

## **Background**

This Scheme of Governance, Management and Delegation (the "Scheme") has been made by the Trustees (the "Trustees") of Southend East Community Academy Trust (the "Academy Trust") in exercise of the powers conferred on them by Articles 105 and 137 of the Academy Trust's articles of association (the "Articles"). The scheme of delegation is reviewed at least annually and is publicly available from the Trust website.

Trustees can choose to delegate some of the responsibilities of governance and oversight to sub-committees of the Trust Board. These are the Audit, Risk and Resources Committee, Curriculum and Pupil Matters Committee and local Academy Committees. Each layer of governance has delegated responsibilities which are outlined in the Scheme of Delegation.

We call the sub-committees of the Trust Board within each school 'Academy Committees' and the people who serve on those committees 'Representatives'. We call them 'Representatives' and not Academy Committee Members so that we can distinguish between them and the Members of the MAT. The Members of the MAT are the 'shareholders' of the MAT, measuring success not in money and profit but in outcomes for children.

The Trust Board can also choose to reclaim any delegated responsibilities and disband an Academy Committee. The Trust Board can also decide that there should be another structure rather than one Academy Committee per school.

## **Earned Autonomy**

Tier 1 – As per the Scheme of Delegation, an Academy Committee is in place at the school

Tier 2 – The Academy Committee is under increased scrutiny from the Trust Board

Tier 3 – The Trust Board remove the Academy Committee and manage direct control

The Trust Board can also appoint a Chief Executive Officer (CEO) and other officers to centralise functions, such as a Chief Operating Officer (COO). All persons have the functions delegated to them by the Trust Board. The Trust Board, Audit, Risk and Resources Committee, Curriculum and Pupil Matters

Committee and Academy Committees are strategic. The CEO, COO, Central Team staff, teaching and support staff are operational, putting into effect the strategy decided.

### Abbreviations

Within the academy sector there are a lot of abbreviations, those that may be used in this document are listed below in alphabetical order:

Academy Committee (AC)

Academy Trust Handbook (ATH)

Chief Executive Officer (CEO)

Chief Operating Officer (COO)

Chief Financial Officer (CFO)

Curriculum & Pupil Matters Committee (C&PM)

Audit, Risk and Resources Committee (ARR)

School Improvement Plan (SIP)

Strategic Plan (SP)

The legal structure of Southend East Community Academy Trust (SECAT) as a Multi Academy Trust (MAT) places all of the obligations, roles, and responsibilities of governance in the Trust Board of the MAT.

## **What is the purpose of this document?**

The purpose of this document is to set out clearly what responsibilities the Trust Board delegates to the Academy Committees. The Trust Board review this document every year.

The Academy Trust is responsible for Shoeburyness High School, Thorpedene Primary School, Hinguar Primary School & Nursery, Richmond Avenue Primary & Nursery School, Bournes Green Infant School, Bournes Green Junior School and any further academies that may join in the future (the 'academies').

The Academy Trust has entered into a master funding agreement and separate supplemental funding agreements for each Academy under section 1 of the Academies Act 2010 with the Secretary of State for Education in relation to the funding of the Academies (together, the "Funding Agreement").

The Funding Agreement places a number of requirements on the Academy Trust including the requirement to comply with the Department for Education's (the "DfE") Academy Trust Handbook (the "Handbook").

The scheme of delegation will:

- Promote a culture of honesty and accountability
- Ensure the executive leadership is clear about which decisions the Trust Board remain in control of
- Identify responsibility for the appointment and performance management of the CEO, COO and school Headteachers
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Identify responsibility for policy and practice in each school
- Identify responsibility for oversight of educational performance in each school
- Identify responsibility for oversight of each school's budget
- Identify responsibility for assessment of risk in each school

## **Who should read this document?**

This document should be read by:

1. All Trust Members
2. All Trustees
3. All Academy Committee Representatives
4. All Headteachers and senior school leaders
5. All Executive Team Members.

