

# LEEDS CITY COLLEGE GROUP

## SCHEME OF DELEGATION 2017-2018

### PART 1 - INTRODUCTION

#### 1. Interpretation

In this Scheme of Delegation:

“Leeds City College Group” and “The Group” means Leeds City College, Keighley College, Leeds College of Music and White Rose Academies Trust.

“The Leeds City College Corporation” and “The Corporation” means the Further Education Corporation of Leeds City College, established under the terms of The Further and Higher Education Act 1992.

“Group Board” means the Governing Body of the Leeds City College Corporation.

“Local/Subsidiary Boards” includes the Leeds City College Board, Keighley College Board, Leeds College of Music Board of Directors and White Rose Academies Trust Board of Directors. These are the boards of each subsidiary part of the Leeds City College Group.

“Committees” means the Group Audit Committee, Group Governance & Nominations Committee, Group Remuneration Committee and Group Property Strategy Committee.

Words importing one gender shall import all genders and the singular number shall include the plural and vice versa (unless the context otherwise requires).

#### 2. Objectives of this Scheme of Delegation

- 2.1 To ensure clear dissemination between the work of the Group Board, the local/subsidiary boards and committees and how each fulfils its responsibilities and their commitments to each other to ensure the success of the Group.
- 2.2 To have in place clear parameters for decision-making on statutory, financial, quality and curriculum matters.

#### 3. Legal Status, Powers and Responsibilities

- 3.1 The Leeds City College Corporation was established under the terms of The Further and Higher Education Act 1992 and is governed by Instrument & Articles of Government, setting out its powers and responsibilities. The Articles of Government prohibit the Corporation from delegating the following specific functions:

- 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 the Corporation and for safeguarding their assets;
- the appointment of the Principal or holder of a senior post;
- the appointment of the Clerk; and
- the modification or revocation of the Articles of Government.

The Corporation is also not permitted to delegate the consideration of the case for dismissal, and the power to determine an appeal in connection with the dismissal, of the Chief Executive, the Clerk or the holder of a senior post, other than to a committee of members of the Corporation.

- 3.2 Leeds College of Music is a company limited by guarantee, formed under the Companies Act 2006. Its powers are set out within the company's Articles of Association. The company is a wholly owned subsidiary of the Leeds City College Corporation.
- 3.3 White Rose Academies Trust is also a company limited by guarantee, formed under the Companies Act 2006. Its powers are set out within the company's Articles of Association. The Leeds City College Corporation sponsors the Trust.
- 3.4 Terms of Reference set out the powers and responsibilities of the Leeds City College Board and Keighley College Board respectively. For the avoidance of doubt, the Leeds City College Board and Keighley College Board are not separate legal entities, instead forming part of the Leeds City College Corporation described at 3.1 above.

## **PART 2 – SCHEME OF DELEGATION**

### **4. Strategy and Policy**

- 4.1 The Group Board is the parent body and as such, it sets the strategic direction and has oversight of the performance of the Group. It agrees the group vision, mission, values and strategic plan and any group policies requiring board approval.
- 4.2 The Group Board determines group strategic issues and group policy, to be implemented and managed by the local/subsidiary boards through business and curriculum planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.
- 4.3 The local/subsidiary boards shall be responsible for the setting and review of the curriculum but shall have regard to any views of the Group Board and the group vision, mission, values and strategic plan.
- 4.4 The Group Board will have regard to the interests, views and representations made from local/subsidiary boards when considering and determining strategic matters and policy.
- 4.5 The local/subsidiary boards determine strategy and local policies, as necessary, for their respective part of the group, albeit within the parameters of the group vision, mission, values and strategic plan and any group policies.

### **5. Finance**

- 5.1 The levels of financial delegation and financial responsibilities are detailed within the Group Financial Regulations. The local/subsidiary boards shall ensure that these regulations are observed at all times, as well as any requirements and recommendations of the Group Board.
- 5.2 In July of each year the Group Board will approve the consolidated budget for the following year and the group three year financial plan, derived from the following governance and management process:

- September to January – group performance review and business planning.
  - January/February – group strategic seminar.
  - February to April – draft consolidated budget and three year financial plan (including a breakdown for each part of the group) presented to Group Board for discussion and approval of high level assumptions and financial objectives.
  - May/June – local/subsidiary boards to consider and approve the annual operating budget for their part of the group, taking account of the high level assumptions and financial objectives set by the Group Board.
  - July - Group Board will approve the consolidated budget for the following year and the group three year financial plan.
- 5.3 In the event of any disagreement on the budget, a joint meeting will be arranged between members of the Group Board and the local/subsidiary board to resolve the disagreement.
- 5.4 Following approval of the consolidated budget and financial plan, each local/subsidiary board is required to manage the budget for their part of the group. The local/subsidiary boards shall inform the Group Board without delay of any likely deficit in the accounts or any need for significant unplanned expenditure and will discuss with the Group Board options for remedial funding. Further detail is provided within the Group Financial Regulations.
- 5.5 The group executive team will go through the process of deciding the group membership fee for each group member as part of the annual business planning process so that the agreed fees can be included in both the group budget and member budgets in line with the above timescale. Local/subsidiary boards will review and approve the proposed membership fee annually.

(Note: the group financial regulations, the consolidated budget and group financial plan cover all parts of the group other than White Rose Academies Trust; however, the Group Board will consider the Trust's budget plans in line with the above timescale.)

