

London South East Academies Trust 2026/27 Accountability Framework and Scheme of Delegation

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Section A

LSEAT Governance and Management Policy Statement on Accountability and Delegation

This document outlines the key strategic and operational governance accountabilities within our Group Organisations, which may be delegated by the Boards to the Group CEO and further to other Senior Post Holders and the Group Executives, and provides where authority should be obtained prior to decision making.

Statements

1. The Boards must maintain policy oversight, financial probity, value for money and overall performance of the organisation and management of resources.
2. The Group CEO leads on management and administration of all operations across the Group Organisations.
3. The Boards and Group CEO work together as a team to achieve the Group strategic goals.
4. The Group CEO is supported by Senior Post Holders, and Senior Leaders including the Group Chief Governance Officer to ensure that clarity on roles and delegated responsibilities is clear and articulated to aid and facilitate effective and appropriate decision making.
5. The Group Chief Governance Officer informs and guides the Boards in making effective and appropriate decisions.
6. The Boards have the final and highest level of authority and decisions making.

Statutory Responsibilities

The Statutory duties of the Charitable Trustees of our Group Organisations, namely London South East Colleges, London South East Academies Trust and LASER Education Foundation are broadly as follows.

- Determination of educational character and ethos of the Trust
- Delivering in accordance with charitable objectives.
- Approving the quality strategy of the institution
- Articulation of vision, values and strategic direction
- Oversight and monitoring of School activities
- Effective and efficient use of resources
- Safeguarding assets
- Approving annual estimates of income and expenditure
- Appointment, grading, suspension, dismissal, appraisal and determination of pay and conditions of Senior Postholders, Senior Leaders and Group Chief Governance Officer.
- Setting framework for pay and conditions of service for staff
- Financial probity
- Regulatory compliance.

The Board set the strategic and operational framework within which the Group CEO manages operations and monitors and holds the Senior Management Team to account, to achieve the Group Strategic Plan objectives. The responsibilities of the Group Organisations are individually set out in their Articles of Government, including functions that shall not be delegated as follows:

- The determination of the educational character and mission of the institution.
- The approval of the annual estimates of income and expenditure.
- The responsibility for ensuring the solvency of the institution and for safeguarding their assets.
- The appointment of the Accounting Officer and Senior Post Holders.
- The appointment of the Governance Professional (Company Secretary).
- The modification or revocation of the Articles.

Group CEO & Accounting Officer

The key accountabilities of the Group CEO, determined in all decisions are

- Leadership & strategy: Delivering the trust's vision, ethos, and long-term strategy approved by the Board.
- Educational standards: Ensuring high-quality education and improvement across all academies.
- Operational management: Overseeing staffing, safeguarding, health & safety, estates, and compliance.
- Governance support: Providing the Board with accurate information for decision-making.
- Stakeholder accountability: Acting as the public face of the trust to parents, staff, regulators, and the wider community.
- Management of budget and resources.
- Leadership of management and staff.
- Appointment and performance management of staff within the framework set by the Boards.
- Implementing policies and decisions.

The statutory powers and duties of the Group CEO as the **Accounting Officer** for two public institutions are also outlined in HM Treasury Managing Public Money and within the Articles of each organisation.

For the Trust, the Accounting Officer is defined as a statutory role required under the Academies Trust Handbook.

As the Accounting Officer, the Group CEO is personally responsible to Parliament and the DfE (Department for Education) for the following:

- Regularity: Using public money only for approved, intended purposes.
- Propriety: Behaving with honesty, integrity, and observing high standards of conduct.
- Value for money: Ensuring the Trust achieves the best educational and financial outcomes from the resources available.
- Accountability: Signing off the Trust's accounts and annual value for money statement, and ensuring compliance with the funding agreement, company law, and charity law.
- Internal control & risk management: Maintaining sound systems for financial management, governance, and risk.
- Sign the annual accounts and governance statement.
- Appear before the Public Accounts Committee if required.
- Report to the DfE if the Board takes a decision they cannot support on grounds of propriety, regularity, or value for money.
- Determination, in consultation with each Board of academic focus and activities, and for the Foundation on the charitable activities.

Deputy Group CEO & Group CFO

For the Trust, the CFO has the following regulatory role as defined within the Academies Trust Handbook:

- Implement and maintain robust financial systems, controls, processes and procedures for the trust.
- Prepare, monitor and report budgets, forecasts, management accounts, cash flows, and advise on financial strategy.
- Ensure that all financial actions comply with the ATH, the trust's master funding agreement, charity law, companies law, and other applicable regulations (e.g. procurement, tax, payroll, pensions).
- Design and monitor internal controls to prevent fraud, error or misuse of funds; oversee risk management processes.
- Coordinate external audit, ensure auditors have access to required documentation, respond to audit queries or recommendations.
- Provide accurate and timely financial information to trustees, committees (e.g. Finance, Audit & Risk), publish required reports and disclosures (e.g. on executive pay).
- Maintain proper separation of duties (segregation of responsibilities), checks and balances in financial processes (e.g. more than one person involved in approvals).
- Help ensure the trust remains financially viable, including forecasting, managing reserves, planning for financial risk or deficits, advising on long-term viability.
- Ensure procurement is compliant, open and transparent, that the trust gets value for money, avoid conflicts of interest, and adhere to thresholds and procurement rules.
- Oversee payroll compliance, ensure deductions (Income Tax, NI) are correctly applied, manage pension scheme obligations and other statutory employment costs.
- Review, disclose and seek approvals (if needed) for related party transactions; escalate unusual or high-risk transactions per delegated limits.
- If trustees or executive want to take an action the CFO considers breaches the Handbook, funding agreement or the trust's articles, the CFO must advise in writing and escalate if necessary (though the ultimate escalation is usually via the Accounting Officer).
- Ensure that finance staff are appropriately skilled, qualified, maintain CPD, and that staffing levels are sufficient for the scale of operations.

Group Chief Governance Officer

The statutory and legal functions of the **Governance Professional and Company Secretary** in a Multi Academy Trust are defined as follows:

Under Company law (Companies Act 2006)

- Maintaining statutory registers (directors, members, PSCs).
- Making Companies House filings (annual confirmation statement, annual accounts, changes in directors/secretaries, registered office, etc.).
- Ensuring board and members' meetings are convened and minuted properly.
- Acting as custodian of official records (trust's seal, if used).

Under Charity law (Charities Act 2011, as exempt charity)

- Ensuring compliance with trust objects (education only).
- Advising trustees on their fiduciary duties (acting in the best interests of the charity, managing conflicts of interest).
- Supporting trustees in accountability for the use of charitable funds.

Under Education and funding regulations

- Ensuring the trust complies with the Academy Trust Handbook (ATH) issued by the DfE.
- Overseeing governance arrangements required under the Articles of Association and funding agreement with the Secretary of State.
- Supporting board oversight of safeguarding, curriculum, financial probity, and risk.

While the statutory duties above are non-negotiable, governance professional's role (beyond the statutory minimum) as performed by the Group Chief Governance Officer also includes

- Providing independent, professional advice to the Trust Board.
- Advising the Board on the operation of its powers and on all governance procedural matters and governance practice.
- Ensuring effective board structures, schemes of delegation, and terms of reference are in place.
- Managing meeting organisation (agendas, minutes, evidence trails for decisions).
- Supporting recruitment, induction, and training of trustees and community governors.
- Ensuring compliance with governance codes (e.g., DfE's Governance Handbook, CST's guidance).
- Helping maintain transparency, accountability, and probity.
- Development, implementation and application of governance policies and procedures as approved by the Boards.
- Ensuring compliance with all statutory and regulatory compliance including adoption of relevant Governance Code, Code of Conduct and Board Evaluation.
- Maintaining Governance Registers of Interests, Conflicts, training logs, skills and characteristics of Board and Committee Members.
- Maintain and deliver annual governance documents including declarations, skills audit, operating procedures, and governance policies.
- Ensuring the policy statement on the independence of the Governance Professional, has been approved by the Board.

To provide additional context and understanding on decision making and accountability across the Trust

Appendix A: provides 2026/27 Governance Structure

Appendix B: provides Accountability and Management Framework

Appendix C: provides a visual of our Inclusive Governance Framework

Appendix D: provides detailed delegation information for Group CEO & Accounting Officer on the discharge of duties and responsibilities to Senior Post Holders, Group Executive and Academy Leaders.

Appendix E: the Nolan Principles which underpin all our governance procedures and processes and feature on every governance agenda.

This policy statement should be read in conjunction with the following governance procedures and policies.

