

**British Institute of Technology Ltd  
T/A British Institute of Technology, England (BITE)**

**Scheme of Delegation**

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## 1. INTRODUCTION

The Council and the Board are one of the same with ultimate responsibility and accountability for the British Institute of Technology Ltd trading as British Institute of Technology, England (BITE).

The purpose of this document is to define the responsibilities of the Board Members (The Council), the Council's Committees (Audit Committee and Remuneration & General Committee), the Executive Committee, the Academic Board, the Principal, the Chief Executive Officer and the Senior Staff. These responsibilities are as set out in the Institute's Articles of Association and are in accordance with the Institute's Council Regulations, Financial Regulations, the Institute's Memorandum of Assurance and Accountability and with the guidance issued by the Committee of Institute Chairs (CUC). The directors are included as part of the Council to provide a unified Board. Nonetheless, directors retain all their usual responsibilities as company directors and those are not the responsibility of the independent chair who is not a director.

The responsibilities of the Council of Members are set out in the Institute's Articles of Association. Those of the Council, the Principal and the Academic Board are further articulated in the Council of Members' Statement of Primary Responsibility, the Council Regulations and the Academic Regulations. With certain restrictions, these allow the Council to delegate or allocate its powers, authority and functions to its Committees, Executive Committee, the Academic Board, the Principal and the Chief Executive Officer. However, the Council of Members is ultimately accountable and responsible for the actions and decisions made by the bodies or individuals it delegates to. Therefore, this Scheme of Delegation is also designed to ensure that the delegation of the Council's powers is clearly articulated within clear lines of accountability and responsibility.

The Principal may choose to discharge some of his/her responsibilities in consultation with the Chief Executive Officer and/or Executive Committee and/or Academic Board and/or to delegate them to members of the Senior Staff (as defined in the Council Regulations) or other staff. This Scheme of Delegation reflects the Principal's current arrangements and indicates the appropriate decision making or advisory body should the Principal wish to delegate his/her decision-making powers. However, the Principal remains ultimately leader for academic accountability sharing responsibility with the Chief Executive Officer for financial and estate responsibility and are responsible for the actions and decisions made by the bodies or individuals he/she delegates to. Therefore, the Principal is able to change the internal mechanisms in place from time to time for discharging his/her delegated authority without further reference to the Council.

For the purposes of this Scheme of Delegation, the Executive Committee members and the Academic members are the Institute's Senior Leadership Team. In his/her role as Clerk to the Council, the Institute Secretary and Registrar is accountable and responsible directly to the Council for certain activities. This is articulated in this Scheme of Delegation.

The Senior Staff may choose to delegate some of their day-to-day responsibilities to other members of staff in the Institute in accordance with the Financial Regulations and other internal procedures. However, they too remain accountable and responsible for the responsibilities delegated to them in this Scheme. The financial limits in this Scheme are further articulated in the Financial Regulations.

Finally, this Scheme of Delegation only covers responsibilities flowing directly from the Articles of Association and the Council's Statement of Primary Responsibilities. Other responsibilities will be set out in individual committees' terms of reference and in individual job descriptions.

**The following abbreviations are used in this Scheme of Delegation:**

Executive Committee (EC)  
Academic Board (AB)  
Audit Committee (AC)  
Council Members (CM)  
Independent Council Members (ICM)  
Chair of the Council (CC)  
Chief Operating Officer (COO)  
Chief Financial Officer (CFO)  
Finance and Resources Committee (FRC)  
Head of Accounts (HA)  
Head of Quality (HQ)  
The Council (The Board) (TC)  
Heads of Departments (HoD)  
Health and Safety Committee (HSC)  
Remuneration and General Committee (RGC)  
Senior Staff (SEN)  
Academic Outcomes (AO)  
Employment Outcomes (EO)  
Institute Secretary (IS)  
Principal (P)  
Chief Executive Officer (CEO)  
Student President (SP)  
External Financial Auditor (EFA)  
External Academic Auditor (EAA)

