

**National Film and Television School (the “School”)
SCHEME OF DELEGATION (v1.7)**

F&GP will review this document annually

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 appended 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 the School’s Senior Management Team (‘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.

In addition the appointment, terms of appointment and termination of appointment of the Director and Secretary to the School shall not be delegated by the Board.

As the academic authority of the School, the Academic Standards Committee is responsible to the Board of Governors for academic governance primarily through

reports from the Director of the School ('the Director'), 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. Operational responsibility for these matters may in general be delegated

In addition, the Chair of the Academic Standards Committee shall be entitled in accordance with academic regulations approved by the Academic Standards Committee to take action if urgently required to:

1. to refuse admission to an applicant to the School without assigning a reason;
2. to expel, suspend, exclude or take any other action in respect of a student of the School in relation to matters of student conduct and fitness to study; and/or
3. to exclude a student from some or all parts of the School.

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, Terms and Conditions of Funding for Higher Education between the School and the Office for Students (OfS), the School's Financial Regulations and this Scheme of Delegation – for the operational management of all aspects of the School's work. The Director 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 - 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 Finance department is responsible to the Finance Director and ultimately to the Director - 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, Audit Committee and Board on a quarterly basis.

Management (being the Director, Finance Director, HR Director, Director of Marketing and External Relations, Head of Production and Registrar), are responsible to the Board of Governors (through the Director) for the leadership and overall management of the School's services 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*
Commercial income	Up to £100,000	£100,001 to £250,000	£250,001 & above
Donations and other philanthropic income	Up to £25,000	£25,001 to £100,000	£100,001 & above
Budgeted expenditure	Up to £50,000	£50,001 to £250,000	£250,001 & above
Unbudgeted expenditure	Up to £25,000	£25,001 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).

Commercial and Philanthropic income

Commercial and Philanthropic income relates to any income received or committed outside of the School's core funding from tuition fees, government and industry partners.

Notwithstanding the financial parameters defined above, prior permission must be sought from the Chair or Deputy Chair of the Board if there is any question that any income or donation may put the reputation or brand of the School at risk. For example, any proposal to undertake commercial activity with a country on the UN Sanctions list must be discussed in advance with the Chair or Deputy Chair of the Board.

Where the Chair or Deputy Chair of the Board consider prospective commercial income may bring the School's reputation or brand at risk, such funds may be returned or contracts cancelled, where possible. This includes monies raised or pledged at the annual gala.

Separate guidance on donations is providing by the School's Donations Policy

3. Related party transactions

Prior permission must be sought from the Chair or Deputy Chair of the Board for any transactions between the School and Governors or Management, excluding remuneration and reimbursement of qualifying expenditure incurred in the delivery of their duties as Governors or Management.

The Governors will comply with the Code of Business Conduct and staff will comply with the School's policies on gifts and donations. In accordance with such Code of Business Conduct and such policies with regards to transactions with related parties such as Governors, Management etc., ordinary transactions such as, but not exclusively, the annual purchase of tables and donations at the Gala dinner or the occasional provision of Masterclasses, is accepted by the Governors and Management as part of the normal business of the School, whilst recognising that these are always at arms-length and will ordinarily be disclosed.

Approval must be sought from the Chair in instances where transactions between the School and Governors or Management are considered unusual or may give rise to a conflict of interests in the opinion of Management.

4. Chair's action

The Chair of the Board shall have delegated powers to act on the Board's behalf between its scheduled meetings on:

- i. Items of routine business that would not normally merit discussion at a meeting of the Board; and/or
- ii. Matters relating to the implementation of policies that have already been approved by the Board.

Where an issue arises which, in the view of the Chair of the Board, is too urgent and important for consideration to be deferred until the next scheduled Meeting of the Board, the Chair of the Board shall have delegated authority to take action on the Board's behalf. Such action may, at the discretion of the Chair of the Board, take the form of:

- I. Calling a Special Meeting of the Board;
- II. Consulting with Governors by correspondence; and/or
- III. Taking Chair's action.

In all cases, the Chair of the Board will exercise great care before taking action on behalf of the Board and will consult with the Secretary to the Board on the most appropriate course of action. Chair's action on matters of importance will be taken only where delaying a decision would disadvantage the School.

Where the Chair of the Board has exercised delegated authority to act on behalf of the Board, a written report on the action taken will be made to the next scheduled meeting of the Board which shall give its formal endorsement or otherwise to the action.