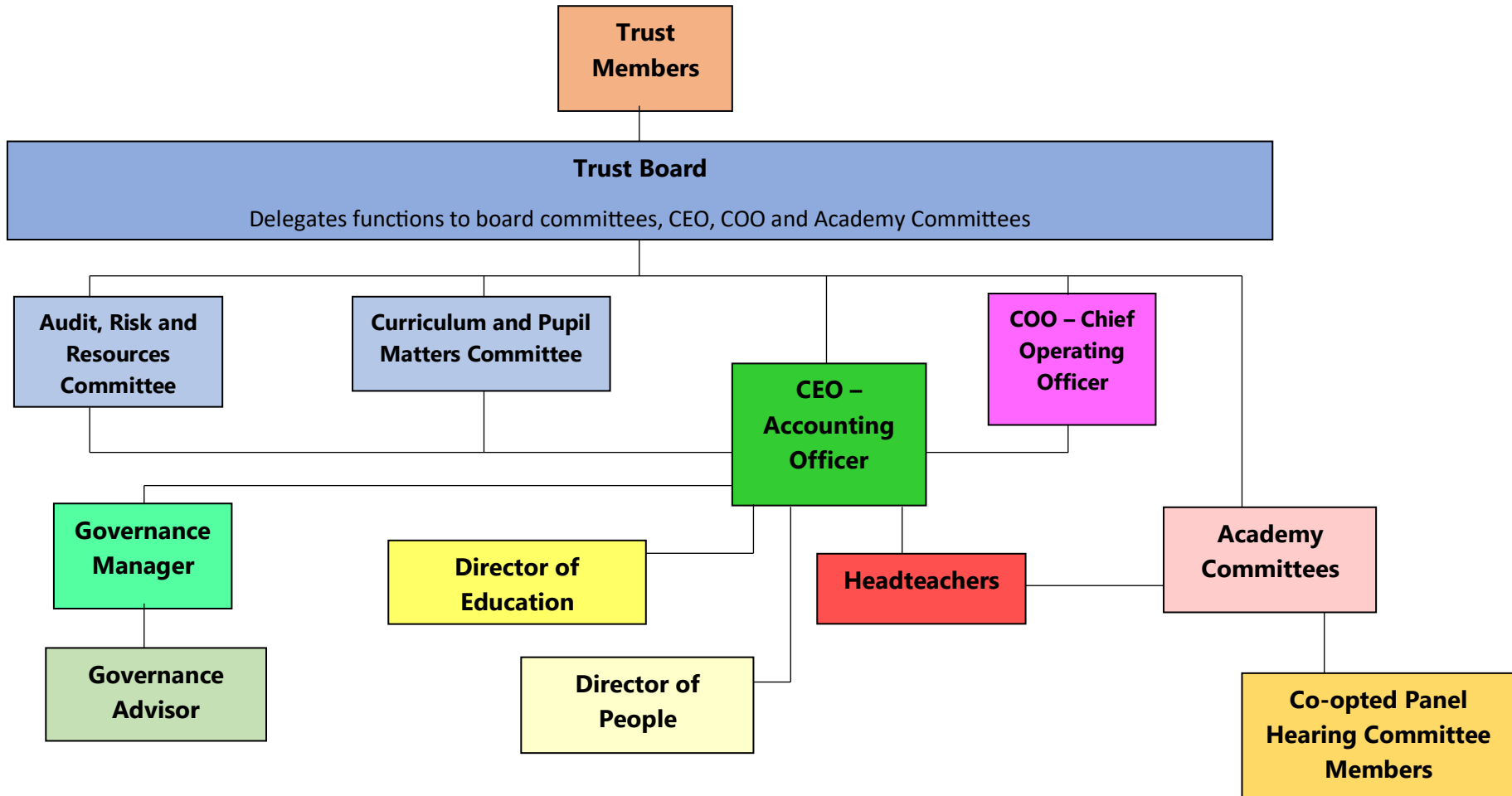
## **Roles and responsibilities**

The Academy Trust has defined the roles and responsibilities of each person involved in the administration of Academy finances, including staffing, to avoid the duplication or omission of functions and to provide a framework of accountability for Trustees, Academy Committees, and staff. Without such delegation, the individual or Committee has no power to act.

- The Trust Board is responsible for the five core governance functions.
- The Trust Board appoint the Chief Executive Officer (CEO) and the Chief Operating Officer (COO), to whom it delegates responsibility for delivery of its vision and strategy and will hold the CEO and COO to account for the conduct and performance of the trust, including the performance of the Academies within the trust, and for its financial management.
- In turn, the CEO and COO line manage other senior executives and the schools' Headteachers, setting their targets and performance managing them.
- The Trust Board constitutes committees for Audit, Risk & Resources and Curriculum and Pupil Matters; these look in detail at resources and progress and attainment across the trust. As Board Committees, at least three Trustees must sit on each.