## 2. RESPONSIBILITIES OF THE COUNCIL OF MEMBERS

### 2.1. Council Responsibilities which cannot be delegated (see Schedule 3 of Articles)

- 2.1.1. The determination of the educational character and mission of the Institute
- 2.1.2. The approval of the annual estimates of income and expenditure
- 2.1.3. Ensuring the solvency of the Institute and safeguarding its assets, including the recommendation of the annual accounts of the Institute in General Meeting
- 2.1.4. Authorising expenditure and disposals above £5m
- 2.1.5. Authorising property acquisitions and disposals above £5m
- 2.1.6. Approving capital and revenue-funded projects above a total value of £5m
- 2.1.7. Monitoring the progress of projects above a total value of £5m
- 2.1.8. The termination of any person as a Independent Member or Exofficio Member
- 2.1.9. The recommendation to the Institute in General Meeting for amending or revoking the Articles
- 2.1.10. The approval, revocation, amendment or variation of Regulations other than regulations made by Executive Committee or Academic Board
- 2.1.11. Delegated responsibility to the Executive Committee and the policy for pay and general conditions of employment for all members of staff
- 2.1.12. The appointment and dismissal of the Principal
- 2.1.13. The right to appeal in the case of suspension, discipline and dismissal of the Senior Staff
- 2.1.14. Delegating the Executive Committee for the appointment of the Institute Secretary and Registrar

### 2.2. Statement of Primary Responsibilities

Roles and Responsibilities	Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
<b>Governance</b>				
2.2.1. Appoint and if necessary terminate the membership of Members	NO	TC	EC, AB	ICM, CEO
2.2.2. Appoint the Chair of Council	NO	TC	EC, AB	P, ICM, CEO
2.2.3. Approve terms of reference for Council Committees	NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.4. Monitor and evaluate Council effectiveness	NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.5. Approve Regulations (other than Academic Regulations)	NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Strategic Planning</b>				
2.2.6. Approve the educational character, mission strategic plan and long-term business plan of the Institute	NO	TC	EC, AB	CC, P, ICM, CEO
2.2.7. Agree key performance indicators and other targets	NO	TC	TC, EC, AB	P, ICM, CEO
2.2.8. Approve the Annual Accountability Returns	NO	TC	TC, EC, AB	P, CEO, ICM, CEO
2.2.9. Approve contingency plans and periodic reviews under the	NO	TC	TC, EC, AB	P, CEO, ICM,

<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
<b>Monitoring Performance</b>				
2.2.10. Ensure processes are in place to monitor and evaluate performance against the strategic plan and business plans and the wider HE sector	YES	TC	TC, EC, AB	P, CEO, IS
2.2.11. Monitor performance against the annual budget	NO	TC	EC, AB	P, CEO, ICM, CEO
<b>Operational Management</b>				
2.2.12. Delegate authority to the Principal for day-to-day academic, corporate, financial, estate and human resources management	NO	TC	TC, EC, AB	IS, ICM, P, CEO
2.2.13. Approve and keep under regular review a Scheme of Delegation recording the delegated authority of the Principal, other members of the executive and the Council's committees	NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Financial Stewardship</b>				
2.2.14. Monitor and seek to secure the solvency of the Institute	NO	TC	TC, EC, AB	IS, HA, ICM, CEO
2.2.15. Ensure that proper books of account are kept	NO	TC	TC, EC, AB	IS, HA, ICM, CEO
2.2.16. Approve the annual budget and financial statements	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.17. Have overall responsibility for the Institute's assets, property and estate	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.18. Ensure that funds provided by the Office for Students (OfS) are used in accordance with Memorandum of Assurance and Accountability and the OfS's Regulatory Framework	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.19. Approve expenditure and disposals above £5m	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.20. Approve the Annual Sustainability Assurance report	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.21. Review the Annual Efficiency Return	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.22. Ensure that the Institute seeks to achieve value for money in its activities	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
<b>Audit and Risk Management</b>				
2.2.23. Approve the audited accounts and recommend them to the Institute in General Meeting	NO	TC	TC, EC, AB	IS, ICM, HA, CEO
2.2.24. Establish and monitor systems of control and accountability, including financial and operational controls, risk management policies and strategies, the risk register and procedures for handling internal grievances and for managing conflicts of interest	NO	TC	TC, EC, AB	IS, ICM, HA, CEO
2.2.25. Safeguard the good name and values of the Institute	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.26. Approve the annual report of the Audit Committee and the annual report of the internal audit service	NO	TC	TC, EC, AB	IS, P, HA, ICM, CEO
2.2.27. Appoint and/or remove internal auditors	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.28. Appoint and approve the remuneration of external auditors at the AGM	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.29. Ensure effective arrangements for the management and quality assurance of regulatory data returns	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.30. Establish and monitor emergency response plans and business continuity plans	NO	TC	TC, EC, AB	IS, P, ICM, CEO
	Can be	Approving	Recommending	Advising Staff

