

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.

The Trust Board can choose to delegate some of the responsibilities of governance and oversight to sub-committees of the Trust Board, and/or sub-committees of the Trust Board within each school that forms part of the MAT. We call the sub-committees of the Trust Board within each school 'Academy Committees' and the people who serve on those committees 'governors'. We call them 'governors' 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 the 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 budget authority from the Academy Committee

Tier 4 – The Trust Board remove all delegated powers from the Academy Committee who then operate as an Advisory Board

Tier 5 – The Trust Board remove the Advisory Board 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, and your Academy Committee are strategic. The CEO, Central Office staff and our teaching 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

Academies Financial Handbook AFH

Chief Executive Officer CEO

Chief Financial Officer CFO

Curriculum & Pupil Matters Committee C&PM

Resources Committee RC

Personnel & Pay Committee P&PC

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") Academies Financial 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 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 Trustees
2. All Academy Committee governors
3. All Headteachers and senior school leaders.

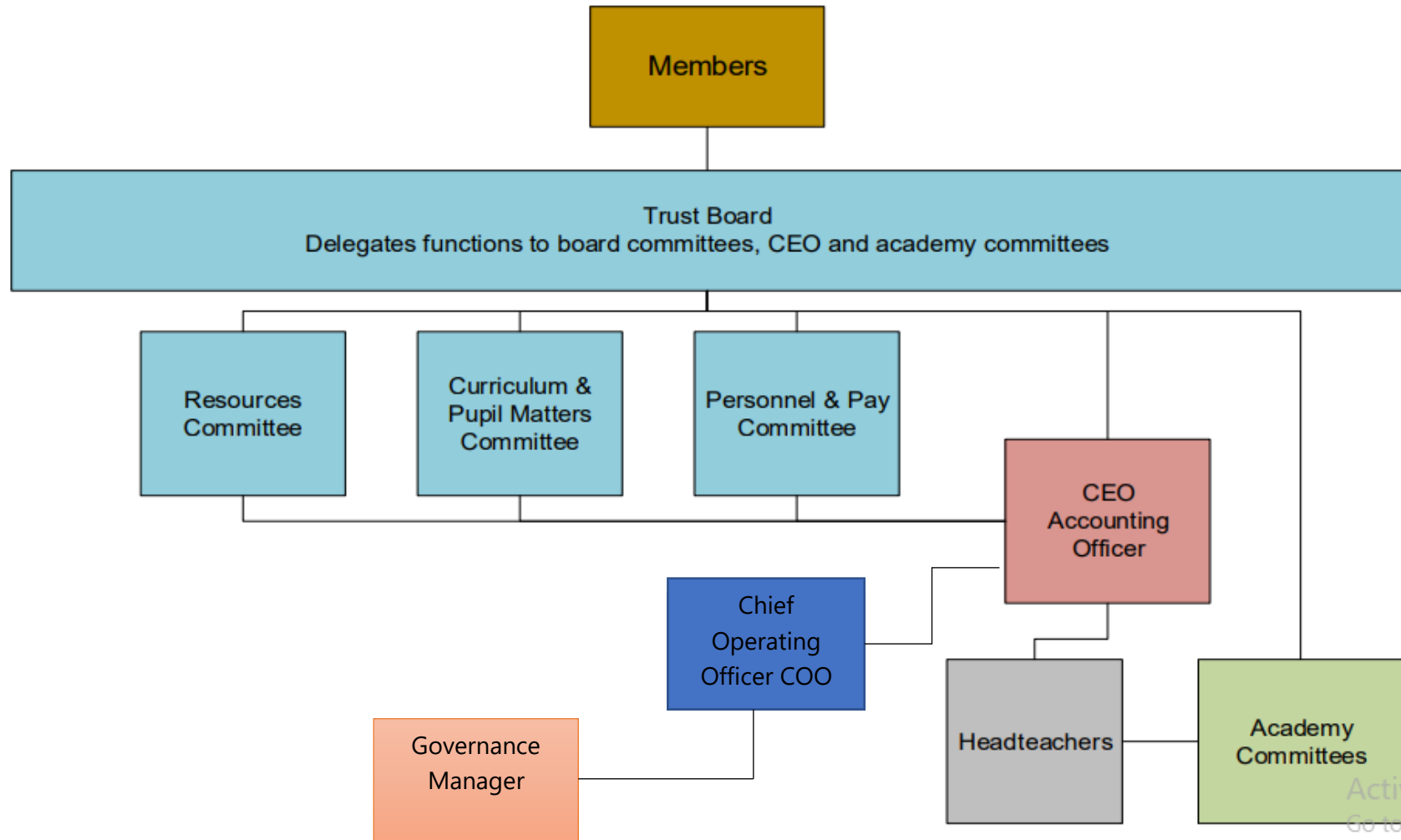
Roles and responsibilities

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 Board of Trustees is responsible for the five core governance functions.
- The Board of Trustees appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy and will hold the CEO 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 line manages other senior executives and the schools' Headteachers, setting their targets and performance managing them.

- The Trust Board constitutes committees for Resources, Curriculum and Pupil Matters, Personnel and Pay; 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 Board delegates some of its Academy level monitoring, compliance, reporting and scrutinising functions to Academy Committees. It uses these Committees to promote stakeholder engagement, as a point of consultation and representation. It is usual for the CEO to seek input from the Chair of the Academy Committee when undertaking the Headteacher's performance management.