- The Trust Board delegates the monitoring of the following overarching areas to the local Academy Committees: SEND, Curriculum and Community. Monitoring reports are shared with the Trust Board and reviewed termly.
- The Trust Board appoints Link Trustees for Safeguarding, SEN, Health and Safety, Community, People and Wellbeing, and Whistleblowing.

# Governance Structure



## **Who is responsible and how are decisions made?**

### **Members**

The Members are like the shareholders of the company. They have ultimate control of the Trust with the ability to appoint some of the Trustees and amend the Trust's Articles of Association. They ensure that they are kept informed about how the Trust Board is performing, usually through the Chair of the Trust Board.

### **Trust Board**

The Trustees/Trust's Directors are ultimately accountable, with the CEO to external government agencies, (including the Charity Commission and the Department for Education), for the quality of education that the schools in the Trust provide. They are required to have systems in place through which they can assure themselves of the quality, safety, and financial probity of the Trust.

### **Executive Team**

The Headteachers of each school in the Trust sit on the Executive Team. They work with the CEO to lead the day-to-day work of the Trust as well as advise and make recommendations to the Trust Board via the CEO.

### **Academy Committees**

Each school in the Trust has its own Academy Committee (formerly known as Local Governing Body), which has functions delegated to it by the Trust Board for local governance in areas such as monitoring the impact of Pupil and Sports Premium allocations, SEND provisions, Curriculum offers and Community engagement. However, the Trust Board still retains overall accountability for these functions.

## The scheme is as follows:

### Key

Column 1: Members

Column 2: Board of Trustees of the Multi Academy Trust

Column 3: Trust Board Audit, Risk & Resources Committee

Column 4: Trust Board Curriculum & Pupil Matters Committee

Column 5: Chief Executive Officer

Column 6: COO

Column 7: Academy Committee or where indicated by "\*" a subcommittee of it

Column 8: Director of Education

Column 9: Headteacher

<b>Reading the grid</b>
<b>V</b> - governance function and decision making is at this level
<b>C</b> - to be consulted prior to decision being made
Note: Decisions delegated to the trust board may be delegated to a board committee but not the CEO, academy committee or HT

Blue box - Function cannot be carried out at this level.

Area	Ref		Members	Trust Board	Audit, Risk & Resources Committee	Curriculum & Pupil Matters Committee	CEO	COO	Academy Committee	Director of Education	Headteacher
People	1.1	Members: Appoint/Remove	√								
People	1.2	Trustees: Appoint/Remove	√	√							
People	1.3	Elect Chair of the Trust Board		√							
People	1.4	Appoint and remove external auditors	√								
People	1.5	Role descriptions for Trustees/Chair/Committee/Representatives: agree		√							
People	1.6	Parent Trustees/Parent Academy Committee Representatives: appoint following interview		√					R		C
People	1.7	Community Academy Committee Representatives: appoint following interview		√					R		
People	1.8	Staff Academy Committee Representatives: appoint							√		R
People	1.9	Board Committee Chairs: appoint and remove		√							
People	1.10	Named Link Trustees: appoint and remove - Safeguarding, SEND, Health and Safety, Whistleblowing, People and Wellbeing		√							
People	1.11	Academy Committee Chairs: appoint and remove		√							
People	1.12	Remove Academy Committee Representatives		√					R		
People	1.13	Governance Manager & Governance Officer: appoint and remove		√			C				
Vision, Ethos & Strategy	2.1	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		√			C	C	C	C	C
Vision, Ethos & Strategy	2.2	Academy vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		√			C			C	√
Vision, Ethos & Strategy	2.3	Setting school improvement plan (SIP) in line with Trust priorities		C			C			C	√
Vision, Ethos & Strategy	2.4	Monitoring the implementation of the SIP		√			C		√	C	



