

LONDON & SOUTH EAST EDUCATION GROUP SCHEME OF DELEGATION

Independent Legal Boards Comprise

London South East Colleges Corporation (LSEC)

London South East Academies Trust Board (LSEAT)

London and South East Region (LASER) Education Foundation



STRATEGIC, GOVERNANCE & LEADERSHIP AND MANAGEMENT

1.	STRATEGIC	Group Committees as applicable	Independent Boards LSEC Corporation, LSEAT Board and LASER Board
1.1	Strategy, Vision and Ambition		Approve strategy, vision and ambition for the Independent Board
1.2	Strategic Plan		Each independent Board to approve their Strategic Plan
1.3	Oversee the completion of due diligence and fit with strategy prior to approving the opening or acquisition of any type of new education provision	Group Finance Committee to review due diligence and associated financial forecasts and risks	Independent Boards to approve any new acquisition that falls within their remit. As the sponsor of the Trust, LSEC Board to be informed any new schools joining the Trust, with approval required by the LSEAT Board.

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2	GOVERNANCE	Group Committees as applicable	Independent Boards LSEC Corporation, LSEAT Board and LASER Board
2.1	Establish Committees and approve Terms of Reference		Each independent Board to approve establishment of Committees and sub-committees in line with Articles of Association and the Collaboration Agreement between the three Group Organisations (LSEC, LSEAT and LASER).
2.2	Group Scheme of Delegation		Each Independent Board to approve Group Scheme of Delegation The Scheme of Delegation between the LSEAT Trust Board and the Trust's Local Governing Bodies to be approved by the LSEAT Board
2.3	Group Committees Terms of Reference		Each Independent Board to approve Group Committees Terms of Reference
2.4	To appoint Governors and Trustees	Group Search & Governance Committee to maintain oversight of appointments, in consideration of succession planning and skills and knowledge gaps.	1) LSEC Board to approve LSEC Governor appointments 2) LSEAT Members to approve LSEAT Trustees 3) LSEAT Board to approve LSEAT Co-opted Trustees 4) LASER Members to approve LASER Trustees
2.5	To appoint Chairs & Vice Chairs	Group Search & Governance Committee to maintain oversight of appointment recommendations.	1) LSEC Board to approve their Chair and Vice Chair appointments. 2) The sponsor body (LSEC) to have oversight on appointment and recommend LSEAT Chair and Vice Chair.

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			3) The sponsor bodies (LSEC and LSEAT) to have oversight in the appointment and recommend LASER Chair and Vice Chair.
2.6	Removal of Governors/Trustees/Chairs and or Vice Chairs	Group Search & Governance Committee to make recommendations.	Each independent Board to approve. The sponsor body (LSEC) for LSEAT to have oversight on removal of the Chair and Vice Chair.
2.7	Appointment and dismissal of the Accounting Officer and Senior Post Holders		Each independent Board to approve.
2.8	Appoint Clerk	Group Search & Governance Committee to maintain oversight of appointment recommendations	Each independent Board to approve their clerking arrangements
2.9	Approval of Group wide governance policies	Group Search & Governance Committee to review and make recommendations.	Each independent Board to review and make recommendations on governance policies that apply to them.
	LEADERSHIP & MANAGEMENT	Group Committees as applicable	Independent Boards LSEC Corporation, LSEAT Board and LASER Board
2.10	Oversee compliance with Charity Law; Company Law, Instrument & Articles of Government, Articles of Association and Governance Codes.		Each independent Board to have ultimate responsibility for compliance
2.11	Oversee compliance with DfE (incl. its executive agencies) as the Secretary of State for Education is the 'Principal Regulator' for all Colleges of Further Education and Academies		LSEC Board and LSEAT Board to have ultimate responsibility for compliance with DfE and Secretary of State for Education.