<b>Academic Quality and Risk</b>		delegated?	Committee	Committee	Member
2.2.31. Monitor the delivery of academic quality through reports from the Academic Board on the activities of the Academic Board and its subcommittees		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.32. Review at least annually a monitoring report and accompanying action plan from the Academic Board relating to the continuous improvement of the student academic experience and student outcomes, including evidence from the Institute's periodic review processes which fully involve students and include embedded external peer or professional review		NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Roles and Responsibilities</b>		<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
2.2.33. Ensure that the methodologies used as the basis for improving the student academic experience and student outcomes are robust and appropriate		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.34. Ensure on the basis of reports from the Academic Board that the standards of awards for which the Institute is responsible have been appropriately set and maintained		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.35. Approve all returns required by OfS Operating Model for Quality Assessment		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.36. partnerships and collaborations involving income of over £5m per annum or involving significant institutional risk		NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Students</b>					
2.2.37. Make provision for the general welfare of students in consultation with Academic Board		NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.38. Approve the Students’ Union’s constitutional documents		NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.39. Receive the annual accounts of the Students’ Union and monitor the financial and other affairs of the Students’ Union, ensuring that the Students’ Union operates in a fair and democratic manner and is accountable for its finances		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.40. Approve the relationship agreement between the Institute and the Students’ Union		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.41. Appoint a member of staff to consider complaints against the Students’ Union which have completed the Students’ Union’s internal complaints procedures		NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.42 Approve a Student Protection Plan to protect the interests of students in the event that the Institute has to change or close a course, withdraw from an area of activity, or exit the higher education market		NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Health and Safety</b>					
2.2.43. Approve the Institute’s Health and Safety Strategy and receive an annual report on its implementation		NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.44. Approve Health and Safety Policies and Procedures and monitor their implementation		NO	TC	TC, EC, AB	IS, ICM, CEO
<b>Estates Management and IT Infrastructure and Capital Projects</b>					
2.2.45. Approve all property acquisitions or disposals above £5m		NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.46. Approve capital and revenue-funded projects above a total value of £5m		NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.47. Monitor the progress of projects above a total value of £5m		NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Employment</b>					
2.2.48. Appoint, suspend, discipline and monitor the performance of the Principal		NO	TC	TC, EC, AB	IS, ICM, CEO
2.2.49. Establish the Search Committee to oversee the recruitment of the Principal		NO	TC	TC, EC, AB	IS, ICM, CEO

2.2.50. Appoint, suspend and discipline the Institute Secretary and Registrar	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.51. The right to appeal in the case of suspension, discipline and dismissal of the Senior Staff	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.52. Set the policy for pay and general conditions of employment for all members of staff	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.53. Nominate at least one Independent Member to sit on the interview panel with the Principal for the appointment of Senior Staff	NO	TC	TC, EC, AB	IS, P, ICM, CEO
2.2.54. Make Human Resources Regulations as provided in the Council Regulations	NO	TC	TC, EC, AB	IS, P, ICM, CEO
<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
2.2.55. Make Regulations governing the appointment of Senior Staff	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.56. Consider an annual report on equality and diversity	NO	TC	TC, EC, AB	IS, CEO, P, ICM
<b>Legal Matters</b>				
2.2.57. Ensure that systems are in place for meeting all the Institute's legal obligations, including those arising from contracts and other legal commitments made in the institution's name	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.58. Act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the Institute	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.59. Ensure that the Institute's Articles of Association are followed at all times and that appropriate advice is taken to enable this to happen	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.60. Provide for the safekeeping of the Seal	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.61. Make Regulations for the use of the Seal	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.62. Approve the Institute's membership of any other company either through subscription or share purchase	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.63. Approve the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors	NO	TC	TC, EC, AB	IS, CEO, P, ICM
2.2.64. Recommend to the Institute in General Meeting any amendment to the Articles of Association	NO	TC	TC, EC, AB	IS, CEO, P, ICM

### 3. CHAIR OF THE COUNCIL

The Chair of the Council is responsible for:

<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
<b>Monitoring Performance</b>				
3.1. The leadership of the Council	YES	TC	TC, AC, EC, AB	ICM, P, CEO
3.2. The effectiveness of the Council	NO	TC	TC, AC, EC, AB	ICM, P, IS, CEO
3.3. Ensure that the Council discharges its responsibility for determining the educational character and mission of the Institute, for stewardship of the Institute's resources and for oversight of the Institute's activities	NO	TC	TC, EC, AB	ICM, P, IS, CEO
3.4. Ensure that the Council discharges the other responsibilities defined in the Council's Statement of Primary Responsibilities		EC, AB	TC, EC, AB	ICM, P, CEO
3.5. Ensure that the powers of the Institute are used solely to promote the Institute's Object		EC, AB	TC, EC, AB	ICM, P, CEO
3.6. Ensure that the Council acts in accordance with the Institute's instruments of governance and statutory and regulatory requirements		EC, AB	TC, EC, AB	ICM, P, CEO
3.7. Ensure that the Council delegates its authority appropriately		EC, AB	TC, EC, AB	ICM, P, CEO



3.8. Chair meetings of the Council and General Meetings of the Institute	EC, AB	TC, EC,AB	ICM, P, CEO
3.9. Promote high standards and a sense of collective responsibility among Members, and manage the performance and personal development of Members; to ensure that the Council conducts itself in accordance with accepted standards of behaviour in public life	EC, AB	TC, EC,AB	ICM, P, CEO
3.10. Represent the Institute externally and act as an ambassador for the Institute	EC, AB	TC, EC,AB	ICM, P, CEO
3.11. In between meetings of the Council, to take action on behalf on the Council in matters which, in the Chair's opinion, are urgent or non-contentious, and to report such actions to the next meeting of the Council for confirmation	EC, AB	TC, EC,AB	ICM, P, CEO

<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
<b>Audit and Risk Management</b>				
3.12. Safeguard the good name and values of the Institute	YES	TC	AC	ICM, P, CEO
3.13. Ensure that the long-term sustainability of the Institute is secured	NO	TC	AC	ICM, P, CEO
<b>Employment</b>				
3.14. Maintain a constructive working relationship with the Institute's executives that recognises the proper separation between governance and executive management	NO	TC	TC, EC, AB	ICM, P, CEO
3.15. Support and manage the performance of the Principal and (jointly with the Principal), support and manage the performance of the Institute Secretary	NO	TC	TC, EC, AB	ICM, P, CEO
3.16. Lead in the recruitment of the Principal	NO	TC	TC, EC, AB	ICM, P, CEO
3.17. Lead in the recruitment of the Institute Secretary	NO	TC	TC, EC, AB	ICM, P, CEO
3.18. Hear the right to appeal in the case of suspension, discipline and dismissal of the Senior Staff	NO	TC	TC, EC, AB	ICM, P, CEO
3.19. Nominate at least one Independent Member to sit on the interview panel with the Principal for the appointment of Senior Staff	NO	TC	TC, EC, AB	ICM, P, CEO

#### 4. VICE CHAIR OF THE COUNCIL

The Vice Chair of the Council, in the absence of the Chair, has delegated authority for the Chair's duties.

#### 5. COUNCIL COMMITTEES

The Council's Committees are responsible as follows

<b>Governance</b>				
5.1.1 Advise and make recommendations to the Council for the appointment/termination of Independent Members	NO	TC	TC, EC, AB	ICM, P, CEO
5.1.2. Advise and make recommendations to the Council for the approval, revocation, amendment or variation of the Council Regulations	NO	TC	TC, EC, AB	ICM, P, CEO
5.1.3. Advise and make recommendations to the Council on the remits of the Council's committees and the effectiveness of the Council's committee system	NO	TC	TC, EC, AB	ICM, P, CEO
5.1.4. Advise and make recommendations to the Council on the monitoring and evaluation of Council effectiveness	NO	TC	TC, EC, AB	ICM, P, CEO
5.1.5. Advise and make recommendations to the Council on the awarding and revocation of Honorary Degrees	NO	TC	TC, EC, AB	ICM, P, CEO
5.1.6. Advise and make recommendations to the Council on approval of the Students' Union's constitutional documents	NO	TC	TC, EC, AB	ICM, P, CEO
5.1.7. Monitor compliance with the Committee of Institute Chairs' Higher Education Code of Governance and other relevant	NO	TC	TC, EC, AB	ICM, P, CEO

codes and good practice

#### Operational Management

5.1.8. Approve and keep under regular review a Scheme of Delegation recording the Principal, CEO and other members of the Executive Committee and the Academic Board	NO	TC	TC, AC, RGC, EC, AB	ICM, P, CEO
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#### Legal Matters