Area	Ref		Members	Trust Board	Audit, Risk & Resources Committee	Curriculum & Pupil Matters Committee	CEO	COO	Academy Committee	Director of Education	Headteacher
Vision, Ethos & Strategy	2.5	Ensuring finance skill set on board		√	A						
Vision, Ethos & Strategy	2.6	Establishing and appointing board committees		√							
Vision, Ethos & Strategy	2.7	Setting and approving Trust policies		√	√	√	C				
Vision, Ethos & Strategy	2.8	Setting and approving school policies		√	√	√	C				√
Vision, Ethos & Strategy	2.9	Setting admissions policies		√			C				C
Vision, Ethos & Strategy	2.10	Attending Trust inspections		√			√		√	√	√
Vision, Ethos & Strategy	2.11	Code of Conduct for Trust Board and Academy Committees: Agree		√							
Vision, Ethos & Strategy	2.12	Terms of Reference for committees and Academy Committees: Agree		√	R	R	C				
Systems	3.1	Articles of association: review		√							
Systems	3.2	Articles of association: ratify	√								
Systems	3.3	Governance structure (Committees) for the Trust: establish and review annually		√							
Systems	3.4	Terms of Reference for Board Committees and Scheme of Delegation for Academy Committees: agree annually		√	C	C					
Systems	3.5	Skills audit: Trust Board complete and recruit to fill gaps		√							
Systems	3.5a	Skills audit: Academy Committee complete and recruit to fill gaps							R		
Systems	3.6	Self-review of Trust Board and Committees: complete annually		√							
Systems	3.6a	Self-review of Academy Committees: complete annually							√		
Systems	3.7	Trust Board Chair's performance: carry out 360 review periodically		√							
Systems	3.7a	Academy Committee Chair's performance: carry out 360 review periodically							√		

Area	Ref		Members	Trust Board	Audit, Risk & Resources Committee	Curriculum & Pupil Matters Committee	CEO	COO	Academy Committee	Director of Education	Headteacher
Systems	3.8	Trustee contribution: review annually		√							
Systems	3.8a	Academy Committee Representative contribution: review annually							√		
Systems	3.9	Succession: planning		√			C		√		C
Systems	3.10	Annual schedule of business for Trust Board: agree		√	C	C	C	C			
Systems	3.11	Panel members for Stage 3 Complaints Hearings, and Suspension and Exclusion Hearings							√*		
Reporting	4.1	Publication on Trust websites of all required details on governance arrangements: ensure		√							
Reporting	4.1a	Publication on schools websites of all required details on governance arrangements: ensure		√							√
Reporting	4.2	Annual /biannual external review of board effectiveness: submit to members		√	C	C	C	C			
Reporting	4.3	ESFA required reports and returns submit		C	√		C	√			
Reporting	4.4	Annual report on performance of the Trust: submit to Members and publish		√			C	C			
Reporting	4.5	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		C	C		C	√			
Reporting	4.6	Gifts and Hospitality - agree policy and review register on the acceptance of gifts, hospitality, awards, prizes or other benefits		C	√						
Strategic	5.1	Management of risk – Trust: establish register, review and monitor		√	√	√	A	√		A	
Strategic	5.2	Engagement with stakeholders	√	√	√	√	√	√	√	√	√
Strategic	5.3	Developing stakeholder partnerships across the Trust		√	√	√	√	√	√	√	√
Strategic	5.4	Chief Executive Officer: appoint and dismiss		√							
Strategic	5.5	Chief Operating Officer: appoint and dismiss		√			A				