- As the Headteacher is being line managed by the CEO, the Academy Committee no longer carries out the governance function of holding the Headteacher to account. However, they must be confident that the Trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. This arrangement will also affect the Academy Committee's role in Ofsted inspections.

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 and the Trust's Directors and 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 many areas such as monitoring the school budget, staffing and the curriculum. 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 Resources Committee

Column 4: Trust Board Curriculum & Pupil Matters Committee

Column 5: Chief Executive Officer

Column 6: Academy Committee

Column 7: School Headteacher

√ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making

<> Direction of advice and support

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

Area	Decision	Delegation								
		Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO	Academy Committee	Academy Head	
Governance framework										
People	1.1	Members: Appoint/Remove	✓							
	1.2	Trustees: Appoint/Remove	✓	✓						
	1.3	Role descriptions for Members	✓							
	1.4	Role descriptions for Trustees/Chair/ specific roles/Committee/Members: agree		✓				<A		
	1.5	Parent Trustee/Committee/Member: elected		✓					✓	
	1.6	Board Committee Chairs: appoint and remove		✓	<A	<A		<A		
	1.7	Academy Committee Chairs: appoint and remove		✓				<A	<A	
	1.8	Appoint/remove Academy Committee members		✓				<A	✓	
	1.9	Clerk to Board: appoint and remove		✓						

Area	Decision		Delegation							Academy Committee	Academy Head
			Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO			
Systems and structures	2.1	Articles of Association: review and agree	✓	<A				<A			
	2.2	Governance structure (Committees) for the Trust: establish and review annually		✓				<A			
	2.3	Terms of reference for Board Committees and Scheme of Delegation for Academy Committees: agree annually		✓				<A			
	2.4	Skills audit: complete and recruit to fill gaps		✓				<A>	✓	<A	
	2.5	Annual self-review of Trust Board and Committees: complete annually		✓							
Systems and structures	2.6	Annual self-review of Academy Committees: complete annually							✓		
	2.7	Chair's performance: carry out 360 review periodically		✓					✓		
	2.8	Trustee / Academy Committee Member contribution: review annually		✓					✓		
	2.9	Succession: plan		✓				<A>	✓	<A	
	2.10	Annual schedule of business for Trust Board: agree		✓	✓	✓	✓	<A			