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2.12	Oversee compliance with Charities Commission as Principal Regulator for registered charities.		LASER Board to have ultimate responsibility for compliance with Charities Commission.
2.13	Monitoring the safeguarding arrangements including matters relating to PREVENT internet safety and ensuring appropriate policies are in place and are effective		Each independent Board to have ultimate responsibility for compliance
2.14	Pay & conditions of service - staff	Group Finance Committee to review and make recommendations through proposed budgets	Each independent Board to approve their budget
2.15	Pay & conditions of service of senior post holders and Group Executive Members	Group Remuneration Committee: to review and make recommendations	Each independent Board to approve as appropriate.
2.15	Health & Safety		Each independent Board to have ultimate responsibility for compliance
2.16	Data Protection		Each independent Board to have ultimate responsibility for compliance
2.17	Equality & Diversity		Each independent Board to have ultimate responsibility for compliance
2.18	Approval of the group policy matrix, group policies, and policies for each entity		Each independent Board to approve where appropriate
2.19	Responsibility for the system of internal control		Each independent Board to have ultimate responsibility for all aspects of internal control

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2.20	Compliance with funding agreements with the ESFA		Each independent Board to have ultimate responsibility for compliance
2.21	Regularity and use of funds		Each independent Board to have ultimate responsibility for compliance
2.22	Responsibility for ensuring Value for Money		Each independent Board to operate within the Value for Money principles set out in their respective funding agreements.

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QUALITY OF EDUCATION PROVISION

	Decision	LSEC Curriculum & Standards Committee LSEAT Education Performance & Standards Committee	Independent Boards LSEC Corporation, LSEAT Board and LASER Board
1	Setting Strategy, Setting KPIs and Monitoring of performance	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee, to monitor performance of each independent Board against the agreed strategy and Education/quality KPIs set for the independent Board.	<p>Each independent Board to approve the recommendations from either the LSEC Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee as appropriate.</p> <p>Each independent Board to monitor performance against the set strategy and KPIs and to receive reports from the LSEC Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee. on performance.</p> <p>Any significant non-performance against the set strategy/KPIs to be reported by the LSEC Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee to the Independent Boards</p>
2	Quality of teaching, learning & assessment, and the student experience	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to monitor performance of each independent Board against the agreed strategy and Education/quality KPIs set for the independent Board	Each independent Board to approve their KPIs, to monitor performance against the KPIs as recommended by the LSEC Curriculum & Standards Committee and LSEAT Education Performance & Standards Committee.

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3	Self Assessment / Self Evaluation	Group Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to review and recommend Self-Assessment or Self Evaluation Reports to each independent Board	Each independent Board to approve their annual self-assessment report as recommended by the LSEC Curriculum & Standards Committee and LSEAT Education Performance & Standards Committee.
4	Monitor the impact of Quality Improvement Plans or School Development Plans	Group Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to monitor and review progress of Quality Improvement Plans/School Development Plans to each Independent Board.	Each independent Board to approve their Quality Improvement Plan and to monitor implementation of the Quality Improvement Plans/School Development Plans as recommended by the LSEC Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee.
5	Scrutinise and provide robust challenge on seeking continuous improvements for all aspects of the pupil and student experience		Ultimate responsibility for each independent Board
6	OFSTED Readiness	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to monitor readiness and inspection plans for each independent Board.	Each independent Board to ensure Ofsted readiness for inspection as recommended by the LSEC Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee.
7	Education Policy change - Keeping strategic oversight of policy change in education and ensuring that policies and practices across the Group keep pace with change	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to Monitor and recommend changes to educational policy to each independent Board.	Each independent Board to make required changes to their policies and practices in light of any changes to Education Policy
8	Curriculum Review & Planning	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to report and recommend on curriculum planning and	Each independent Board to review and approve the recommendations of the LSEC Curriculum and Standards Committee or

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		qualification reform to each independent Board.	LSEAT Education Performance & Standards Committee.
9	Pupil, Parent or Student Voice and Views	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to monitor and report on Pupil, Parent or Student voice to each independent Board.	Each independent Board to approve their arrangements for the 'Pupil, Parent or Student Voice' and to ensure monitoring and reporting at the LSEC Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee.
10	Employer Voice/Employer Views	LSEC Curriculum and Standards Committee to monitor and report on Employer Voice to each independent Board	Each independent Board to approve their arrangements for the 'Employer Voice' and to monitor