Area	Ref		Members	Trust Board	Audit, Risk & Resources Committee	Curriculum & Pupil Matters Committee	CEO	COO	Academy Committee	Director of Education	Headteacher
Strategic	5.6	Headteachers: appoint and dismiss		√			R				
Strategic	5.7	Trust's staffing structures: agree		√	A	A	A	A		A	A
Holding to account	6.1	Ensuring compliance Trust (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		√	√	√	A	A			
Holding to account	6.2	Monitoring progress on key priorities: agree reporting arrangements Trust		√	C	C	C	C		C	
Holding to account	6.3	Monitoring progress on key priorities: agree reporting arrangements Academy							√	C	A
Holding to account	6.4	Performance management of the Chief Executive Officer: undertake		√							
Holding to account	6.5	Performance management of the Chief Operating Officer: undertake					√				
Holding to account	6.6	Performance management of Headteachers: undertake					√				
Holding to account	6.7	Academy Committee overall performance monitoring: agree arrangements		√			C				
Financial Probity	7.1	Chief financial officer (if applicable): appoint		√	C		√	√			
Financial Probity	7.2	Trust's scheme of financial delegation: establish, monitor and review		C	√		A	√			
Financial Probity	7.3	External auditors' report: receive and respond		√	√		√	√			
Financial Probity	7.4	Establishing controls framework including internal audit		C	√		A	√			
Financial Probity	7.5	Internal auditors' report: receive and respond			√		C	√			
Financial Probity	7.6	Executive Team (CEO & COO) pay award: agree		√	A						
Financial Probity	7.7	Staff appraisal procedure and pay progression: review and agree		√	√		A				
Financial Probity	7.8	Developing budget					C	√			C
Financial Probity	7.9	Budget plan to support delivery of Trust's key priorities: agree		√	A	A	A	√		A	C
Financial Probity	7.10	Monitoring financial performance against budget: Academy			√						C

Area	Ref		Members	Trust Board	Audit, Risk & Resources Committee	Curriculum & Pupil Matters Committee	CEO	COO	Academy Committee	Director of Education	Headteacher
Financial Probity	7.11	Setting delegated authority limits for financial transactions		C	v		C	A			
Financial Probity	7.12	Delivering monthly management accounts and forecasts						v			C
Financial Probity	7.13	Central spend / top slice: agree		C	v		A	A			
Financial Probity	7.14	Managing cash position			v			v			
Financial Probity	7.15	Monitoring pupil premium spend and PE and sport premium			A				v		
Financial Probity	7.16	Developing finance policies (charging and remission, procurement)			C			v			
Financial Probity	7.17	Managing conflicts of interest and related party transactions			v			A			
Financial Probity	7.18	Ensuring compliance with ESFA requirements			v			A			
Financial Probity	7.19	Ensuring adequate insurance cover is in place inc. relevant approvals on indemnities			v			A			
Educational performance	8.1	Setting Trust approach to curriculum and assessment, with regard to statutory requirements		v		C	v			v	
Educational performance	8.2	Developing curriculum policies as required by school(s) (religious education, relationships, sex & health education, collective worship)		v							v
Educational performance	8.3	Production of educational data									v
Educational performance	8.4	Analysis of educational data		C		v			v	v	
Educational performance	8.5	Monitoring of curriculum provision		C		v			v	A	

## **Segregation of Duties**

The segregation of duties in relation to financial matters are detailed in the Financial Regulations.

## **Terms of Reference**

Each of the Trust Board sub-committees and Academy Committees have a Terms of Reference approved by the Trust Board, that are aligned to the Scheme of Delegation and provide greater detail about the constitution of each committee and their remit.

## **Register of Interests**

It is important for anyone involved in spending public money to demonstrate that they do not benefit personally from the decisions they make. To avoid any misunderstanding that might arise, all Academy Committee Representatives and staff with significant financial or spending powers, are required to declare any financial interests they have in companies or individuals from which the school may purchase goods or services. The register is open to public inspection.

The register should include all business interests such as directorships, shareholdings, or other appointments of influence within a business or organisation which may have dealings with the school. The disclosures should also include business interests of relatives such as a parent or spouse or business partner where influence could be exerted over a Trustee, Academy Committee Representative, or a member of staff by that person.

The existence of a register of business interests does not, of course, detract from the duties of Trustees, Academy Committee Representative, and staff to declare interests whenever they are relevant to matters being discussed by the Trust Board or a Committee. Where an interest has been declared, Trustees, Academy Committee Representatives and staff should not attend that part of any Committee or other meeting.

## **Financial Regulations**

The Financial Regulations are prepared by the COO and adopted by the Trustees following approval by the Audit, Risk & Resources Committee.

The purpose of the Finance Regulations manual is to ensure that the Academy Trust maintains and develops systems of financial control, which comply with the requirements both of propriety and of good financial management.

## **Budget approval**

The Trust Board is responsible for approving the budget. For other information on budget approval, see the Financial Regulations.

**Approved version**

This Scheme of delegation was approved and adopted by a resolution of the Trustees passed at a meeting held on 9<sup>th</sup> December 2024 and takes effect from the same date.

**Date of next review**

September 2025