

**LONDON & SOUTH EAST EDUCATION GROUP SCHEME OF DELEGATION
STRATEGIC, GOVERNANCE & LEADERSHIP AND MANAGEMENT**

	Decision	LSEEG Board	Group Committees	Independent Boards
1	STRATEGIC			
1.1	Strategy, Vision and Ambition	Approve Group Strategy, Vision & Ambition and make recommendations to independent Boards		Approve strategy, vision and ambition for the independent Board
1.2	Strategic Plan	Approve Group Strategic Plan and make recommendations to independent Boards		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	To review proposals put forward by the independent Boards and make recommendations to independent Boards	LSEEG 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.

2	GOVERNANCE			
2.1	Establish Committees and approve Terms of Reference	LSEEG Board to approve		Each independent Board to delegate approval to the LSEEG Group Board
2.2	LSEEG Scheme of Delegation	LSEEG Board to approve for recommendation to each independent Board to approve		<p>Each Independent Board to approve LSEEG Scheme of Delegation</p> <p>The Scheme of Delegation between the LSEAT Trust Board and the Trust's Local Governing Bodies to be approved by the LSEAT Trust Board</p>
2.3	LSEEG Board Terms of Reference	LSEEG Board to approve for recommendation to each independent Board to approve		Each Independent Board to approve LSEEG Board Terms of Reference
2.4	To appoint Governors and Trustees	LSEEG Board to retain strategic oversight on Group membership and to report any identified skills gaps to the LSEEG Search Committee.	LSEEG Search Committee to maintain oversight of appointments.	<ol style="list-style-type: none"> 1) LSEC Board to approve LSEC Governor appointments 2) Members to approve LSEAT Trustees 3) LSEAT Board to approve LSEAT Co-opted Trustees

2.5	To appoint Chairs & Vice Chairs	LSEEG Board to retain strategic oversight on Chairs and Vice Chairs and to make any recommendations to the LSEEG Search Committee.	LSEEG Search Committee to maintain oversight of appointment recommendations.	LSEC Board to approve their Chair and Vice Chair appointments. The sponsor body (LSEC) to have oversight on appointment of LSEAT Chair and Vice Chair.
2.6	Removal of Governors/Trustees/Chairs and or Vice Chairs	LSEEG Board to retain strategic oversight	LSEEG Search 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	LSEEG Board to retain strategic oversight		Each independent Board to approve.
2.8	Appoint Clerk	LSEEG Board to retain strategic oversight on clerking arrangements for the Group	LSEEG Search Committee to maintain oversight of appointment recommendations	Each independent Board to approve their clerking arrangements
2.9	Approval of Group wide governance policies	LSEEG Board to retain strategic oversight on governance policies and approve as appropriate.	LSEEG Search Committee to review and make recommendations.	Each independent Board to review and make recommendations on governance policies that apply to them.

LEADERSHIP & MANAGEMENT				
2.10	Oversee compliance with Charity Law; Company Law, Instrument & Articles of Government, Articles of Association	LSEEG Board to retain strategic oversight		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	LSEEG Board to retain strategic oversight		LSEC Board and LSEAT Board to have ultimate responsibility for compliance with DfE and Secretary of State for Education.
2.12	Monitoring the safeguarding arrangements including matters relating to PREVENT internet safety and ensuring appropriate policies are in place and are effective	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for compliance
2.13	Pay & conditions of service - staff	LSEEG Board to retain strategic oversight	LSEEG Finance Committee to review and make recommendations through proposed budgets	Each independent Board to approve their budget
2.14	Pay & conditions of service of senior post holders and Group Executive Members	LSEEG Board to retain strategic oversight	LSEEG Remuneration Committee: to review and make recommendations	Each independent Board to approve as appropriate.
2.15	Health & Safety	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for compliance
2.16	Data Protection	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for compliance

2.17	Equality & Diversity	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for compliance
2.18	Approval of the group policy matrix, group policies, and policies for each entity	LSEEG Board to retain strategic oversight		Each independent Board to approve where appropriate
2.19	Responsibility for the system of internal control	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for all aspects of internal control
2.20	Compliance with funding agreements with the ESFA	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for compliance
2.21	Regularity and use of funds	LSEEG Board to retain strategic oversight		Each independent Board to have ultimate responsibility for compliance
2.22	Responsibility for ensuring Value for Money	LSEEG Board to retain strategic oversight and to agree the strategy for Value for Money		Each independent Board to operate within the Value for Money principles set out in their respective funding agreements.

