

Background

This document provides the rationale, context and explanatory narrative that supports the Trust's Scheme of Delegation. The Scheme of Delegation itself is set out in a separate document, approved by the Trustees, and should be read alongside this rationale.

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 (CPMC)

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) place 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.

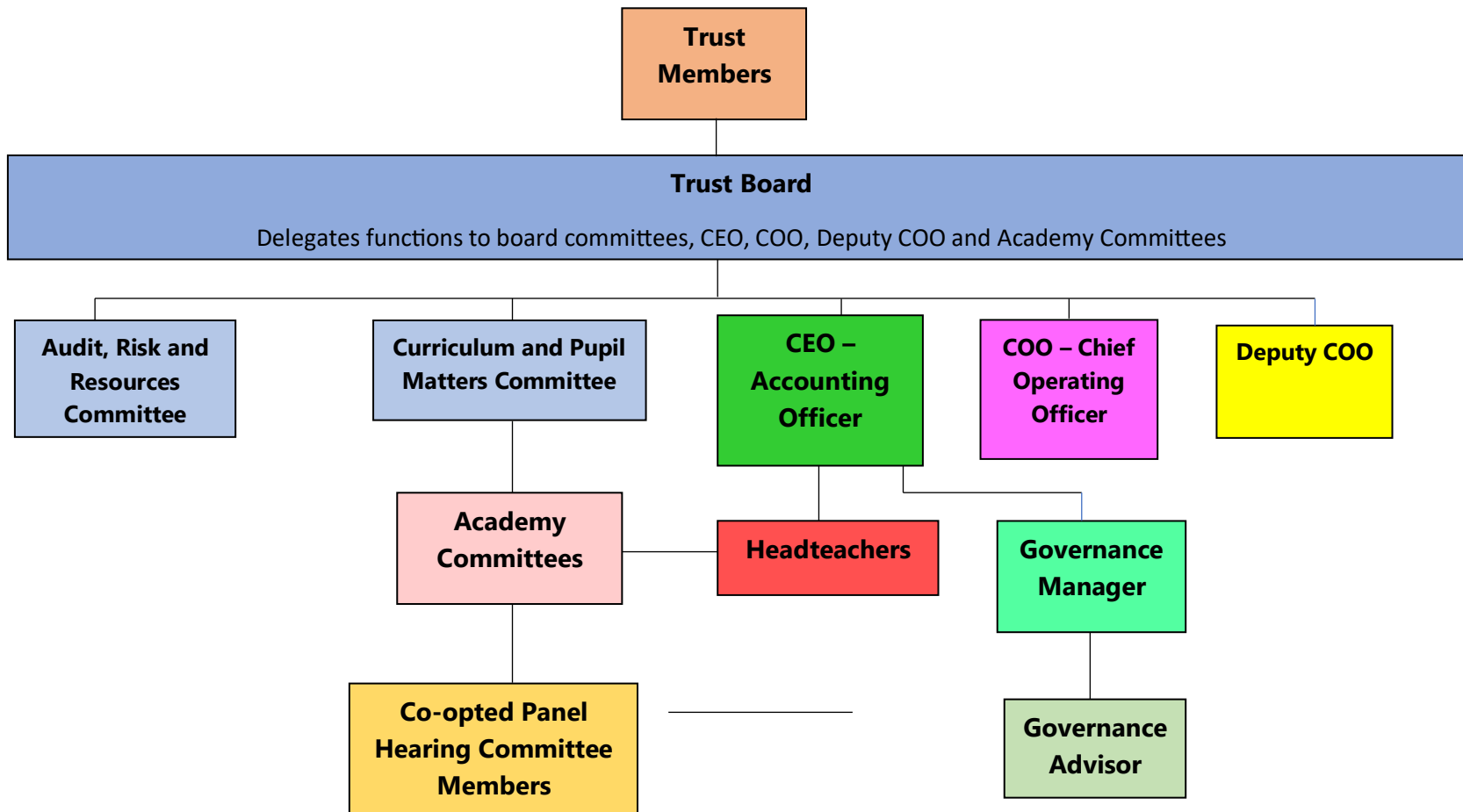
Roles and responsibilities

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: School Improvement Plan (SIP) SEND, Curriculum, Pupil and Sports Premium, Sustainability 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?

The Chief Executive Officer (CEO) is accountable to the Trust Board and, along with the Chief Operating Officer (COO) (appointed by the Board), leads the Trust's executive functions. The Deputy COO is line managed by the COO, and both report to the Audit, Risk and Resources Committee (ARR). The Governance Manager reports directly to the Trust Board, with day-to-day line management delegated to the CEO. Headteachers are line managed by the CEO. Local governance is exercised through Academy Committees (ACs), which operate as subcommittees of the Trust Board alongside the Curriculum and Pupil Matters Committee (CPMC) and the Audit, Risk and Resources Committee (ARR), with ACs working closely with the CPMC.

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 the School Improvement Plan (SIP), 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: Trust Board

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: Responsible Person

Column 8: Academy Committee or where indicated by “*” a subcommittee of it

Column 9: Headteacher

Reading the grid
R = Responsible (does the work)
A = Accountable (final decision-maker)
C = Consulted (must be consulted before the decision)
I = Informed (must be informed after the decision)
* Academy Committee or where indicated by “*” a subcommittee of it

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

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 Representatives, 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

The Scheme of Delegation was approved and adopted by a resolution of the Trustees at their meeting held on 15 December 2025 and took effect from the same date.

Date of next review

September 2026