy (and objectives) at Trust level via equality action plan										x					
	143	Implement single equality act policy at school level via academy equality action plan												x			
	144	Monitor implementation of equality act policy at Trust and local level								x		x					Annual report to Trust Board (in consultation with Headteachers/Head of Schools); LGB to monitor locally.