Section B (below)

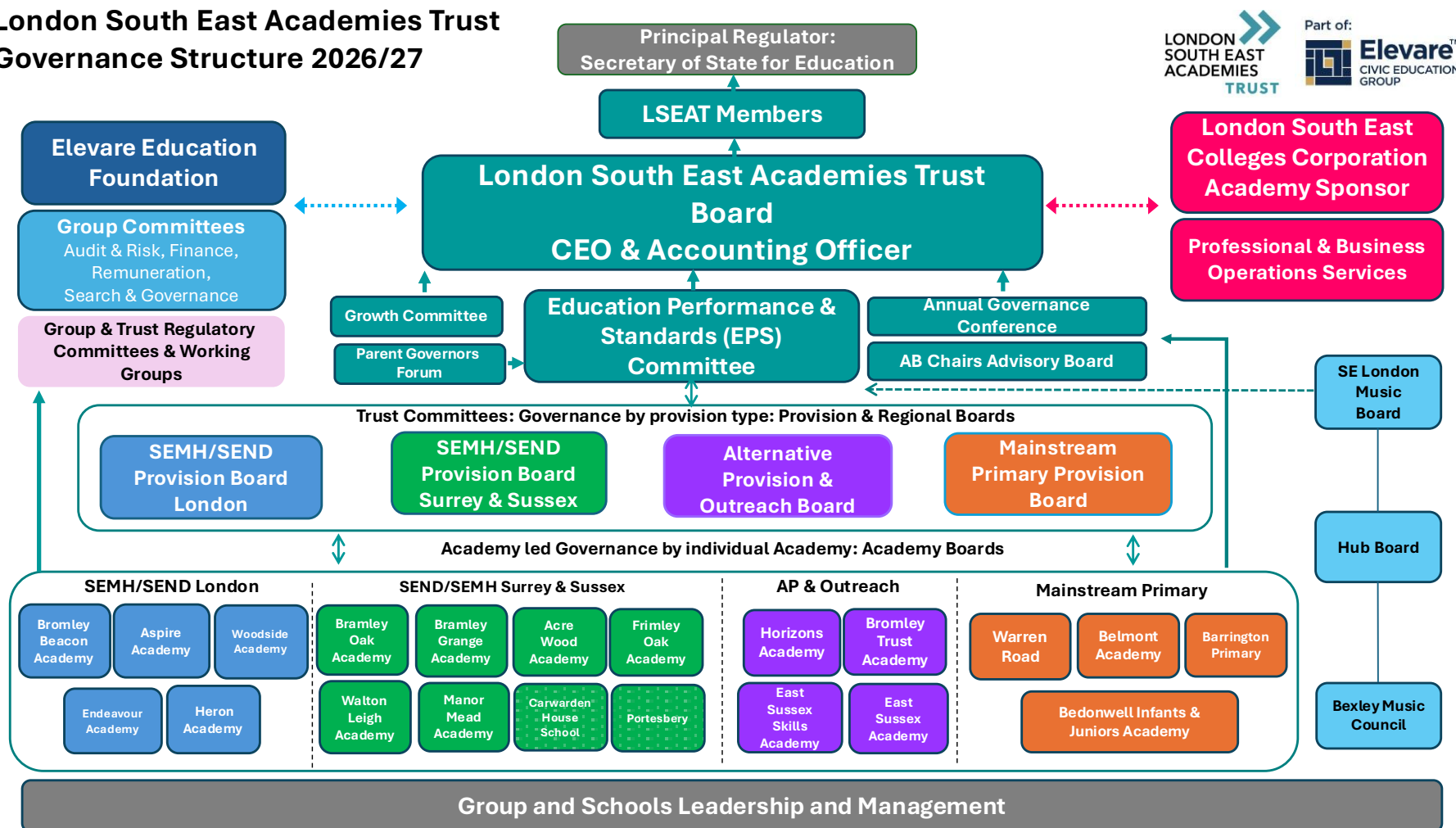
2026/27 Scheme of Delegation (RACI) Narrative and Framework

Section C (available via Trust Website/Board Intelligence and Governor Hub)

- 2026/27 Group Scheme of Delegation
- 2026/27 Group Standing Orders that provide details of the Terms of Reference and Operating Statements for each Committee
- 2026/27 Trust Governance Statement
- 2026/27 Trust Financial Regulations

Appendix A: Governance Structure

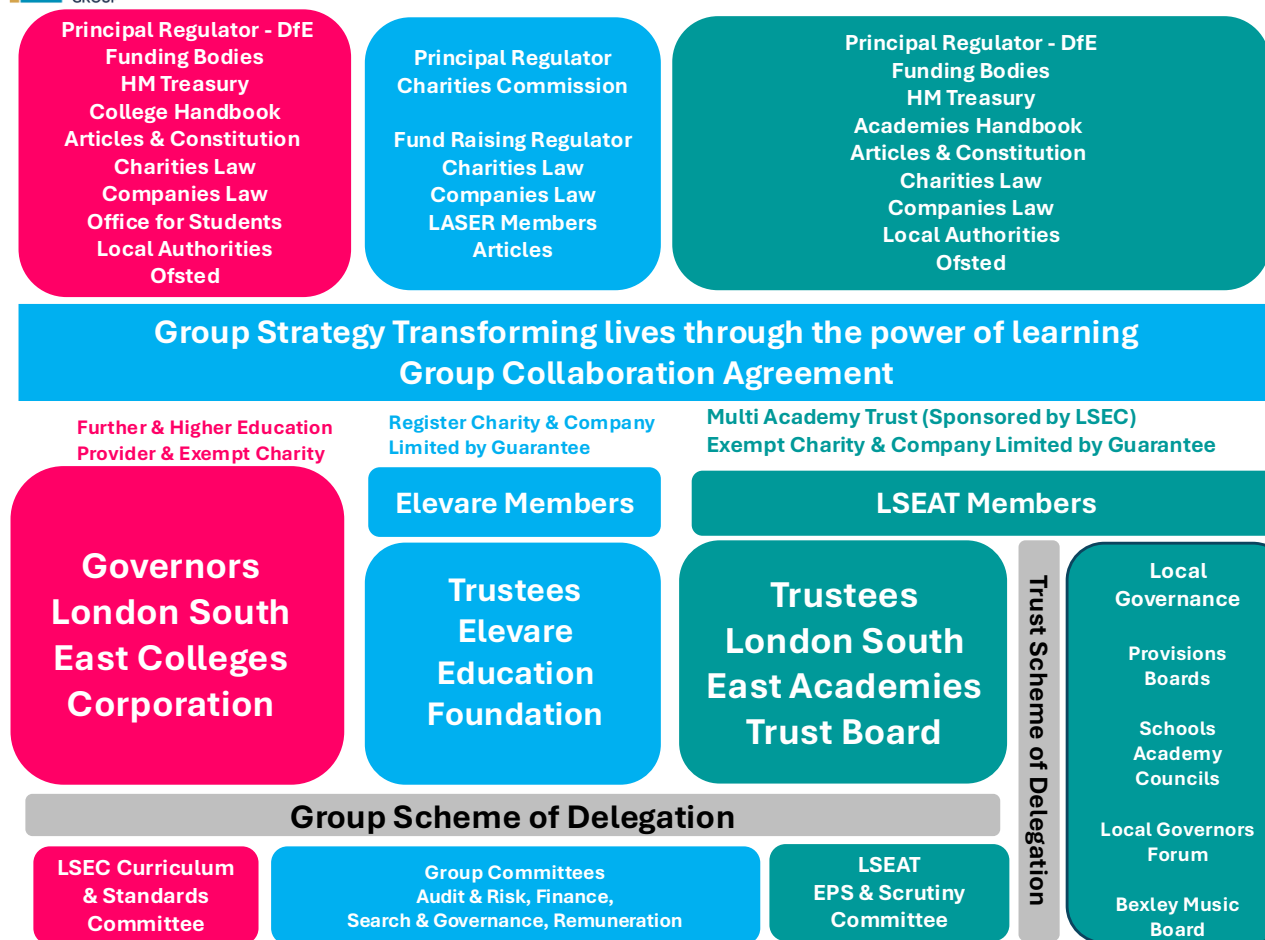
London South East Academies Trust Governance Structure 2026/27



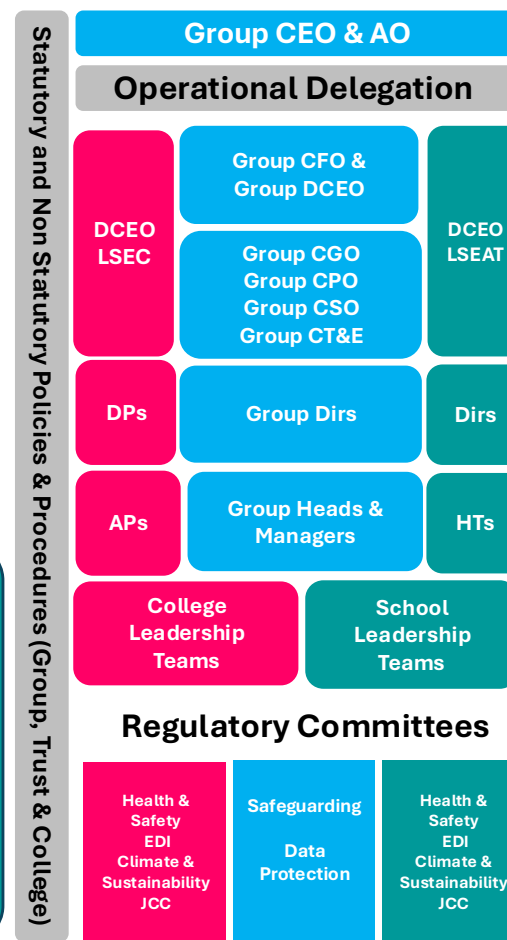
Appendix B: Group Accountability & Delegation



Accountability & Delegation



Leadership & Management



Governance

Trustees **set** the vision, strategic direction, frameworks & parameters

- Defines the vision and mission.
- Strategic thinking and direction.
- Determines appropriate policy framework.
- Ensures financial solvency and probity.
- Determines pay and remuneration framework.
- Oversight of effectiveness of management.
- Monitoring of the quality of performance locally and within the sector context.
- Maintains the assets of the Trust
- The community's voice within the Trust.
- Fosters collaborative partnerships
- Well informed and committed.
- Review the Trust effectiveness annually.
- Continual improvements to effectiveness.
- Appoints Group CEO and senior post holders and appraises Group CEO, Group CFO and Group Chief Governance Officer
- Works with and supports Group CEO and Executive team.
- Approves statutory policies.