**LONDON & SOUTH EAST EDUCATION GROUP SCHEME OF DELEGATION
QUALITY OF EDUCATION PROVISION**

	Decision	Group Board	LSEC Curriculum & Standards Committee LSEAT Education Performance & Standards Committee	Independent Boards
1	Setting Strategy, Setting KPIs and Monitoring of performance	<p>LSEEG Board to propose the strategy and Education/quality KPIs for each independent Board and to recommend these for approval.</p> <p>Agreed parameters to be in place to deal with any issue of non-compliance or non-performance against the set strategy and KPIs approved by the LSEEG Board</p>	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</p>

				Curriculum & Standards Committee or LSEAT Education Performance & Standards Committee to the Independent Boards and LSEEG Board.
2	Quality of teaching, learning & assessment, and the student experience	LSEEG Board to propose KPIs and maintain an oversight	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.
3	Self Assessment / Self Evaluation	To note the annual self assessments agreed by each of the independent Boards	LSEEG 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	LSEEG Board to retain strategic oversight	LSEEG Curriculum and Standards Committee and LSEAT Education Performance & Standards Committee to monitor and review progress of Quality Improvement Plans/School Development	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

			Plans to each Independent Board.	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	LSEEG Board to retain strategic oversight		Ultimate responsibility for each independent Board
6	OFSTED Readiness	LSEEG Board to retain strategic oversight	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	LSEEG Board to retain strategic oversight	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	LSEEG Board to retain strategic oversight	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 LSEAT Education Performance & Standards Committee.

			qualification reform to each independent Board.	
9	Pupil, Parent or Student Voice and Views	LSEEG Board to retain strategic oversight	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	LSEEG Board to retain strategic oversight	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

**LONDON & SOUTH EAST EDUCATION GROUP SCHEME OF DELEGATION
FINANCIAL DECISIONS**

	Financial Decision	LSEEG Board	LSEEG Finance Committee	Independent Boards
1	The annual budget and out-turn forecasts	<p>LSEEG Board to monitor against the agreed KPIs for each independent Board.</p> <p>Agreed parameters to be in place to deal with any issue of non-compliance or non-performance against the strategy and KPIs proposed by the Group Board - see below</p>	LSEEG 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.	LSEEG Board to monitor the capital strategy and capital KPIs for each independent Board.	LSEEG 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.	To monitor against the agreed KPIs	LSEEG 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	To be notified of increases above £1.5m as recommended by independent Boards	LSEEG 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.	LSEEG Board to retain strategic oversight	LSEEG Finance Committee to scrutinise financial budget and plans prior to approval by the independent Boards. LSEEG 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.	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to make approval recommendations to independent Boards	Each independent Board to approve their Financial Statements
7	Fixed Asset & Depreciation accounting policies	LSEEG Board to retain strategic oversight	LSEEG 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	LSEEG Board to retain strategic oversight	£75k to £100k requires LSEEG 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 LSEEG Finance Committee	<p>Below £1m the Group CEO/Group CFO have delegated authority to approve.</p> <p>£1m - to £1.5m to be recommended to the LSEEG Finance Committee for approval</p> <p>£1.5m and above and above to be approved by the Independent Boards</p>
10	The acquisition of any land or buildings, or the leasing of any land and buildings	LSEEG Board to retain strategic oversight	£100k to £150k to be approved by LSEEG Finance Committee	<p>Below £100k the Group CEO/Group CFO have delegated authority to approve.</p> <p>£100k to £150k to be recommended to the LSEEG Finance Committee for approval</p> <p>£150k and above to be approved by the Independent Boards.</p>