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FINANCIAL DECISIONS

	Financial Decision	Group Finance Committee	Independent Boards
1	The annual budget and out-turn forecasts	Group Finance Committee to monitor performance of each independent Board against the agreed strategy and financial KPIs set for the independent Board.	Each independent Board to draft and approve their budget in line with the strategy and financial KPIs.
2	The annual capital expenditure and any major capital development.	Group Finance Committee to monitor performance of each independent Board against the agreed strategy and KPIs set for the independent Board.	Each independent Board to draft and approve their capital budget in line with the strategy and KPIs.
3	Increases in the approved surplus/deficit for the year.	Group Finance Committee to recommend to independent Boards	Each independent Board to approve any changes to their budgets
4	Increases to the annual capital expenditure budget	Group Finance Committee to recommend to independent Boards	Independent Boards to approve increases above £50k. Group CFO have delegated authority to approve up to £50k.
5	The Three Year Financial Plan including KPIs and financial forecasts.	Group Finance Committee to scrutinise financial budget and plans prior to approval by the independent Boards. Group Finance Committee to monitor performance on behalf of the independent Boards against the strategy and financial KPIs set for the independent Board.	LSEAT and LSEC Boards to draft and approve their 3 Year Financial Plan in line with the strategy and financial KPIs.
6	The year-end financial statements.	Group Audit & Risk Committee to make approval recommendations to independent Boards	Each independent Board to approve their Financial Statements

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7	Fixed Asset & Depreciation accounting policies	Group Finance Committee to make recommendations to independent Boards on accounting policies	Each independent Board to approve their accounting policies
8	Individual bad debt write offs	£75k to £100k requires Group Finance Committee approval	Independent Boards to approve any bad debt over £100k.
9	Approval of contracts, orders, leases, hire purchases commitments and tender arrangements	£1m - to £1.5m to be approved by Group Finance Committee	Below £1m the Group CEO/Group CFO have delegated authority to approve. £1m - to £1.5m to be recommended to the Group Finance Committee for approval £1.5m and above and above to be approved by the Independent Boards
10	The acquisition of any land or buildings, or the leasing of any land and buildings	£100k to £150k to be approved by Group Finance Committee	Below £100k the Group CEO/Group CFO have delegated authority to approve. £100k to £150k to be recommended to the Group Finance Committee for approval £150k and above to be approved by the Independent Boards.
11	The disposal of any assets	£100k to £150k to be approved by Group Finance Committee	Below £100k the Group CEO/Group CFO have delegated authority to approve. £100k to £150k to be recommended to the Group Finance Committee for approval £150k and above to be approved by the Independent Boards.

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12	The Property Strategy.	Group Finance Committee to monitor	LSEC Board to approve including LSEAT property strategy as the LSEC Board is the sponsor of LSEAT.
13	Any lending, short-term facilities or overdraft arrangements and, in connection with such borrowing, granting securities or giving guarantees, charges or indemnities.	Short-term facilities and overdraft arrangements to be approved by Group Finance Committee	Each independent Board to approve. The Group CEO/Group CFO have delegated authority to draw down and operate approved short term facilities.
14	The Bankers used by the Group.	Group Finance Committee to make recommendations to the Independent Boards	Independent Boards to approve.
15	Establishing and regulating any Trust Funds.	Group Finance Committee to note any use of delegated authority	The Group CEO/Group CFO have delegated authority to approve. Any use of such delegated authority to be reported to the LSEAT Board and or Group Finance Committee
16	Establishing, terminating, selling any company or joint venture company. Any loan, investment or decrease in share capital in any of these companies.	Group Finance Committee to propose recommendations for independent Boards to approve	Independent Boards to approve
17	The Salary Scales and Pay Awards for Staff.	Group Finance Committee to monitor	Framework for setting the pay of staff to be approved by the independent Boards. Pay awards to be approved by independent Boards through approving their budget.