Accountability Statement

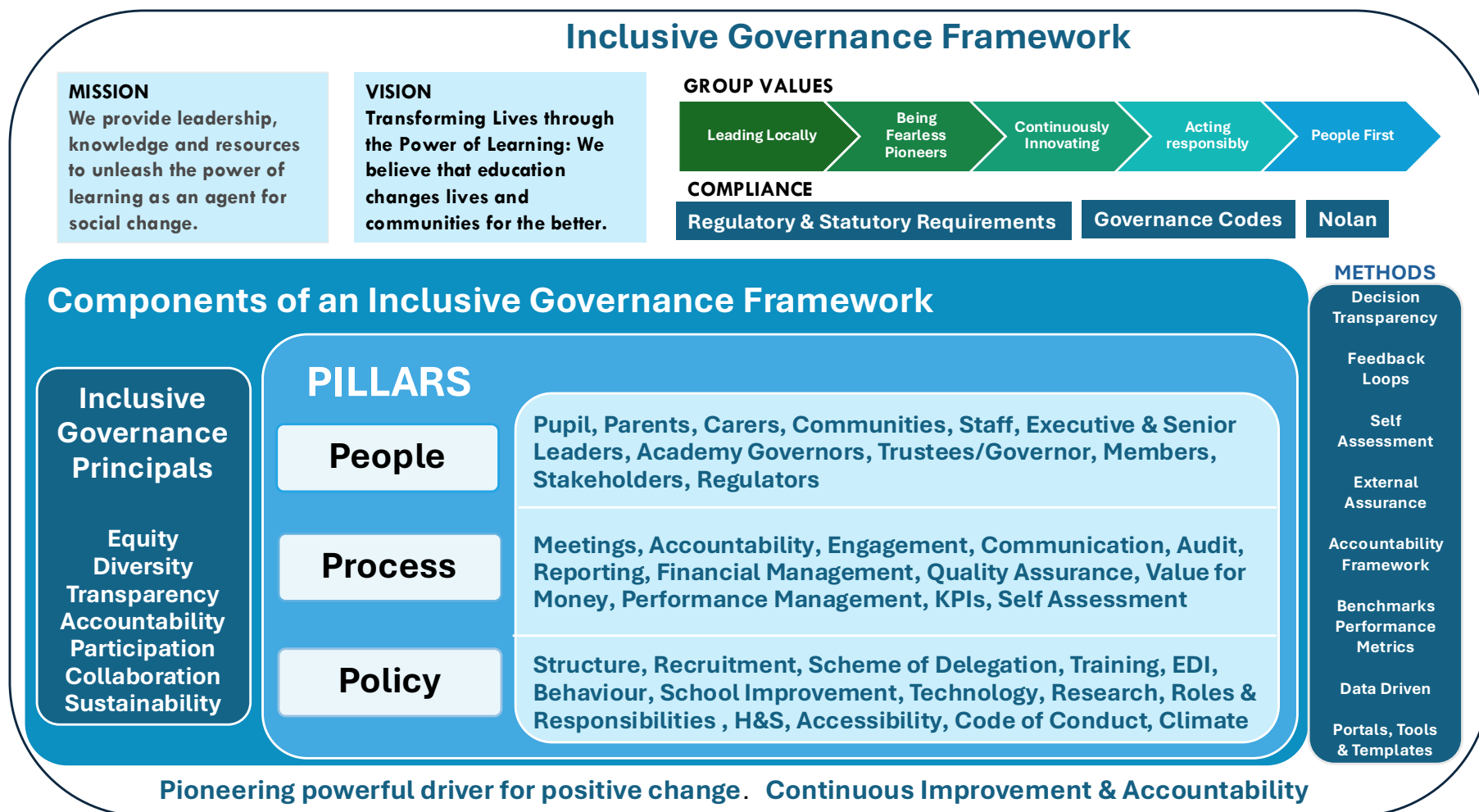
The Executive **implements**

- Proposes vision, mission and strategy.
- Strategic planning and implementation.
- Implements Trust Board decisions.
- The Accounting officer, responsible for financial well-being of the Trust and accountable to Trustees
- Operational delegation of the Trust, through direction and day-to-day management of College and Trust.
- Ensures the provision of a high quality curriculum, value for money, effective use of resources, pupil and student satisfaction and experience, and engagement with Community and Stakeholders
- Represents the Trust locally and nationally, builds positive working relations and collaborative partnerships
- Leadership of the staff
- Executive management and development of staff
- Appraisal of Senior Postholders and Staff
- Supports and informs Trustees providing sector policy changes and insights
- Ensures compliance with statutory and non statutory policies

Executive

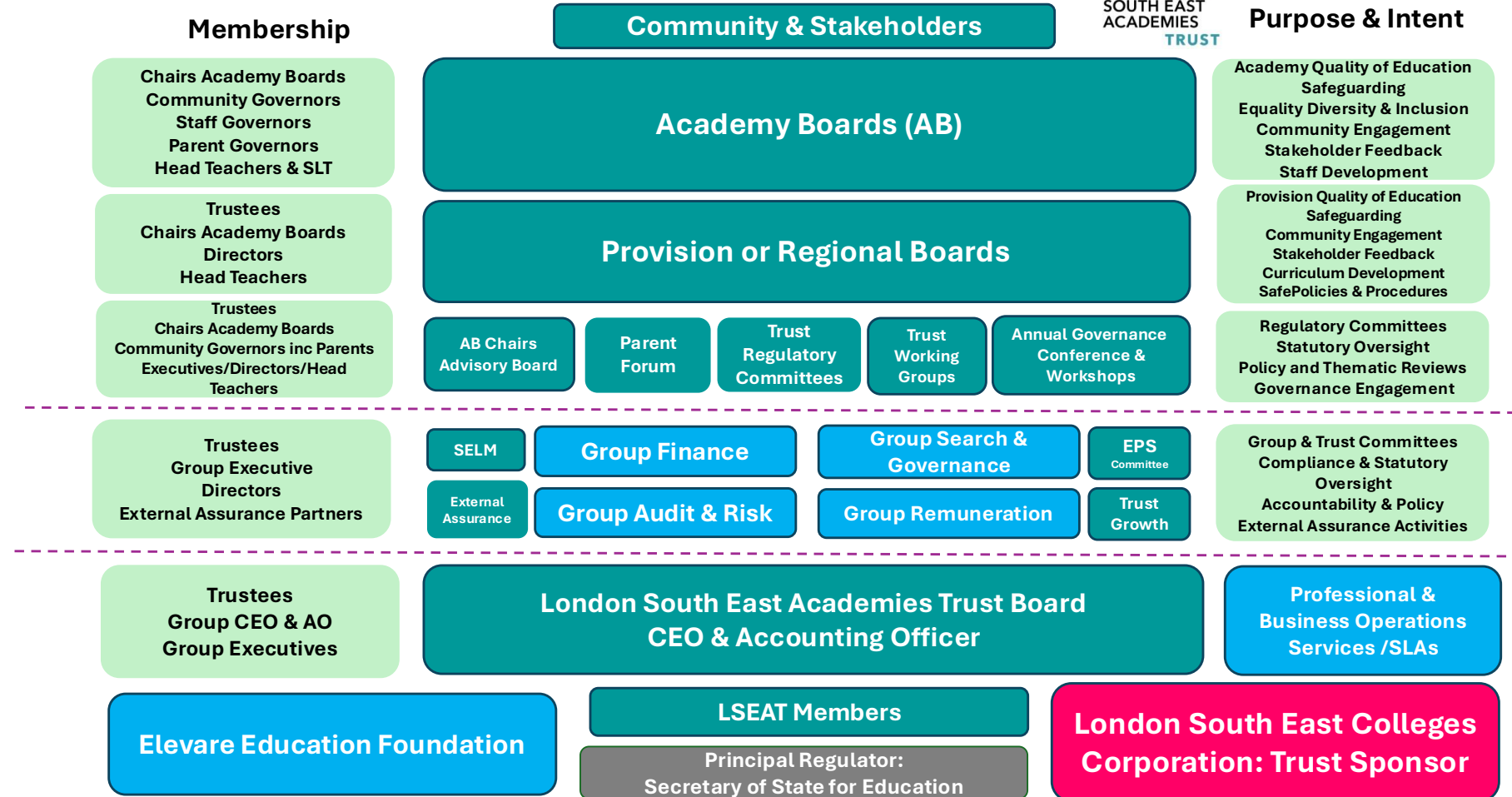
Trustees **monitor** against agreed criteria and delegated authorities

Appendix C: Inclusive Governance Framework



Inclusive Governance Framework 2025/26

Transforming lives through the power of learning



Appendix D: Delegation to Senior Post Holders and Group Executives

Group CEO: Dr Sam Parrett CBE

Together with the Governing Body, the Group CEO is accountable for the leadership and strategic direction of the Group Organisations comprising, London South East Colleges, London South East Academies Trust and Elevare Education Foundation

The Group CEO's key accountabilities are for governance, strategic planning and strategic people management and development, reputational risk and safeguarding the educational character of the institution. The Group CEO is the Chief Accounting Officer for the College and Trust and is responsible for making proposals to both the College Corporation and Trust Board on the educational character, vision and mission, budgets and resources and the development of policy and strategy.

