

National Film and Television School (the “School”) SCHEME OF DELEGATION (v1.3¹)

1. Introduction

This scheme of delegation seeks to record where authority rests within the School for particular types of decisions made in the name of or on behalf of the School. It should be read in conjunction with the School’s Articles of Association and Board of Governors Terms of Reference. No such scheme can be absolutely comprehensive, but, in addition to explicitly locating the locus of authority for specific categories of decision, the scheme also forms a frame of reference through which questions about other types of decision may be resolved. Questions should be referred to the Clerk of the Board of Governors or the Deputy Chair of the Board of Governors.

Note that the schedule below purports only to identify responsibility for the final (‘ratification’) stage of decision-making, and not, for example, responsibility for formulating strategic, policy and business proposals, which typically lies with individual members of management or School committees.

2. Framework & Principles of Delegation

As detailed in the Articles of Association and the Board of Governors Terms of Reference, the Board of Governors is itself responsible for approving corporate strategy and associated plans and budgets; for approving major decisions and corporate policy; for the framework of governance and management; and for monitoring institutional and executive performance. These responsibilities are ‘reserved’ to the Board of Governors and, as a general rule, cannot be delegated.

As the academic authority of the School, the Academic Standards Committee is responsible to the Board of Governors for academic governance through the Director of the School, and specifically for regulating, in accordance with the Articles of Association and the School’s Quality Handbook, the admission of students; the curriculum and assessment; the maintenance and enhancement of academic standards; and the award of degrees and other qualifications.

¹ Approved by NFTS Board, November 2016

Operational responsibility for these matters may in general be delegated (as illustrated below).

As the chief executive of the School, the Director is responsible to the Board of Governors within the framework laid down by the Articles of Association, the Memorandum of Assurance and Accountability between the School and the HEFCE, the School's Financial Regulations and this Scheme of Delegation – for the operational management of all aspects of the School's work. The Director of the NFTS may delegate – and in practice has delegated – responsibility for specific aspects of the School's management to members of management and to Heads of Department, but retains ultimate responsibility for their work.

The Heads of Teaching Departments are responsible to the Director of Curriculum and Registrar - and ultimately to the Director of the School - for the leadership and overall management of their respective departments in accordance with their job descriptions and the policies and Financial Regulations of the School. They may delegate responsibility for specific aspects of department management to tutors, visiting tutors and their coordinator, but retain ultimate responsibility for the management of their departments.

The Accounts department is responsible to the Finance Director - and ultimately to the Director of the School - for the leadership and overall management of this department in accordance with their job descriptions and the policies and Financial Regulations of the School. The Finance Director reports to the Finance and General Purposes Committee on a quarterly basis.

Management are responsible to the Board of Governors (through the Director of the NFTS and the Director of Curriculum and Registrar) for the leadership and overall management of the School's services (Finance, Operations and Human Resources etc.) in accordance with their job descriptions and the policies and Financial Regulations of the School. They may delegate responsibility for specific aspects of service management to heads of department, but retain ultimate responsibility for the management of their service groups.

For financial decisions, reference should be made to the matrix below: -

	NFTS Management with Finance Director approval	NFTS Board Chair or Deputy Chair approval	NFTS Board approval*
Budgeted expenditure	Up to £24,999	£25,000 to £250,000	£250,001 & above
Unbudgeted expenditure	Up to £24,999	£25,000 to £100,000	£100,001 & above

* Unless specifically delegated to a Board sub-committee

Except as otherwise provided, individuals and bodies in whom authority is vested by this Scheme of Delegation may sub-delegate to others provided that such sub-delegation is consistent with the NFTS regulations and recorded and reported to the relevant corporate service (for example, Finance in respect of financial authority levels).

A RACI matrix is used to identify who is **Responsible** and **Accountable** and who should be **Consulted** and **Informed**.

Strategy & Policy

	R	A	C	I
Approval of corporate strategy and associated resource strategies (including in particular finance, HR, estates and IT & H&S strategies)	Director	Board of Governors	Finance & General Purposes Committee (F&GP)	Audit Committee, Key Partner Funders, NFTS Staff
Delivery strategies (for example, Estates, Learning and Teaching and Fundraising strategies)	Director, Director of Curriculum and Registrar, Finance Director Operations Director HR Director	Board of Governors	F&GP Academic Standards Committee Redevelopment Committee	Audit Committee, Key Partner Funders, NFTS Staff
Approval of major corporate policies (that is, those which have a substantial / material impact on the working conditions of stakeholders of the School or substantially materially affect the School's reputation)	Director	Board of Governors	Audit Committee, Academic Standards Committee	F&GP, Key Partner Funders, NFTS Staff

Governance, Management and Control

	R	A	C	I
Amendments to Articles of Association	Director	Board of Governors	F&GP, Audit Committee, Key Partner Funders, Management Company Secretary	NFTS Staff
Approval of Changes to General School Regulations	Director of Curriculum and Registrar	Director	Management, Academic Standards Committee	NFTS Staff, NFTS Students
Approval of Regulations Relating to Taught Programmes	Director of Curriculum and Registrar	Director	Management, Academic Standards Committee, Royal College of Art	NFTS Staff, NFTS Students
Appointment of Board Members	Governance, Appointments and Remuneration Committee	Board of Governors	Director	NFTS Staff, Key Partner Funders Company Secretary
Appointment / Removal of NFTS Director	Chair of the Board	Board of Governors	Governance, Appointments and Remuneration Committee	Key Partner Funders, Key Partner Sponsors, NFTS Staff Company Secretary
School Management Structure	Director	Director	Chair and Deputy Chair of the Board	Board of Governors, NFTS Staff, NFTS Students

