

2024/25 LONDON & SOUTH EAST EDUCATION GROUP SCHEME OF DELEGATION

Independent Legal Boards Comprise

London South East Colleges Corporation (LSEC)
London and South East Region (LASER) Education Foundation

London South East Academies Trust Board (LSEAT)

This Group Scheme of Delegation provides the details of the delegated authority where constitution documents permit, between the Legal Boards and the legally constituted Committees, and to Executive and Senior Leadership Teams, in compliance with regulatory requirements issued by Secretary of State (Academies and College Handbooks) and Master Funding and Grant agreements. This scheme of delegation should be read in conjunction with these documents and where clarification on precedence is required advice should be sought from the Group Chief Governance Officer.

STRATEGIC, GOVERNANCE & LEADERSHIP AND MANAGEMENT

1.	STRATEGIC	Group, LSEC and LSEAT 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, LSEC and LSEAT 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 Standing Orders		Each Independent Board to approve Group Standing Orders.
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.

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			<p>2) The sponsor body (LSEC) to have oversight on appointment and recommend LSEAT Chair and Vice Chair.</p> <p>3) The sponsor bodies (LSEC and LSEAT) to have oversight in the appointment and recommend LASER Chair and Vice Chair.</p>
2.6	Removal of Governors/Trustees/Chairs and Vice Chairs	Group Search & Governance Committee to make recommendations.	<p>Each independent Board to approve.</p> <p>The sponsor body (LSEC) for LSEAT to have oversight on removal of the Chair and Vice Chair.</p> <p>The sponsor body of LASER (LSEAT and LSEC) to have oversight on removal of the Chair of LASER</p>
2.7	Appointment and dismissal of the Accounting Officer and Senior Post Holders		Each independent Board to approve.
2.8	Appoint Governance Professional and Company Secretary.	Group Search & Governance Committee to maintain oversight of appointment recommendations	Each independent Board to approve appointment of Governance Professional and Company Secretary
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.

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	LEADERSHIP & MANAGEMENT	Group, LSEC and LSEAT Committees as applicable	Independent Boards LSEC Corporation, LSEAT Board and LASER Board
2.10	Oversee compliance with Charity Law; Company Law, Instrument & Articles, Regulatory and Funding Agreements, Scheme of Delegation and appropriate Governance Codes for each independent legal Board..	Group Governance & Search Committee to retain oversight and make recommendations on legal, regulatory and compliance matters as appropriate.	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 Multi Academy Trusts.	Group Governance & Search Committee to retain oversight and make recommendations on legal, regulatory and compliance matters as appropriate for LSEC and LSEAT	LSEC Board and LSEAT Board to have ultimate responsibility for compliance with all matters under the Secretary of State for Education and all agencies, as the Principal Regulator of LSEC and LSEAT.
2.12	Oversee compliance with Charities Commission as Principal Regulator for registered charities.	Group Governance & Search Committee to retain oversight and make recommendations on legal, regulatory and compliance matters as appropriate for LASER	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	Group Regulatory Committee to review and recommend statutory policies.	Each independent Board to have ultimate responsibility for compliance

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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	Group Regulatory Committee to review and recommend statutory policies.	Each independent Board to have ultimate responsibility for compliance
2.16	Data Protection	Group Regulatory Committee to review and recommend statutory policies.	Each independent Board to have ultimate responsibility for compliance
2.17	Equality & Diversity	Group Regulatory Committee to review and recommend statutory policies.	Each independent Board to have ultimate responsibility for compliance
2.18	Approval of the group policy matrix, group policies, and statutory and compliance policies for each entity	Group Regulatory Committees to review and recommend statutory policies. Financial Regulations, Treasury and Reserves Policies to be reviewed and recommended by Group Finance Committee.	Each independent Board to approve where appropriate group and individual statutory and compliance policies.
2.19	Responsibility for the system of internal control and annual internal audit plan.	Group Audit & Risk Committee to review and recommended system of internal control and annual internal audit plan.	Each independent Board to have ultimate responsibility for all aspects of the system of internal control and internal audit plan.

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2.20	Compliance with funding agreements with the ESFA	Group Audit & Risk committee to review compliance.	LSEC and LSEAT Boards to have ultimate responsibility for compliance
2.21	Compliance with DfE Academies and College Handbooks	Group Audit & Risk committee to review compliance.	LSEC and LSEAT Boards to have ultimate responsibility for compliance.
2.22	Regularity and use of funds	Group Audit & Risk committee to review regularity and use of funds.	Each independent Board to have ultimate responsibility for compliance
2.23	Responsibility for ensuring Value for Money	Group Audit & Risk committee to review 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

	QOE and Academic Performance	LSEC Curriculum & Standards Committee LSEAT Education Performance & Standards Committee (including Provision Boards)	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	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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		Education/quality KPIs set for the independent Board	
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	Group Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to monitor, review and recommend policies and procedures to ensure continuous improvements on the pupil and student experience, including by not limited to TLA Policies, Behaviour Policies, Exclusion and Withdrawal policies, and Complaints Policies.	Ultimate responsibility for each independent Board
6	OFSTED Readiness	LSEC Curriculum and Standards Committee and LSEAT Education Performance &	Each independent Board to ensure Ofsted readiness for inspection as recommended by the LSEC