In detail the Group CEO is accountable for

- Implementing these policies and the strategic decisions of the Boards,
- Developing the long-term strategy for the Group
- Ensuring the Corporation is fully engaged in all strategic decision which affect mission, values and character of the Group.
- Providing and delivering a strategic vision that delivers an outstanding and responsive academic strategy that meets the needs of current and future students while operating within a progressively complex and diversified group structure.
- Translating agreed strategy into operational objectives and to lead the executive team across the group to formulate and deliver the operational plans to achieve objectives.
- Creating an ethos and culture which maximises the Group's potential while providing an inclusive and supportive environment in which staff can work creatively and effectively.
- Leading on key strategic partnerships with Local Authorities and Councils, and other key stakeholders so that the Group responds to the local and wider regional strategic developments and economic requirements.
- Undertaking key local, regional, national and international roles in helping to influence the debate and future direction of schools and academies strategies that impact in local and regional skills, economic and social inclusion.
- Maintaining, developing, encouraging and growing effective and mutually supportive links with employers, local authorities and other key stakeholders.
- Promoting the reputation, profile and interests of the Group and build reputation.
- Ensuring a flexible and responsive culture across the Group towards changes in the external environment and build an Organisational Development Strategy in which talent is nurtured, and the Group thrives.
- Identifying opportunities for diversity and creating new income streams.
- organising, directing and managing the Group and its operations, including staffing and the preparation of financial and other resource statements required by the Boards and external bodies

The Group CEO delegates some of the operational accountabilities and responsibilities to Senior Post Holders, namely the Group CFO and Deputy CEOs, together with the Group Chief Governance Officer and other Group Executive Members. These include accountabilities for governance, finances and probity, performance and outcomes, operational management of the College and Schools within the Trust, corporate development and the effective use of funds and resources.

Deputy Group CEO & Group Chief Financial Officer: John Hunt

The Deputy Group CEO & Group CFO (GCFO) works across Group organisations and has oversight for budgeting, financial performance, financial control and budgets, probity of public funds, value for money and risk management and internal audit and compliance across the Group.

GCFO is a Senior Post Holder appointed by the Boards and some operational accountabilities are delegated by the Group CEO and described below.

Key accountabilities include

- Ensuring regulatory compliance with DfE and Charity Commission
- Ensuring probity of funds and value for money is achieved.
- Maintaining oversight on the solvency of each entity within the Group together with days to day banking and long-term financing arrangements.
- Leading the development of professional service areas including Finance, IT, HR, Estates, and Health & Safety functions
- Leading on capital expenditure and capital Projects.
- Deputising for the Group CEO when required.
- Liaising with external funding organisations to maximise the benefits and opportunities available to the College and Trust.
- Ensuring that the financial systems of the Group meet all audit requirements.
- Ensuring that the financial operation of Group organisations satisfy necessary and relevant accounting standards and remain financially sound.
- Ensuring annual budgets are approved and monitored.

LSEAT Deputy CEO: Neil Miller

LSEAT DCEO is accountable for schools operations, people management and development, the management of academic delivery, quality of education, outcomes for learners, the student experience and Trust-wide standards and performance, compliance with statutory policies.

LSEAT DCEO is a Senior Post Holder appointed by the Board and some operational accountabilities are delegated by the Group CEO as described below.

Key accountabilities include

- Advising on strategic school improvement and development.
- Representing the Trust at community and civic events where appropriate
- Managing and monitoring school budgets and probity of funds.
- Building relations with local authorities and councils and relevant stakeholders
- Monitoring Teaching Learning and Assessments.
- Quality Assurance and Inspection Outcomes
- Curriculum development, performance and raising standards.
- Producing the Trust and School Development Plans
- Delivery of high-quality provision across primary mainstream, SEMH, SEND, AP and outreach.

- Ensuring readiness for Ofsted and other inspections, any monitoring or awarding body visits
- Student behaviour and conduct
- Staff behaviour and conduct
- Oversight of safeguarding across the Trust.
- Customer service and complaints/feedback management and reporting
- Overseeing the recruitment of senior staff in the Trust.
- Leading on pupil and parent experience.
- Supporting and informing Trust processes, systems and procedures
- Achievement and recruitment of financial targets across all schools
- Presenting regular updates on policy changes
- Ensuring compliance across a range of statutory policies and regulations including Funding Agreements and Academies Handbook.
- Defining the strategic and operational metrics used to set KPIs and performance targets.
- Advising and consulting on the development of IT services and infrastructure to improve school operations and teaching and learning.
- Leading and managing a team of Directors and Head Teachers.

Group Executive

Group Chief Governance Officer: Jennifer Pharo,

Group Chief People Officer: Janet Curtis Broni,

Group Chief Information & Estates Officer: Edward Avenell

In addition to the Senior Post Holders the Group Executive share delegated responsibilities for a number of statutory and regulatory functions as listed below

- Safeguarding
- Equality Diversity & Inclusion
- Data Protection
- Cybersecurity
- Public Relations
- Stakeholder Engagement
- Governance Policies and Procedures
- Research and Development
- People Management and Performance
- Health and wellbeing of staff and students.
- Group Strategy Monitoring
- Social Value
- Funding Claims and DfE student data returns
- Capital grants and funding claims.
- Whistleblowing
- Complaints.
- Internal policy development
- Compliance with various regulatory requirements across the three group entities.

Appendix E: Nolan Principles of Public Life

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Section B

London South East Academies Trust 2025/26 Scheme of Delegation

1. Introduction

- 1.1 The need for a framework that provides clarity about the duties, roles and responsibilities of all parties is imperative for all organisations in order to secure effective systems of leadership, management and operation, to manage risk effectively and secure required outcomes.
- 1.2 The scheme of delegation needs to address:
 - (i) who in the organisation has the power to make decisions.
 - (ii) the decisions individuals or groups are empowered to make.
 - (iii) where and with whom consultation needs to take place before decisions are made; and
 - (iv) where and with whom advice should be sought before decisions are made.
- 1.3 The framework also needs to clarify arrangements for monitoring and, where appropriate, intervention and how this will work in practice. Decision making is dynamic, collaborative and inclusive.
- 1.4 An overview of the accountabilities is outlined and provided within the Group Governance & Management Policy Statement. This sets out the ways in which London South East Academies Trust ("the Trust") and its Charity Trustees and Directors fulfil their responsibilities for leadership of the Trust. In addition, it identifies the respective roles and responsibilities of the Trust Board, Trust Committees, Group CEO and Accounting Officer, Deputy Group CEO & Group CFO, Deputy CEO, Group Chief Governance Officer, Group Executive, Head Teachers and other Senior Leaders.

It is based on the requirements of the Trust's Articles of Association and Master Funding Agreement with the DfE and complies with the Academy Trust Handbook.
- 1.5 The scheme of delegation supports the objects of the Trust as set out in paragraph 4 of the Articles of Association (the Articles). The Trust's objects are 'to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools ("the mainstream Academies") offering a broad and balanced curriculum'.
- 1.6 In 2025, the Trust conducted a review of governance, which resulted in the implementation of an Inclusive Governance Framework for 2025/26, designed to support equity in leadership and decision making, capturing and representing the unique needs of individual academies and the wider community. It recognised the importance of all stages of the Trust governance structure aligned to the values of Group Strategy, the Academies Governance Code and underpinned by a set of principles.

The ambition of the Inclusive Governance Framework is to create a truly inclusive organisation where people feel a sense of belonging with a guiding philosophy that everyone's voice shapes

and contributes to our strategic objective to transform lives through the power of learning. Further details of the Inclusive Governance Framework are available at Section 7 below.

2. Powers of Delegation

- 2.1 The starting point for the scheme of delegation needs to be a shared understanding across the Trust that, in accordance with the Trust's Articles and Master Funding Agreement (MFA), sole decision-making power for the strategic and operational business of the Trust, resides with the Board of Trustees acting in accordance with the Group and Sponsor's (London South East Colleges) mission, vision and values.
- 2.2 The legal entity is the Trust and not the individual Academies. As such, only the Board of Trustees has the legal authority to make decisions about:
 - i) employment issues;
 - ii) finance issues; and
 - iii) land ownership or leases.
- 2.3 The Trust is the admissions authority for all member Academies, therefore, the Trust Board must determine and keep under review the admissions arrangements for all Academies, ensuring that they are compliant with DfE and local authority requirements.
- 2.4 The presumption therefore is that all legal and strategic decision-making authority lies with the Trust. However, while the Trust (via the Trust Board) holds this ultimate authority, the DfE and Trust Articles and Master Funding Agreement make clear that the Board of Trustees has the power to delegate decision making as it deems appropriate to Trust Committees, to the Accounting Officer (CEO), Deputy Group CEO & Group CFO, Deputy CEO, Group Executives, Directors and Head Teachers. Although the Board can delegate functions to its Committees, it cannot delegate accountability, which must ultimately remain with the Board of Trustees.