## **6. Property**

- 6.1 In conjunction with the local/subsidiary boards, the Group Board will develop and approve the Group Property Strategy, identifying the suitability of buildings and facilities in light of long term curriculum needs, and the need for and availability of capital investment.
- 6.2 The Group Property Strategy Committee maintains strategic oversight of the Group Property Strategy and the individual projects within in, monitoring the delivery of the overall objectives of the strategy. The committee operates in accordance with terms of reference determined by the Group Board and within the parameters of the Group Financial Regulations.
- 6.3 The responsibility for decision-making of any disposals or acquisitions of land to be used by the Group will be that of the Group Board – further detail is provided within the Group Financial Regulations.

## **7. Staffing**

- 7.1 The Group CEO/Principal and other designated senior post holders (as defined in the Leeds City College Corporation's Articles of Government) will be appointed by the Group Board, as prescribed by the Articles (clause 9 – appointment and promotion of staff).
- 7.2 Recommendations for appointment of Principal or CEO for other parts of the group will be made by the relevant local/subsidiary board and approved via the Group Board.
- 7.3 Line management of the Group CEO/Principal will be via the Chair of the Group to the Group Board. Regular line management of other members of the group executive will be via the Group CEO/Principal.
- 7.4 The Group Remuneration Committee advises the Group Board on the remuneration and conditions of service of group executive members. The committee's responsibilities include setting annual performance targets for group executive members, determining appraisal arrangements for the Group CEO/Principal and ensuring that appraisal arrangements are in place for other group executive members. The committee operates in accordance with terms of reference determined by the Group Board.

## **8. Statutory Duties**

- 8.1 Statutory duties (including safeguarding & prevent, equality & diversity, health & safety and special education needs & disabilities) are imposed on each legal entity making up the Leeds City College Group. The local/subsidiary boards are therefore responsible for the oversight and monitoring of compliance in these areas and for reporting to the Group Board, at least annually, on how these statutory duties have been met.

## **9. Audit and Risk**

- 9.1 The Group Board will appoint a Group Audit Committee, which will operate in accordance with terms of reference determined by the Group Board and in accordance with the Audit Code of Practice published by the funding body. The purpose of the committee is to advise on the group's systems of internal control, risk management and (corporate) governance arrangements.
- 9.2 Risk registers for each part of the group are owned by a member of the group executive and are monitored by the local/subsidiary boards. The group risk register summarises key risks at group level and is monitored by the Group Board.
- 9.3 The Group Board, with the advice of the Group Audit Committee, has the responsibility for overseeing risk management within the group as a whole. Its role is to:
  - Set the tone and influence the culture of risk management in the group
  - Determine what types of risk are acceptable and which are not
  - Determine whether the group is risk taking or risk averse as a whole or on any relevant individual issue (risk appetite)
  - Approve major decisions affecting the group's risk profile or exposure
  - Monitor the management of significant risks to reduce the probability of unwelcome surprises or impact
  - Satisfy itself that risk control measures are in place and working effectively for all risks
  - Conduct an annual review of the group's approach to risk management and approve significant changes or improvements to key elements of its processes and procedures.

(Note: the Group Audit Committee covers all parts of the group other than White Rose Academies Trust, which has a separate Audit Committee.)

## **10. Operational Matters**

- 10.1 The local/subsidiary boards shall adopt and shall comply with all group policies as agreed and communicated by the Group Board from time to time.
- 10.2 The local/subsidiary boards will review their policies and practices on a regular basis, having regard to recommendations made by the Group Board from time to time, in order to ensure that the governance of the group is best able to adapt to the changing political and legal environment.
- 10.3 The local/subsidiary boards shall provide such data and information as the Group Board may require from time to time.

## **11. Delegation to Chair of Governors**

- 11.1 If, in his opinion, any matter which would otherwise be the responsibility of the Group Board is of an urgent nature, the Group CEO/Principal may, in consultation with the Clerk, obtain the agreement of the Chair to take action necessary to deal with the matter. In the absence of the Chair, the CEO/Principal should seek agreement from any one of the Vice-chairs. Provided always that none of the responsibilities referred to in Article 8 of the Corporation's Articles of Government may be the subject of such action. Every such decision shall be reported to the next available ordinary meeting of the Group Board.

## **12. Delegation to Group CEO/Principal**

- 12.1 The Group CEO/Principal shall be responsible for:
  - making proposals to the Group Board about the group vision, mission, values and strategy and implementing the decisions of the Group Board and its local/subsidiary boards and committees;
  - preparing annual estimates of income and expenditure for consideration and approval by the Group Board, and the management of budget and resources within the estimates approved by the Group Board;
  - the organisation, direction and management of the group and leadership of the staff;
  - oversight of the day to day running of the estate, including any decision in respect of the closure of all or part in response to any extenuating circumstances;
  - management of risk, ensuring that risk control measures are in place and working effectively;
  - fulfilling all relevant statutory and regulatory obligations;
  - dealing with all other matters falling within the scope of the CEO/Principal's responsibilities and accountabilities, as set out within the agreed job description.

### **13. Governance**

- 13.1 The Group Governance & Nominations Committee advises the Group Board on the appointment/reappointment, training and ongoing development of governors and keeps under review the systems, policies and procedures supporting the governance process. For this purpose the term 'governor' includes members of the Leeds City College Corporation and the Boards of Directors of subsidiary companies.

### **PART 3 – ANNUAL REVIEW**

The Group Board will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.

In considering any material changes to this Scheme of Delegation, the Group Board will have regard to and give due consideration to any views of the local/subsidiary boards.