Area	Decision		Delegation							Academy Committee	Academy Head
			Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO			
	2.11	Annual schedule of business for Academy Committee: agree						A>	✓	<A	
Reporting											
Reporting	3.1	Publication on Trust and Academies websites of all required details on governance arrangements: ensure		✓				<A	✓	<A	
	3.2	Annual report on performance of the Trust: submit to Members and publish		✓				<A			
	3.3	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A			<A			
	3.4	Annual report on the work of Academy Committee: submit to trust and publish							✓	<A	
Being Strategic											
	4.1	Determine trust wide policies which reflect the Trust's ethos and values		✓	✓	✓	✓	<A			

Area	Decision		Delegation							
			Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO	Academy Committee	Academy Head
Being Strategic		(facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve								
	4.2	Determine Academy level policies which reflect the Academies ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve		✓		✓		A>	✓	<A
	4.3	Central spend / top slice: agree		✓	<A			<A		
	4.4	Management of risk: establish register, review and monitor		✓	<A	<A	<A	<A>	✓	<A
	4.5	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓	✓
	4.6	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓				<A		

Area	Decision		Delegation							Academy Committee	Academy Head
			Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO			
Being Strategic	4.7	Academy vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓				A>	A>	✓	
	4.8	Chief Executive Officer: appoint and dismiss		✓							
	4.9	Academy Headteacher : appoint and dismiss						✓	<A		
	4.10	Academy Deputy Headteacher : appoint and dismiss						A>	A>	✓	
	4.11	Budget plan to support delivery of Trust's key priorities: agree		✓	<A		<A	<A			
	4.12	Budget plan to support delivery of Academics' key priorities: agree						✓	<A	<A	
	4.13	Trust's staffing structure: agree		✓	<A	<A	<A	<A			

Area	Decision		Delegation							Academy Committee	Academy Head
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	4.14	Each Academy staffing structure: agree with Head to recruit staff						<A	✓	<A	<A
Holding to account											
Holding to account	5.1	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	✓	✓	<A>	✓	<A
	5.2	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	<A	<A	<A>	✓	<A
	5.3	Performance management of the Chief Executive Officer: undertake		✓							
	5.4	Performance management of Academy Headteachers: undertake						✓		<A	
	5.5	Trustee monitoring: agree arrangements		✓					<A		

Area	Decision		Delegation							
			Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO	Academy Committee	Academy Head
	5.6	Academy Committee Member monitoring: agree arrangements							✓	<A
	5.7	Academy Committee overall performance monitoring: agree arrangements		✓				<A		
Ensuring financial probity										
Ensuring financial probity	6.1	Appoint Chief Financial Officer for delivery of Trust's detailed accounting processes		✓	<A			✓		
	6.2	Trust's Scheme of Financial Delegation: establish and review		✓	✓			<A		
	6.3	Academies Scheme of Financial Delegation: establish and review			✓			<A		
	6.4	External auditors' report: receive and respond		✓	<A			<A	✓	<A
	6.5	CEO pay award: agree		✓			✓			

Area	Decision		Delegation							
			Members	Trust Board	TB Resources Committee	TB C&PM Committee	TB P&P Committee	CEO	Academy Committee	Academy Head
	6.6	Academy Headteacher pay award: agree					✓	✓	<A	
	6.7	Policy for staff appraisal procedure and pay progression: review and agree		✓			✓	✓		
	6.8	Benchmarking and Trust wide value for money: ensure robustness			✓			<A		
	6.9	Benchmarking and Academy value for money: ensure robustness							✓	<A
	6.10	Develop Trust wide procurement strategies and efficiency savings programme						✓		
	6.11	Review and approve Trust wide procurement strategies and efficiency savings programme			✓					

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 Members 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 Member, 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 Members, 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 Members and staff should not attend that part of any Committee or other meeting.

Financial Regulations manual

The Financial Regulations manual is prepared by the COO and adopted by the Trustees following approval by the 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 need to approve the budget. For other information on budget approval, see the Financial Regulations manual.

Approved version

This Scheme of delegation was approved and adopted by a resolution of the Trustees passed at a meeting held on 15th March 2021 and takes effect from the same date.

Date of next review

September 2021