Trust Committees comprise:

- **Group Audit & Risk Committee:** Lead Officer - Deputy Group CEO & Group CFO
 - **Group Finance Committee:** Lead Officer - Deputy Group CEO & Group CFO
 - **Group Remuneration Committee:** Lead Officer - Group Chief People Officer
 - **Group Search & Governance Committee:** Lead Officer - Group Chief Governance Officer
 - **Trust Education Performance & Standards:** Lead Officer: Deputy CEO
 - **Trust Growth & Optimisation Committee:** Lead Officer - Group CEO
 - **Trust AB Chair's Forum:** Lead Officers - Deputy CEO & Group Chief Governance Officer
 - **Trust Provision Boards:** Lead Officers – Trust Directors
 - **Trust Academy Boards:** Lead Officers - Head Teachers
- 2.5 The governance framework and policies must be approved and regularly reviewed by the Board of Trustees. Individual officers within the Trust should not make decisions or take unilateral action outside of this framework unless this approval has been given. To do so could lead to legal challenge and significantly increases risk. By approving the scheme of delegation, the Board of Trustees, in effect, gives this permission.

- 2.6 Where delegated decisions are made by the Group CEO, Deputy Group CEO & Group CFO, DCEO, Group Executives, Directors and/or Head Teacher and/or senior officers on their behalf, they should be formally recorded so that an audit trail of decisions taken, when and by whom, can be maintained. Trust Committees also record decisions in the minutes of their meetings.

3. Financial Delegation

- 3.1 The Board of Trustees is fully accountable to the DfE and HM Treasury for all public funding that funds the Trust's activities. This includes the annual revenue of budgets for all Trust Academies, any grants associated with the conversion of schools that become sponsored Academies where the Trust has been approved as the sponsor or have chosen to convert as an Academy into the Trust. The Trust is also responsible for any capital receipts associated with Trust Academies.
- 3.2 The DfE sends all annual revenue budgets for the Trust Academies directly to the Trust. Given the Trust's accountability, the annual budget for each Academy should be approved by the Board of Trustees following scrutiny and recommendation by the Group Finance Committee. Once this approval has been given, Academy senior leaders should be given delegated authority to manage the budget supported by monthly monitoring through the executive accountability and line management process. Alongside sharing information and updating to Academy Boards.
- 3.3 The Board of Trustees are also required to approve a schedule of financial delegation that identifies the maximum post-holders can authorise. This schedule should also clearly identify the authority for procurement, and the procurement rules each Academy should follow depending on the value of the transaction. This information appears in the Financial Regulations approved by the Trust on an annual basis. An extract of financial delegation values is appended to the Scheme of Delegation.
- 3.4 At each meeting, either the Board of Trustees or its nominated committee should receive an update on the financial performance of the Trust. Whilst it is not appropriate for the Trust Board to get involved in the operational detail of individual Academy budgets, by exception, the Board of Trustees should receive reports on significant deficits and surpluses in individual Academy budgets and the implementation of investment or recovery plans to address these in particular in terms of the impact on Academy standards.

Head Teachers will be empowered to share financial information within their reporting to Academy Boards to ensure community governors are provided with financial metrics to support discussions and influencing on use of resources and the impact on the Academy's performance.

Academy Boards meet three times a year and will be provided with an update on the financial and budgeted position of each Academy. Academy Board Chairs will have an opportunity through a discrete forum with the Chair of the Trust to discuss any issues or emerging themes in relation to financial impact on Academy's performance.

- 3.5 Similarly, the DfE sends any capital monies on behalf of identified Trust Academies to the Trust, the Trust is directly accountable for these capital receipts and for ensuring that they are used appropriately for the purposes identified.

The Board of Trustees or its nominated Committee are required to have an overview of all capital expenditure through regular reports. Group CEO, Deputy Group CEO & Group CFO, DCEO, Group Executives, Directors and Headteachers are required to have delegated authority through their procurement limits to ensure that this funding is spent appropriately to improve and maintain a safe learning environment. The Trust also has a legal responsibility to ensure that all procurement activity fulfils legal requirements in recognition that this is public money.

4. Policy Development

- 4.1 Given that the Trust is responsible and accountable for the financial management of all member Academies and is the employer of all staff working in such Academies, it follows that human resources and finance policy approval should remain at Trust Board level.
- 4.2 In order to minimise risk and ensure consistency, if an conversion or transfer takes place in the Summer term, it is recognised that, in the early period following conversion to Academy status, it is likely that the Academy will continue to adhere to existing School policies approved by previous governing bodies where appropriate to do so. By the September or sooner, following conversion or transfer, the Academy will adopt the LSEAT governance framework and structure. All statutory policies are applicable from date of conversion/transfer.

5. Monitoring and Intervention

- 5.1 The Board of Trustees on behalf of the sponsor, has ultimate responsibility and accountability for standards and performance in each Trust Academy, for finances across the Trust and for its legal responsibilities as the employer.
- 5.2 A key task for the Trust is to develop and monitor a range of policies that member academies are expected to adopt. As far is possible under TUPE regulations and terms and conditions of employment, the policies for adoption may include those listed in Appendix 2.

6. Scheme of Delegation

- 6.1 This scheme of delegation is intended to provide clarity and enable effective and efficient decision making. It is not intended to be a complex document or to itemise every decision that needs to be delegated. Rather, it should provide the framework for decision making and demonstrate how the Trust is managing risk and fulfilling its legal responsibilities effectively.
- 6.2 Pragmatically, as much operational decision making as possible should be formally delegated to committees or officers of the Trust. This will ensure the Board of Trustees can focus on performance and the strategic agenda.
- 6.3 The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined as many are contained within policies,

the governance and management policy statement and role and job descriptions. The principles of our inclusive governance framework are applied throughout with “governance in action” determined by our culture, collaborative ethos, collective accountability, transparency and trust in the process.

- 6.4 The Scheme of Delegation should be read in conjunction with the Group Scheme of Delegation, Standing Orders and Policies.

7. Inclusive Governance Framework

- 7.1 Following an external review of our governance in the Trust we have committed to adopt and apply an Inclusive Governance Framework, to embed equity, diversity, and shared accountability into every level of educational leadership and decision-making.

At its core, this is our strategic commitment to ensure that governance reflects the diverse communities we serve, making leadership more representative, decision-making more transparent, and outcomes more equitable. By aligning inclusive principles with robust oversight and strategic growth, we believe this approach ensures sustainable culture, ethos and improvements across our schools and colleges. We have adopted and applied an inclusive governance framework with principles that foster and support equity in leaderships and decision making as well as captures and represents our individual schools and our wider communities.

Our inclusive governance framework aligns both to our Group Strategy and our Trust Growth Strategy and endorses the current Government's ongoing drive for inclusion. True inclusion is about more than access, it is about belonging and ensuring everyone is supported to thrive. It is our belief that governance must play a central role in achieving this and by embedding inclusion into our governance procedures, practice and culture, our leadership will better reflect the communities we serve, supporting and driving better decision-making and outcomes.

Our ambition is to create inclusive organisations that people want to support and belong, with a guiding philosophy that it is not just about who sits at the table, but how everyone's voice shapes and transforms lives through the power of education. Through our new inclusive governance framework Community Governors will be encouraged to engage in the wider governance networks, this may include engagement in other processes and procedures for example performance management, staff recruitment and complaints.

- 7.2 Our Core Principles of the framework ensure representation, transparency in accountability, equity, collaboration and continuous improvement and are outlined below.

- 1) **Equity:** Ensuring fair treatment, opportunities, and advancement for all individuals while striving to identify and eliminate barriers that have prevented the full participation of some groups.
- 2) **Diversity:** Embracing and valuing the differences among individuals, including their varied backgrounds, perspectives, and experiences, to enrich decision-making and governance.
- 3) **Transparency:** Promoting openness and clarity in governance processes and decisions, allowing stakeholders to understand and trust the actions taken.
- 4) **Accountability:** Holding individuals and organizations responsible for their actions and decisions, ensuring they meet their commitments and adhere to agreed-upon standards.

- 5) **Participation:** Encouraging and facilitating the involvement of all stakeholders in governance processes, ensuring their voices are heard and considered.
- 6) **Collaboration:** Fostering cooperative relationships and teamwork among stakeholders to achieve common goals and enhance governance outcomes.
- 7) **Sustainability:** Integrating long-term environmental, social, and economic considerations into governance practices to ensure the well-being of current and future generations.

7.3 We have adopted an inclusive language that removes perceived hierarchical terminology such as local governors, academy councils, top slice, earned autonomy replacing with a language that reflects and shapes social inclusion, equity and diversity, for example, community governors, academy boards, trust investment funds and professional discourse and accountability.