11	The disposal of any assets	LSEEG Board to retain strategic oversight.	£100k to £150k to be approved by LSEEG Finance Committee	Below £100k the Group CEO/Group CFO have delegated authority to approve. £100k to £150k to be recommended to the LSEEG Finance Committee for approval £150k and above to be approved by the Independent Boards.
12	The Property Strategy.	LSEEG Board to retain strategic oversight.	LSEEG 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 LSEEG 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.		LSEEG Finance Committee to make recommendations to the Independent Boards	Independent Boards to approve.

15	Establishing and regulating any Trust Funds.	LSEEG Board to retain strategic oversight	LSEEG 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 LSEEG 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.	LSEEG Board to retain strategic oversight	LSEEG Finance Committee to propose recommendations for independent Boards to approve	Independent Boards to approve
17	The Salary Scales and Pay Awards for Staff.	LSEEG Board to retain strategic oversight	LSEEG 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.
18	Severance payments to Senior Post Holders and Group Executive	LSEEG Board to retain strategic oversight	LSEEG Search & 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	LSEEG Board to retain strategic oversight	LSEEG 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.	LSEEG Board to retain strategic oversight		Chair of Group Board/LSEC Corporation and the Clerk have delegated authority to approve these
21	Expenses claims of Governors.	LSEEG Board to retain strategic oversight		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 Group Board.

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.

LONDON & SOUTH EAST EDUCATION GROUP SCHEME OF DELEGATION AUDIT MATTERS

	Audit Decision	LSEEG Board	LSEEG Audit Committee	Independent Boards
1	Appointment, continuance and remuneration of internal auditors	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to approve	Independent Boards to delegate approval to the LSEEG Audit Committee
2	Annual Internal Audit Plan & Strategy	LSEEG Board to retain strategic oversight	LSEEG Audit 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	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to conduct reviews	To note through the minutes of the LSEEG Audit Committee
4	Internal Audit Annual Report	LSEEG Board to receive an overall annual summary of the Internal Audit opinions for each of the independent Boards	LSEEG Audit Committee to review and to make recommendations to independent Boards for approval	Each independent Board to approve their Annual Audit Report
5	Audit actions Tracker Report on previous recommendations	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review	To note through the minutes of the LSEEG Audit Committee
6	Appointment and Remuneration of Financial Statement & Regularity Auditor	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to approve	Independent Boards to delegate approval to the LSEEG Audit Committee. External Auditors appointment for LSEAT to be appointed by LSEAT Members.

7	Financial Statement Audit Plan	LSEEG Board to retain strategic oversight	Make recommendations	To approve internal audit plan through the minutes of LSEEG Audit Committee
8	Regularity Self Assessment Questionnaire	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review and approve	Independent Boards to approve on recommendation from LSEEG Audit Committee
9	Post Audit Management Letter	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review	To approve when approving the Financial Statements
10	Letters of Representation	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review	To approve when approving the Financial Statements
11	Financial Statements	LSEEG Board to be notified of the year-end financial position of each of the subsidiary parts that make up LSEEG	LSEEG Audit 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 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 	LSEEG Board to receive an overall annual summary of the LSEEG Audit Committee annual opinions for each of the independent Boards	LSEEG Audit Committee to review and recommend for approval to the independent Boards	Each independent Board to receive the LSEEG Audit 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".

	<p>Framework of governance</p> <ul style="list-style-type: none"> ➤ Risk management and control systems ➤ 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	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review and recommend.	Each Independent Board to approve.
14	Fraud Reports	LSEEG Board to retain strategic oversight	LSEEG Audit 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	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review and recommend.	Each Independent Board to approve.
16	Risk Registers	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review strategic Risk Registers	Each independent Board to review their strategic Risk Register.
17	Value for money policy and strategy	LSEEG Board to retain strategic oversight	LSEEG Audit Committee to review and recommend.	Each Independent Board to approve.