In the absence of the Chair of Board the Deputy Chair of the Board may assume responsibility for matters outlined above.

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

November 2019

Strategy & Policy

	Responsible / (Lead officer)	Accountable	Consulted	Informed
Development and delivery 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)	NFTS Staff, Audit Committee, Key Partner Funders BECTU
Delivery strategies (for example, Estates, Learning and Teaching and Fundraising strategies)	Director, Finance Director HR Director Director of External Relations & Marketing Registrar Head of Productions	Board of Governors	F&GP Academic Standards Committee	NFTS Staff, Audit Committee, Key Partner Funders
Development and compliance with 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	NFTS Staff, F&GP, Key Partner Funders BECTU

Budget Allocation and Resources

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Development and delivery 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

Governance, Management and Control

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Monitoring and update of 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	Registrar	Director	Management, Academic Standards Committee	NFTS Staff, NFTS Students
Approval of Regulations Relating to Taught Programmes	Registrar	Director	Management, Academic Standards Committee, Royal College of Art	NFTS Staff, NFTS Students
Appointment of Board Members	Governance, Appointments and	Board of Governors	Director	NFTS Staff, Key Partner Funders

	Remuneration Committee			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	Chair of the Board	Board of Governors	Governance, Appointments and Remuneration Committee, Director	Management
Approval of Annual Accounts	Finance Director	Board of Governors	Management	Key Partner Funders
Appointment of Auditors	Audit Committee	Board of Governors	Management	Key Partner Funders
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 of the Board	Board of Governors	Director, Board of Governors	Management

Property, Transactions & Capital Projects

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Approval of Estates strategy and capital programme	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

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Approval of main features of terms and conditions of employment	Director	Board of Governors	F&GP, Audit Committee, BECTU HR Director	NFTS Staff
All other adjustments to terms and conditions of employment	Director	Director	Management BECTU	NFTS Staff, Chair and Deputy Chair of the Board.
Decision to initiate recruitment of the 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 categories of posts	Director	Director	Management	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	Finance Director HR Director	Chair and Deputy Chair of the Board.
Approval of Pay Rise or Honorarium	Director	Director	Finance Director HR Director Management	
Overtime payments	Heads of Department	Heads of Department		

Approval of early retirement	Director		Director of Curriculum and Registrar Finance Director HR Director NFTS Pension Trustees	
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Students

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Academic Regulations	Registrar	Academic Standards Committee	School Departments, Director	
Institutional admissions policy and strategy	Registrar	Director	Academic Standards Committee	NFTS Staff
Admission of students	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	Registrar	Director	Management, Academic Standards Committee	NFTS Staff
Assessment of taught students & award of degrees and other qualifications	Registrar	Board of Examiners	Heads of Department RCA	

Determination of appeals by students	Registrar	Director		
Determination of cases of plagiarism and cheating	Registrar	Director		
Award of bursaries and scholarships	Registrar Scholarship Committee	Director	Finance Director Registry	NFTS Students
Student complaints	Registrar	Director	Head of Department	
Suspension for academic reasons	Registrar	Director	Head of Department	Academic Standards Committee
Suspension for non-academic reasons	Registrar	Director	Head of Department	Academic Standards Committee
Exclusion for academic reasons	Registrar	Director	Head of Department	Academic Standards Committee
Exclusion for disciplinary or other non-academic reasons	Registrar	Director	Head of Department	Academic Standards Committee
Revocation of an award of the School	Registrar	Director	Head of Department	Academic Standards Committee

International Agreements

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
International Activity including institutional collaboration on curriculum, exchanges and establishment of overseas agents.	Director	Director	Registrar	Board of Governors

Financial Transactions

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Bids and tendering	Finance Director	Director	Management	
Solicitation and acceptance of gifts	See Donations Policy and Governors Code of Business Conduct.			
Approval / Dissolution of subsidiary companies	Director	Board of Governors	Management	
Sale or licensing of IP	Director	Director	Finance Director	Management
Management of endowments and other investments (including sale and purchase of investments)	Finance Director	Director	F&GP	Management

Borrowing	<ul style="list-style-type: none"> - Director < £50k - Board of Governors > £50k 	Board of Governors	F&GP, Management	
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Forward Commitments

	Responsible/ (Lead officer)	Accountable	Consulted	Informed
Locking the School into contractual commitments extending over three years	Director	Board of Governors	F&GP, Management	