Our organisational structure intersects with our inclusive governance model ensuring a clear delineation between governance and executive accountabilities. The application of inclusive governance principles and behaviours represents a strategic shift towards an inclusive, values-led governance, aligning growth and performance management with EDI, supporting sustainable organisational improvement across schools and colleges by embedding inclusion at the heart of leadership and operational decision-making.

Our inclusive governance practice will integrate strategic growth planning in the Trust, consider cross functional collaborations within our group organisations, and support and comply with legal and regulatory requirements.

Fostering this approach will ensure that, in particular for the Trust, we are supporting trust and transparency across new communities, ensuring cultural responsiveness in newly integrated institutions, maintaining high standards of performance, and embedding sustainable leadership structures that adapt and evolve.

Inclusive governance is not one dimensional, it is fully interwoven across operational, educational, and strategic dimensions of the Group. The shift toward inclusive governance marks a transformational moment for the Group and provides the foundation for a more just, accountable, and effective educational system across a wide expanse of provision and communities both geographical and provision based, ensuring that leadership is not only competent but also representative and responsive.

Whilst the Scheme of Designation is designed to be comprehensive it will not cover every task but does reflect our ethos and values to be transparent collaborative and open to challenge and scrutiny whilst maintaining accountability and responsibility across the governance and management framework.

London South East Academies Trust Scheme of Delegation: RACI Model 2025/26

Purpose of RACI Methodology : Responsible, Accountable, Consulted, Informed

- **Clarifies Roles and Responsibilities:** Clearly defines who is Responsible, Accountable, Consulted and Informed for each task or decision.
- **Improves Communication:** Ensures the right people are looped in at the right time, reducing misunderstandings and duplication of effort.
- **Enhances Accountability:** Identifies a single point of accountability for each activity, helping drive ownership and timely delivery.
- **Supports Decision-Making:** Helps streamline decision processes by showing who has authority and who needs to be consulted.
- **Boosts Efficiency:** Reduces delays and confusion by aligning expectations and minimizing role overlap.
- **Facilitates Onboarding:** New team members can quickly understand their responsibilities and how they fit into the broader workflow.

RACI Key

R = Responsible: does the work and is held to account.	A = Accountable: approves and ultimate owner of the decision
C = Consulted: Engaged before decision, action and or activity	I = Informed: kept updated on decision, action and or activity

Main purpose and key to roles within the Governance Framework

1. **Headteacher:** Leadership of individual school and operations.
2. **Directors:** Leadership of provision type (some across specific geographical areas), responsible for performance management of Headteachers.
3. **Deputy CEO (DCEO):** Leadership and management of Academy Leaders and responsible for all school operations.
4. **Group Executive (GEX):** Oversight of strategic and operational areas, statutory and regulatory requirements for Safeguarding, Equalities, Data Protection, Complaints, Employment, Health & Safety, Governance policy and procedures and legislative compliance.
5. **Chief Finance Officer (Group CFO):** Delegated financial oversight, probity, value for money, audit and internal controls.
6. **Community Governors & Academy Boards:** To hold Head Teacher/Academy Leaders to account on school operations, in particular the quality of education, pupil outcomes, curriculum development, school policies and safeguarding.
7. **Group and Trust Committees:** Finance, Audit & Risk, Governance & Search, Remuneration, Education Standards, Provision Boards, and other Committees constituted by the Trust Board from time to time – scheme of delegation provides delegated authority and terms of reference outline the areas of accountability for each Committee.
8. **Chief Executive Officer & Accounting Officer (Group CEO)** – Strategic and operational leadership, accountable to the Board, oversight on all statutory and regulatory requirements which can be delegated to the Group CFO, Deputy CEO and Group Executives.
9. **Trust Board (TB)** – Holds overall accountability, Trustees are legally accountable for all financial and statutory functions and performance and outcomes of all schools within the Trust.
10. **Members (M)** – Guardians of the Trust, appoint/remove Trustees, agree Articles, appoint external auditors and receive annual report.

	Area of Delegation	Members	Trust Board	CEO & AO	Group & Trust Committees	Provision & Academy Boards	GCFO DCEO GEX	Trust Directors	Head Teachers
1.	Governance								
1.1	Vision and Ambition	C	A	R	C	C	R	I	I
1.2	Trust Strategic Plan.	C	A	R	C	C	R	I	I
1.3	Oversee the completion of due diligence and fit with strategic growth prior to approving the opening or acquisition of any type of new education provision.	I	A	R	C	I	R	I	I
1.4	Trust Scheme of Delegation	I	A	R	C	I	R	I	I
1.5	Establish Trust Committees and approve Terms of Reference.	I	A	R	C	I	R	I	I
1.6	Appoint Chair of Trust Board.	C	C	C	C	I	I	I	
1.7	Appoint/Remove Chair of Trust Committee	I	A	C	C	I	R	I	I
1.8	Appoint/Remove Governance Professional and Company Secretary.	I	A	C	C	I	I	I	I
1.9	Appoint/Remove Community Governors	I	A	C	C	I	R	I	I
1.10	Approval of Trust wide policies.	I	A	R	C	I	R	I	I
1.11	Approve new convertor, transfer or sponsored Academies joining Trust.	I	A	R	C	I	R	I	I
1.12	Enter into pre conversion/transfer discussions and agreements.	I	A	R	C	I	R	I	I
1.13	Oversee compliance with Charity Law; Company Law, Instrument & Articles, Regulatory and Funding Agreements, Scheme of Delegation and appropriate Governance Code	I	A	R	C	C	R	I	I

	Area of Delegation	Members	Trust Board	CEO & AO	Group & Trust Committees	Provision & Academy Boards	GCFO DCEO GEX	Trust Directors	Head Teachers
1.14	Oversee compliance with DfE (incl. its executive agencies) as the Secretary of State for Education is the 'Principal Regulator' Multi Academy Trusts.	I	A	R	C	I	R	I	I
2.	Quality of Education, Curriculum, & Academy Performance								
2.1	Setting School Improvement Strategy to inform School Development Plans (SDPs) -valuation of against the Group & Trust Strategic Operating Plan.	I	A	R	C	C	R	R	R
2.2	Setting School Improvement Strategy to inform Key Performance Indicators – effectiveness of schools' performance against the Trust's agreed KPIs.	I	A	R	C	C	R	R	I
2.4	Ensuring school's readiness for Ofsted inspection	I	C	A	C	C	R	R	R
2.5	Raising Standards – across the Trust as well as the annual self-evaluation cycle and reviewing termly reports from each Academy on pupils' progress.	I	A	R	C	IC	R	R	R
2.6	Strategies, policy and practice - across the Trust relating to teaching, learning and pedagogy.	I	A	R	C	C	R	R	R
2.7	School Improvement Strategy, quality of teaching and classroom experience of pupils across all Academies in the Trust	I	A	R	C	C	R	R	R
2.8	Establishing and reviewing curriculum provision in all Academies	I	C	A	C	C	A	R	R
2.9	Monitoring the use of and impact of additional funding (Pupil premium, catch up premium, sports premium)	I	A	C	C	C	R	R	R
2.10	Monitoring the safeguarding arrangements including matters relating to Prevent, internet safety and ensuring appropriate policies are in place and are effective.	I	A	R	C	R	R	R	R

	Area of Delegation	Members	Trust Board	CEO & AO	Group & Trust Committees	Provision & Academy Boards	GCFO DCEO GEX	Trust Directors	Head Teachers
2.11	Quality of sex and relationships education, PSHEE, PE, spiritual, moral social and cultural development and religious education including peer on peer abuse.	I	A	R	C	C	R	R	R
2.12	Monitoring attendance and children missing in education	I	A	R	C	C	R	R	R
2.13	Development of pupils' confidence, aspiration and achievement as well as policies on pupil voice and leadership and extended learning opportunities for pupils	I	A	R	C	C	R	R	R
2.14	Trust branding and marketing material.	I	A	R	C	C	R	I	I
2.15	Compliance with mandatory publication requirements on Trust and Academy websites.	I	I	A	C	I	R	R	R
3.	Financial Management, Risk Management and Internal Control								
3.1	Establish Financial Regulations including delegated financial limits (see Appendix 1) to ensure compliance with the Academies Handbook and the Trust's financial and reporting requirements	I	A	R	C	I	R	I	I
3.2	Establish financial policies covering Reserves, Treasury Management, Reimbursement of Expenses, and Fraud Avoidance	I	A	R	C	I	R	I	I
3.3	Establish other financial procedures and policies as required in accordance with the Financial Regulations and Academies Handbook	I	A	R	C	I	R	I	I
3.4	Annual budget for the Trust and Academies, and medium/long term financial plans.	I	A	R	C	C	R	R	R
3.5	Annual Financial Statements and Trustees Report	I	A	R	C	I	R	I	I
3.6	Setting and monitoring of appropriate Internal controls	I	A	R	C	I	R	I	I