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		Standards Committee (including Provision Boards and local school governance) to monitor readiness and inspection plans for each independent Board.	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 qualification reform to each independent Board.	Each independent Board to review and approve the recommendations of the LSEC Curriculum and Standards Committee or LSEAT Education Performance & Standards Committee.
9	Pupil, Parent or Student Voice and Views	LSEC Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee (including Provision Boards and school local governance) 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 Performance	Group Finance Committee and LSEC Sub Committee for Capital	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 and to recommend changes as appropriate and required to each 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 targets and KPIs set for capital programmes and development. LSEC Sub Committee for Capital to monitor and review LSEC major Capital Programmes impacting on College solvency.	Each independent Board to approve their capital budget in line with the capital programme targets and KPIs. LSEC Board to receive recommendations from the LSCE Sub-Committee on major capital programmes impacting on College solvency.
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 £125k. Group CEO and Group CFO have delegated authority to approve up to £125k

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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.	Each independent Board to 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
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	Group Finance Committee to make recommendations over £25k and up to £45k.	Independent Boards to approve any bad debt up to £45k. Debts over £45k approval from ESFA required. .
9a	For LSEC Approval of contracts, orders, operating and finance leases , hire purchases commitments and tender arrangements .	For LSEC £1m - to £1.5m to be approved by Group Finance Committee	For LSEC 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 LSEC Board

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9b	<p>For LSEAT Approval of contracts, orders, operating leases only, hire purchases commitments and tender arrangements .</p> <p>Approval of financial leases for the Trust.</p>	<p>For LSEAT £1m - to £1.5m to be approved by Group Finance Committee</p> <p>Financial Leases to be reviewed and recommend by Group Finance Committee to the Trust Board for consideration.</p>	<p>LSEAT 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 LSEAT Board.</p> <p>Trust Board must obtain prior approval from the ESA prior to taking up financial leasing transactions</p> <ul style="list-style-type: none"> • on any asset for any duration from another party, which are subject to the borrowing restrictions. • taking up a leasehold or tenancy agreement on land or buildings from another party for a term of seven or more years • granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party.
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10a	The acquisition of any land or buildings, or the leasing of any land and buildings by LSEC	For LSEC £100k to £150k to be approved by Group Finance Committee	For LSEC 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.
10b	The acquisition of any land or buildings, or the leasing of any land and buildings by LSEAT	For LSEAT acquisitions of land or leasing arrangements to be reviewed and recommend by Group Finance Committee to the Trust Board for consideration.	Trust Board must obtain prior approval from the ESA prior to <ul style="list-style-type: none"> taking up a leasehold or tenancy agreement on land or buildings from another party for a term of seven or more years. granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party
11	The disposal of any assets	Over £100k to be reviewed and monitored by the by Group Finance Committee	<ul style="list-style-type: none"> Below £50k Group CFO has delegated authority to approve. Below £100k Group CEO has delegated authority to approve. Over £100k and above to be approved by the Independent Boards.
12	Estates and Property Strategies.	Group Finance Committee to monitor.	LSEC an LSEAT Boards to approve individual strategies. LSEC Board as the Trust Sponsor to retain oversight and of the LSEAT Property Strategy of the LSEAT

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13	Any lending, short-term facilities or overdraft arrangements and, in connection with such borrowing, granting securities or giving guarantees, charges or indemnities.	Any such lending or short-term facilities approved by the ESFA to be reviewed and monitored by Group Finance Committee	All loans and overdraft facilities will be approved by independent Boards for specific purposes before approval of the ESFA will be sought.
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 Remuneration Committee to consider and to make recommendations to the Independent Boards.	<p>Independent Boards to seek approval from the ESFA for severance payments where</p> <ul style="list-style-type: none"> • non contractual and statutory element exceeds £50k • total severance both statutory and non-statutory severance is over £100k • Where postholder salary is over £150k severance payments including both statutory and non-statutory severance payment up to £100k
19	Severance payments for all other staff	Group Finance to consider and to make recommendations to the Independent Boards for ESFA approval for any severance payment in excess of £50k	<p>Independent Boards to seek approval from the ESFA for severance payments where</p> <ul style="list-style-type: none"> • non contractual and statutory element exceeds £50k • total severance both statutory and non-statutory severance is over £100k • Where postholder salary is over £150k severance payments including both statutory and non-statutory severance payment up to £100k <p>The Group CEO/Group CFO have delegated authority to approve payments including statutory and non-statutory payment up to £50k in compliance with the Academies and College Handbook and where staff salaries do not exceed £150k.</p>

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20	Expenses claims and credit card logs of the Principal & CEO.		Chair of Group Board/LSEC Corporation and the Group Chief Governance Officer have delegated authority to approve these
21	Expenses claims of Governors.		Clerk to Corporation has delegated authority to approve these

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
1a	Appointment, continuance and remuneration of internal auditors	Group Audit & Risk Committee to recommend.	Independent Boards to approve.
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 recommend	LSEC and LASER Boards to approve. LSEAT Members to approve
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	Group Audit & Risk Committee Annual Report: To submit an annual written report to each of the Independent Boards to include the Committee's opinion on the: Adequacy and effectiveness of the audit arrangements Framework of governance ➤ Risk management and control systems	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"> ➤ Processes for securing economy, efficiency and effectiveness ➤ 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.