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18	Severance payments to Senior Post Holders and Group Executive	Group Search & Governance & Remuneration Committee to consider and to make recommendations to the Independent Boards.	Independent Boards to approve severance payments to Senior Post Holders and Group Executive based on their contract of employment
19	Severance payments for all other staff	Group Finance approval for any severance payment in excess of £50k	The Group CEO/Group CFO have delegated authority to approve up to £50k
20	Expenses claims and credit card logs of the Principal & CEO.		Chair of Group Board/LSEC Corporation and the Clerk have delegated authority to approve these
21	Expenses claims of Governors.		Clerk to Corporation has delegated authority to approve these

Non-Compliance or Non-Performance Issues:

The ultimate accountability on financial performance against the proposed strategy and financial KPIs rests with the Independent Boards.

The Group Finance Committee has the responsibility to monitor financial performance of the Group and the individual organisations that make up the Group.

The Group CEO and Group CFO to have delegated authority to act on behalf of the Group Finance Committee to ensure the proposed strategy and financial KPIs are met.

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AUDIT & RISK MATTERS

	Audit & Risk Decision	Group Audit & Risk Committee	Independent Boards
1	Appointment, continuance and remuneration of internal auditors	Group Audit & Risk Committee to approve	Independent Boards to delegate approval to the Group Audit & Risk Committee
2	Annual Internal Audit & Risk Plan & Strategy	Group Audit & Risk Committee to review and approve	Independent Boards to approve.
3	Review of performance of internal audit service and establishment of annual performance indicators for next year	Group Audit & Risk Committee to conduct reviews	To note through the minutes of the Group Audit & Risk Committee
4	Internal Audit & Risk Annual Report	Group Audit & Risk Committee to review and to make recommendations to independent Boards for approval	Each independent Board to approve their Annual Audit & Risk Report
5	Audit & Risk actions Tracker Report on previous recommendations	Group Audit & Risk Committee to review	To note through the minutes of the Group Audit & Risk Committee
6	Appointment and Remuneration of Financial Statement & Regularity Auditor	Group Audit & Risk Committee to approve	Independent Boards to delegate approval to the Group Audit & Risk Committee. External Auditors appointment for LSEAT to be appointed by LSEAT Members.
7	Financial Statement Audit & Risk Plan	Make recommendations	To approve internal audit plan through the minutes of Group Audit & Risk Committee

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8	Regularity Self-Assessment Questionnaire	Group Audit & Risk Committee to review and approve	Independent Boards to approve on recommendation from Group Audit & Risk Committee
9	Post Audit & Risk Management Letter	Group Audit & Risk Committee to review	To approve when approving the Financial Statements
10	Letters of Representation	Group Audit & Risk Committee to review	To approve when approving the Financial Statements
11	Financial Statements	Group Audit & Risk Committee to consider and recommend for approval the financial statements to the independent Boards.	Each independent Board to approve their Financial Statements
12	<p>Group Audit & Risk Committee Annual Report:</p> <p>To submit an annual written report to each of the Independent Boards to include the Committee's opinion on the:</p> <ul style="list-style-type: none"> ➤ Adequacy and effectiveness of the audit arrangements Framework of governance ➤ Risk management and control systems ➤ Processes for securing economy, efficiency and effectiveness 	Group Audit & Risk Committee to review and recommend for approval to the independent Boards	Each independent Board to receive the Group Audit & Risk Committee Annual Opinion and for each Independent Boards to confirm that it has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets".

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	<ul style="list-style-type: none"> ➤ Measures it has taken to ensure it has fulfilled its statutory and regulatory responsibilities ➤ Review of its own effectiveness. 		
13	Board Assurance Framework	Group Audit & risk Committee to review and recommend.	Each Independent Board to approve.
14	Fraud Reports	Group Audit & Risk Committee to review and receive Fraud Report.	Independent Boards to report any frauds to their funding body as determined by their Funding Agreement
15	Risk Management Policy	Group Audit & Risk Committee to review and recommend.	Each Independent Board to approve.
16	Risk Registers	Group Audit & Risk Committee to review strategic Risk Registers	Each independent Board to review their strategic Risk Register.
17	Value for money policy and strategy	Group Audit & Risk Committee to review and recommend.	Each Independent Board to approve.