	Area of Delegation	Members	Trust Board	CEO & AO	Group & Trust Committees	Provision & Academy Boards	GCFO DCEO GEX	Trust Directors	Head Teachers
3.7	Ensuring that actions required by auditors are implemented effectively and their impact monitored regularly	I	C	C	A	I	R	R	R
3.8	Establishing and monitoring systems for Risk Management and control	I	C	C	A	I	R	I	I
3.9	Appointment of bankers, Internal auditors, and internal auditors for the Trust and Academies	I	A	R	C	I	R	I	I
3.10	Ensuring adequate financial and asset management systems are in place across the Trust and all its Academies.	I	A	R	C	I	R	I	I
3.11	Approval of contracts, orders, operating leases only, hire purchases commitments and tender arrangements and Approval of financial leases for the Trust, and seeking permissions in compliance with Academies Handbook and Trust Financial Regulations.	I	A	R	C	I	R	I	I
3.12	Appoint external auditors every four years	A	C	R	C	I	R	I	I
4	Estates, Capital & IT								
4.1	Deciding on and advising the Trust of priorities, for the maintenance and development of all estate and premises belonging to Academies in the Trust.	I	A	R	C	I	R	I	I
4.2	Estates and Property Strategy and annual improvement plan for the Trust Estates together with the related capital budget.	I	A	R	C	I	R	I	I
4.3	The acquisition of any land or buildings, or the leasing or renting of any land and buildings by LSEAT including seeking permission in compliance with the Academies Handbook.	I	A	R	C	I	R	I	I
4.4	Approving plans for the development of IT infrastructure, services and resources across schools.	I	A	R	C	I	R	C	C

	Area of Delegation	Members	Trust Board	CEO & AO	Group & Trust Committees	Provision & Academy Boards	GCFO DCEO GEX	Trust Directors	Head Teachers
4.5	Monitoring and reviewing controls in relation to cybersecurity	I	A	R	C	I	R	I	I
5.	Human Resources (Pay and Performance)								
5.1	Reviewing and approving HR policies.	I	A	R	C	I	R	I	I
5.2	Reviewing and approving Executive Pay Policy	I	A	C	R	I	I	I	I
5.3	Reviewing and approving Executive Performance Management	I	A	C	R	I	I	I	I
5.4	Reviewing and approval School Leadership Performance	I	C	A	C	C	R	R	R
5.5	Proposals for major restructuring and redundancy which would place more than 5 staff at risk of redundancy.	I	C	A	C	I	R	I	I
5.6	Proposals on the professional development of Academy staff and managers.	I	C	A	C	I	R	R	R
5.7	The appointment/dismissal/discipline of the CEO & Accounting Officer	I	A	C	R	I	I	I	I
5.8	The appointment/dismissal/discipline other Executives (CFO, DCEO, Company Secretary & Governance Professional)	I	A	R	C	I	I	I	I
5.9	The appointment/dismissal/discipline of Directors/Head Teachers	I	C	A	C	C	R	I	I
5.10	Approval of dismissal and severance payments for Academy staff and seeking approvals in accordance with the Academies Handbook.	I	C	A	C	I	R	C	C
5.11	Pay and conditions of Trust Central Staff	I	A	R	C	I	R	I	I
5.12	Approval of dismissal and severance payments for Trust Central staff and seeking approvals in accordance with the Academies Handbook	I	C	A	C	I	R	I	I

6.	Policy & Procedures								
6.1	Review and approve Trust policies and procedures as set out in Appendix 2 and in accordance with the Academies Handbook requirements.	I	A	R	C	I	R	I	I
6.2	Review and approve Statutory Policies	I	A	R	C	I	R	I	I
6.3	Approval of GDPR and associated data protection policies and procedures.	I	A	R	C	I	R	I	I
6.4	Approval of EDI Policy and EDI targets.	I	A	R	C	I	R	I	I
6.5	Approval of Health & Safety Policy, arrangements to keep staff, pupils, parents and visitors safe together with monitoring arrangements	I	A	R	C	I	R	I	I
6.6	Review and approve Governance policies and procedures and in accordance with the Group Collaboration Agreement, Articles of Associate, Governance Code, Charities and Companies Law and Academies Handbook.	I	A	R	C	I	R	I	I
6.7	Review and approve individual Academy specific policies and procedures set out in Appendix 2.	I	I	C	C	A	C	R	R
6.8	Review and approve Admissions Policy and procedures including participation in panels.	I	A	C	C	R	R	R	R
6.9	Review and approve Exclusions Policy and procedures, including participation in panels.	I	A	C	C	R	R	R	R
6.10	Review and approve Complaints policy and procedures, including participation in panels	I	A	C	C	R	R	R	R

Appendix 1

LSEAT 2025/26 Financial Regulations

Appendix A – Authority Limits

Delegated authorities are currently as follows: -

1. Budget Variations

Major Capital Projects

For major capital projects the Board will be required to approve any changes to the overall project budget. In urgent cases, the Chair of the Board and Chief Executive Officer, or Group Chief Financial Officer jointly have the power to act on behalf of the Board. Such action will be reported to the Board at the earliest opportunity.

In order to control the overall project spend, movements between individual budget lines to reflect changes to project costs may be authorised by the Group Chief Financial Officer.

Annual Re-Modelling, Other Building Works and IT Projects

For annual re-modelling, other minor building projects and IT projects, there may be a requirement to authorise extras, contract variations, or other necessary amendments to the approved projects. The Group Chief Financial Officer may authorise any resulting changes provided the total annual capital expenditure does not change by more than £125k. In urgent cases requiring approval of the Board, the Chair of the Board and CEO, Deputy CEO - Academies, or Group Chief Financial Officer jointly have power to act on behalf of the Board. Such action together with changes to capital expenditure approved by the Group CFO will be reported to the Board at the earliest opportunity.

Income & Expenditure

Income and expenditure budget variations (virements) must not reduce the budget operating surplus. The Group Chief Financial Officer in consultation with the relevant Headteacher may approve virements between budget heads of up to 10% of the Academy's overall budgeted expenditure. Virements above 10% require Board approval.

2. Authorisation of Contracts, Orders, and Leases

When applying the limits referred to below, the "value" for those orders/contracts, which relate to the continuous supply of goods or services over several years, will be the total value over the period of supply. The limits specified below do not relate to petty cash payments which must not exceed £20.

The limits referred to below relate to operating leases only. If you are unsure whether the lease is an operating lease or a finance lease, the Group Chief Financial Officer or Director of Finance should be consulted. When applying the limits referred to below, the "equivalent purchase price" will be the total value of the lease/hire purchase payments over the period of the agreement (or until the first break clause for property leases).

Sponsored & Non-Sponsored Academies	
Value	Authorisation
Up to £5,000	Head of School/Service Deputy Headteacher Management Accountant Other authorised signatory as approved by the Group CFO
Up to £15,000	Business Manager (equivalent) Financial Controller
Up to £40,000	Headteacher Deputy Group Finance Director
Up to £60,000	Group Chief Information and Estates Officer Provision Directors (or equivalent),
Up to £100,000	Group Director of Finance
Up to £250,000	Deputy CEO - Academies (or equivalent)
Up to £1,300,000	Chief Executive Officer Group Chief Financial Officer
Up to £1,750,000	Finance Committee
Over £1,750,000	Board *

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the CEO, Deputy CEO - Academies (or equivalent), Group Chief Financial Officer, or Group Chief Information and Estates Officer.

3. Disposal of Assets

Value of Disposal / NBV	Authorisation
Up to £3,000	Head of School Deputy Headteacher Business Manager Financial Controller
Up to £5,000	Headteacher Deputy Group Finance Director
Up to £10,000	Provision Directors (or equivalent)
Up to £25,000	Group Director of Finance Group Chief Information and Estates Officer Deputy CEO - Academies (or equivalent)
Up to £50,000	Group Chief Financial Officer
Up to £100,000	Chief Executive Officer
Over £100,000	Board *

Authority shall not be required for disposal of each computer which is replaced as part of the annual renewal programme.

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the Chief Executive Officer, Deputy CEO - Academies (or equivalent), Group Chief Financial Officer, or relevant Provision Director.

4. Contracts for the Supply of Goods or Services by the Academy/Trust

Contract Value per annum	Authorisation
Up to £5,000	Head of School Deputy Headteacher Management Accountant
Up to £15,000	Business Manager or equivalent, Financial Controller, Deputy Group Finance Director or nominee
Up to £50,000	Headteachers, or equivalent, Chief Information and Estates Officer, Group Director of Finance
Up to £75,000	Provision Directors (or equivalent)
Over £75,000	Chief Executive Officer Group Chief Financial Officer Deputy CEO - Academies (or equivalent)

* Following authorisation of the transaction or project by the Chief Executive Officer, Group Chief Finance Officer, or Deputy CEO - Academies, signing contracts and orders may be delegated to the relevant Provision Director. This authorisation matrix does not apply to the standard commissioned services provided by each Academy to the DFE or Local Authority.

Appendix B – Authorised Cheque Signatories and Authorisation of Electronic Payments

Arrangements for bank payments will be as follows:

(i) Bank Signatories

All bank payments must be authorised by two bank signatories.

The posts permitted to be on the bank mandate for the purpose of authorising cheque payments are as follows: -

- a) Chief Executive Officer
- b) Deputy Group Chief Executive Officer(s)
- b) Group Chief Financial Officer
- c) Group Director of Finance
- d) Deputy Group Finance Director
- e) Financial Controller, or nominee
- f) Headteachers / Heads of School, or equivalent
- g) Group Payroll Manager or equivalent
- h) Business Manager or equivalent

(ii) Electronic Payments (BACS)

The proposed payment run is prepared by a member of the finance service team and reviewed by the Financial Controller, or Management Accountant, or nominee. The review includes checking proposed payments above £5k to invoices. The proposed payment run is then passed to a Member, the Group Director of Finance, or Deputy Group Finance Director, or Management Accountant, or nominee, for final checking and authorisation as appropriate in accordance with the bank signatories identified in (i) above.