Appointment / Removal of Clerk to the Board	Chair of the Board	Board of Governors	Governance, Appointments and Remuneration Committee, Director	Management
Approval of Annual Accounts	Finance Director	Board of Governance	Management	Key Partner Funders
Appointment of Auditors	Audit Committee	Board of Governors	Management	
Systems of internal financial management and control and accountability, including risk management, financial regulations and financial procedures	Finance Director	Board of Governors	F&GP, Audit Committee, Management	NFTS Staff
Appointment of bankers, opening of bank accounts and designation of bank account signatories	Finance Director	Finance & General Purposes Committee	Director	Management
Interpretation of this Scheme of Delegation	Chair	Chair	Director, Board of Governors	Management

Budget Allocation and Resources

	R	A	C	I
Approval of annual School budget	Director	Board of Governors	F&GP, Management	Audit Committee, Key Partner Funders
Budget Allocation to Individual Departments	Finance Director	Director	F&GP, Management	NFTS Staff

Property, Transactions & Capital Projects

	R	A	C	I
Approval of Estates strategy and capital programme	Operations Director	Board of Governors	F&GP, Management	NFTS Staff, Key Partner Funders
Acquisition, construction, refurbishment and disposal of buildings (and acquisition and disposal of land)	<ul style="list-style-type: none"> - Director and Management < £250k - Redevelopment Committee > £250k - < £1million - Board of Governors > £1million 	Board of Governors	F&GP, Management	NFTS Staff, Key Partner Funders
Leasing of properties	<ul style="list-style-type: none"> - Director and Management < £250k - Redevelopment Committee > £250k - < £1million - Board of Governors > £1million 	Board of Governors	F&GP, Management	NFTS Staff, Key Partner Funders

Staff

	R	A	C	I
Approval of main features of terms and conditions of employment	HR Director	F&GP	F&GP, Audit Committee, Board of Governors BECTU	NFTS Staff
All other adjustments to terms and conditions of employment	HR Director	Deputy Director	Management BECTU	NFTS Staff, Chair and Deputy Chair of the Board.
Decision to initiate recruitment to either Director of Curriculum and Registrar or Finance Director	Director	Governance, Appointments and Remuneration Committee	Board of Governors, HR Director	Key Partner Funders NFTS Staff BECTU
Decision to initiate recruitment to other Management team posts	Director	Director	Management	NFTS Staff
Decision to initiate recruitment to other categories of posts	Deputy Director	Management Team		NFTS Staff
Appointment of casual (non-contracted) staff	Heads of Department	Heads of Department	HR Manager	Management
Authority to terminate an employment contract	Director	Director	Director of Curriculum and Registrar Finance Director HR Director	Chair and Deputy Chair of the Board.

Approval of Pay Rise or Honorarium	Director	Director	Director of Curriculum and Registrar Finance Director HR Director	
Overtime payments	Heads of Department	Heads of Department		
Approval of early retirement	Director	Director	Director of Curriculum and Registrar Finance Director HR Director	

Students

	R	A	C	I
Institutional admissions policy and strategy	Director of Curriculum and Registrar	Director	Academic Standards Committee	NFTS Staff
Admission of students	Director of Curriculum and Registrar	Director	Assessment and Concessions Committee	
Approval of tuition fees	Director	Board of Governors	Management, Heads of Department	NFTS Staff
Approval of new programmes of study	Director of Curriculum and Registrar	Director	Academic Standards Committee Management,	NFTS Staff
Assessment of taught students & award of degrees and other qualifications	Director of Curriculum and Registrar	Board of Examiners	Heads of Department, RCA	
Determination of appeals by students	Director of Curriculum and Registrar	Director		
Determination of cases of plagiarism and cheating	Director of Curriculum and Registrar	Director		
Award of bursaries and scholarships	Director of Curriculum and Registrar and Scholarship Committee	Director	Finance Director Registry	NFTS Students

Exclusion for academic reasons	Director of Curriculum and Registrar	Director	Head of Department	Academic Standards Committee
Exclusion for disciplinary reasons	Director of Curriculum and Registrar	Director	Head of Department	Academic Standards Committee

Financial Transactions

	R	A	C	I
Bids and tendering	Finance Director Operations Director	Management		
Solicitation and acceptance of gifts	<i>See Donations Policy and Anti-Bribery Policy</i>			
Approval / Dissolution of subsidiary companies	Director	Board of Governors	Management Company Secretary	
Sale or licensing of IP	Director	Director		Management
Management of endowments and other investments (including sale and purchase of investments)	Finance Director	NFTS Foundation	F&GP	
Borrowing	Director	Board of Governors > £100k	F&GP, Management	

International Agreements

	R	A	C	I
International Activity including institutional collaboration on curriculum, exchanges and establishment of overseas agents.	Director	Director	Director of Curriculum and Registrar	Board of Governors

Forward Commitments

	R	A	C	I
Locking the School into budgeted contractual commitments exceeding £250k extending over three years	Management	Board of Governors	F&GP, Management	
Locking the School into unbudgeted contractual commitments exceeding £100k extending over three years	Management	Board of Governors	F&GP, Management	