(iii) Electronic Payments (CHAPS/Faster Payments)

These are urgent payments which are processed outside of the normal creditor payment run. Every effort should be made to ensure that the volume of such payments is kept to a minimum. All such payments must be authorised two bank signatories identified in (i) above.

(iv) Electronic Payroll Payments

These include Net Pay, PAYE, National Insurance and Pension contributions. All such payments must be authorised by the Group Payroll Manager (or nominee in their absence) and the Group Chief Financial Officer, Deputy CEO – Academies, Group Director of Finance or Deputy Group Finance Director.

Arrangements for the use of electronic banking systems including the allocation of Smart Cards will be determined by the Group Director of Finance.

Appendix C – Tendering Procedures

Tendering Procedures

1. Invitations to tender must be accompanied by comprehensive and clearly written specifications, which shall include:
 - 1.1 the nature and purposes and, where applicable, the duration of the contract;
 - 1.2 quality and best economic value requirements;
 - 1.3 the specification and quantities of the goods or services to be supplied (except in the case of "design and build" contracts where only an outline specification need be supplied);
 - 1.4 the time(s) or range of time(s), as appropriate, and place(s) at which the goods or services are to be supplied;
2. A tender may not be considered unless it is submitted in accordance with the instructions.
3. It is the responsibility of the relevant head of department/director to make arrangements for every tender received to be retained.
4. The prices quoted in the tender should be recorded on the Value for Money Form.
5. No tender received after the time and date by which it is to be received or which contravenes any provision of this Schedule shall be considered.
6. Where, in their view, circumstances so warrant, the Group CFO may postpone for such period as they may consider reasonable, the time and date by which the tenders concerned shall be received.

Acceptance of Tender

7. Having followed the procedures required by the financial regulations, as outlined above, departments are then required to evaluate the tenders and recommend to the Group CFO to:
 - (a) accept the lowest tender; or
 - (b) accept a tender other than the lowest (this may only be justified by reference to the 'comprehensive and clearly written specifications' referred to in paragraph 1); or
 - (c) refuse to accept any tender.

Appendix D – Approval Authority for the Control of Debts

Debts may be written off in accordance with the limits specified below. The limits below apply to all Academies and refer to individual debtor accounts rather than batch totals.

Transaction Value Written Off	Authorisation
Up to £1,000	Deputy Group Finance Director
Up to £5,000	Deputy CEO - Academies Group Director of Finance
Up to £25,000	Chief Executive Officer or Group Chief Financial Officer
Up to £45,000	Board
Over £45,000	Secretary of State (through the DFE)

Where the value of the item being written off takes the college's cumulative total write-offs for the academic year beyond £250k, DFE Approval must be obtained for the write off.

Appendix 2 – Trust Policy Matrix

This Policy Matrix provides an overview on the policies and procedures across the Trust and Academies including both prescribed and non-prescribed policies.
The policies have been categorised by Policy Type which determines the approval process for the policy. All Trust Policies must be approved at Trust Board
The Policy Category indicator, demonstrates the internal accountable policy area and the department or person who is responsible for updating the policy.
Owners and Authors are post holders responsible for ensuring that policies are updated, that the correct approval process has been followed and policies are presented to the relevant authorising Committee.

Policy Type	Policy Category	Policy Name	Owner/Author
Academy	Curriculum	Assessment	HT/HoS
Academy	Curriculum	Blended Learning Policy	HT/HoS
Academy	Curriculum	Careers, Education, Information, Advice and Guidance	HT/HoS
Academy	Curriculum	Curriculum	HT/HoS
Academy	Curriculum	Exams	HT/HoS
Academy	Curriculum	Marking and Feedback	HT/HoS
Academy	Curriculum	SEND	HT/HoS
Academy	Curriculum	Sex Relationship Education	HT/HoS
Academy	Curriculum	SMSC	HT/HoS
Academy	Curriculum	Supporting Pupils With Medical Conditions	HT/HoS
Academy	Curriculum	Teaching and Learning	HT/HoS

Academy	Curriculum	Work Experience	HT/HoS
Academy	Finance	Charging and Remission	HT/HoS
Academy	Governance	Admissions Policy	HT/HoS
Academy	Governance	Home/School Agreement	HT/HoS
Academy	Health&Safety	Pupil Risk Assessment Policy	HT/HoS
Academy	Health&Safety	Accessibility Plan	HT/HoS
Academy	Safeguarding	Anti-Bullying Policy	HT/HoS
Academy	Safeguarding	Behaviour Policy	HT/HoS
Academy	Safeguarding	CCTV Policy	HT/HoS
Academy	Safeguarding	Drugs Policy	HT/HoS
Academy	Curriculum	Collective Worship	HT/HoS
Trust	Governance	Attendance Policy	HT/HoS
Group	Estates	EST-1-001 Group CCTV Policy	GCEIO
Group	Estates	HS-1-709 Asbestos policy.pdf	GCEIO
Group	Estates	HS-1-306 Management of Contractors and Visitors Policy	GCEIO
Group	Estates	HS-1-702 Use of Vehicles	GCEIO
Trust	Finance	Fixed Assets	Finance Director
Trust	Finance	Procurement Policy & Procedure	Finance Director
Group	Finance	Purchasing Card Policy	Finance Director
Group	Finance	Fraud Avoidance Policy	Finance Director
Trust	Finance	Expenses Policy	Finance Director

Trust	Finance	Reserves Policy	GCFO
Group	Finance	Treasury Management Policy	GCFO
Trust	Finance	Financial Regulations (including Tendering, Gifts and Hospitality, Procurement)	GCFO
Group	Finance	Anti-Bribery Policy	Finance Director
Trust	Governance	Freedom of Information	GDPO
Trust	Governance	GDPR Policy	GCGO
Trust	Governance	Data Protection Privacy Statement Students/Pupils	GCGO
Trust	Governance	Trust Complaints Policy	GCGO
Trust	Governance	Trust Single Equalities Scheme (Equality and Diversity policy)	GCPO
Trust	Governance	Exclusion Policy	HT/HoS
Trust	Governance	Trust Whistleblowing Policy	GCPO
Group	Governance	Group Data & Information sharing policy	GCGO
Trust	Governance	Policy Statement on SEN	DCEO
Trust	Governance	Policy Statement on Charging & Remission	DCEO
Trust	Governance	Policy Statement on Accessibility	DCEO
Trust	Governance	Dealing with Habitual or Vexatious Complaints Policy	GCPO
Trust	Curriculum	Academic Malpractice and Maladministration Policy	HT/HoS
Group	Health & Safety	HS-1-402 Off-site Activities and Visits Policy and Procedures	GDirH&S
Group	Health&Safety	HS-1-601 Accident Management	GDirH&S
Group	Health&Safety	HS-1-501 Fire Safety	GDirH&S
Group	Health&Safety	HS-1-703 Display Screen Equipment	GDirH&S

Group	Health&Safety	HS-1-801 Health Surveillance	GDirH&S
Group	Health&Safety	HS-1-902 Weapons	GDirH&S
Group	Health&Safety	HS-1-401 Management of Risk	GDirH&S
Trust	HR	Adapted Hours Policy	HT/HoS
Trust	HR	Allegations against Staff	GCPO
Trust	HR	Capability	GCPO
Trust	HR	Disciplinary Policy	GCPO
Trust	HR	Family Friendly Policy	GCPO
Trust	HR	Flexible Working Policy	GCPO
Trust	HR	Intellectual Property Policy	GCPO
Trust	HR	Leavers Policy	GCPO
Trust	HR	Mental Health and Wellbeing	GCPO
Trust	HR	Misuse of Drugs and Alcohol Policy	GCPO
Trust	HR	Newly Qualified Teachers	GCPO
Trust	HR	No Smoking	GCPO
Trust	HR	Performance Management Policy (Appraisal Policy)	GCPO
Trust	HR	Probation Policy	GCPO
Trust	HR	Sickness and Absence	GCPO
Trust	HR	Staff Grievance Policy	GCPO
Trust	HR	HR-1-030 Step Away Policy	GCPO
Trust	HR	Staff Code of Conduct	GCPO

Trust	HR	Pay Policy	GCPO
Group	HR	Menopause Policy	GCPO
Trust	HR	Therapy Dogs Policy	DCEO
Trust	Safeguarding	E-Safety Policy	GDirSafeG
Trust	Safeguarding	Prevent Policy	GDirSafeG
Trust	Safeguarding	Safeguarding (includes FGM)	GDirSafeG
Trust	Safeguarding	Sexual Violence and Sexual Harassment Policy	GDirSafeG
Trust	Safeguarding	Positive Handling	GDirSafeG
Trust	Safeguarding	Death of a Child	GDirSafeG
Trust	Safeguarding	Searching, Screening and Confiscation Policy	GDirSafeG
Trust	Safeguarding	Social Media policy	GDirSafeG
Trust	Safeguarding	LSEAT Visiting Speakers and Fundraising Policy	GDirSafeG