5.1.9. Advising and making recommendations to the Council regarding recommendations to the Institute in General Meeting for amending or revoking the Articles	NO	TC	TC, AC, RGC, EC, AB	ICM, P, CEO
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### 5.2. AUDIT COMMITTEE

Roles and Responsibilities	Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
<b>Audit Committee</b>				
5.2.1. Advising and making recommendations to the Council on the effectiveness of systems of control for managing conflicts of interest	NO	TC	TC	ICM, IS, HA, EFA
5.2.2. Advise and make recommendations to the Council regarding the approval of the annual financial statements	NO	TC	TC	ICM, IS, HA, EFA
5.2.3. Advise and make recommendations to the Council on the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk management policies and strategies and the corporate risk register	NO	TC	TC	ICM, IS, HA, EFA
5.2.4. Make an annual report of the Audit Committee's activity to the Council	NO	TC	TC	ICM, IS, HA, EFA
5.2.5. Recommend to the Council the appointment and remuneration of external auditors to be made at the AGM	NO	TC	TC	ICM, IS, HA, EFA
5.2.6. Advise the Council on the appointment of the internal audit service	NO	TC	TC	ICM, IS, HA, EFA
5.2.7. Approve the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors	NO	TC	TC	ICM, IS, HA, EFA
5.2.8. Review the internal auditors' risk assessment strategy and programme; consider internal audit findings and management responses	NO	TC	TC	ICM, IS, HA, EFA
5.2.9. Ensure that there are satisfactory arrangements to promote economy, efficiency and effectiveness (value for money)	NO	TC	TC	ICM, IS, HA, EFA
5.2.10. Keep under review the effectiveness of management strategies, policies and plans to ensure statutory and regulatory compliance (including, but not limited to, compliance with health and safety legislation)	NO	TC	TC	ICM, IS, HA, EFA
5.2.11. Approve the Annual Accountability Returns and make recommendations to the Council	NO	TC	TC	ICM, IS, HA, EFA
5.2.12. Advise the Council on the effectiveness of arrangements for the management and quality assurance of regulatory data returns	NO	TC	TC	ICM, IS, HA, EFA
5.2.13. Advise the Council on the effectiveness of emergency response plans and business continuity plans	NO	TC	TC	ICM, IS, HA, EFA

### 5.3. FINANCE AND RESOURCES COMMITTEE

#### Governance

5.3.1. Advise and make recommendations to the Council for the approval, revocation, amendment or variation of Financial Regulations	NO	TC	TC, EC, AB	IS, HA, CEO, P
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#### Strategic Planning

5.3.2. Advise and make recommendations to the Council regarding the strategic plan of the Institute and long-term business plans	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.3. Agree financial key performance indicators and other targets and recommend them to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.4. Advise and make recommendations to the Council regarding the approval of the Annual Sustainability Assurance report	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.5. Recommend contingency plans and periodic reviews under the Institute's contingency planning process for approval by the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.6. Recommend the Institute's student protection plan for approval by the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
<b>Monitoring Performance</b>				
5.3.7. Ensure processes are in place to monitor and evaluate performance against the strategic plan and business plans and the wider HE sector and advise and make recommendations to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.8. Monitor performance against the annual budget and advise and make recommendations to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
<b>Operational Management</b>				
5.3.9. Approve and keep under regular review a Scheme of Delegation recording the delegated authority of the Principal, other members of the executive and the Council's committees	NO	TC	TC, EC, AB	IS, HA, CEO, P
<b>Financial Stewardship</b>				
5.3.10. Advise and make recommendations to the Council regarding the solvency of the Institute	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.11. Ensure that proper books of account are kept and advise and make recommendations to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.12. Advise and make recommendations to the Council regarding the approval of the annual budget	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.13. Approve the financial forecasts for recommendation to the Council of Members	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.14. Approve expenditure and disposals between £2m and £5m and advise and make recommendations to the Council for expenditure and disposals above £5m	NO	TC	TC, EC, AB	IS, HA, CEO, P
<b>Audit and Risk Management</b>				
5.3.15. Advise and make recommendations to the Council regarding the approval of the annual financial statements	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.16. Establish systems of financial and operational control and accountability and advise and make recommendations to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.17. Approve the Annual Accountability Returns and make recommendations to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P
	NO	TC	TC, EC, AB	IS, HA, CEO, P, EAA
<b>Academic Quality and Risk</b>				
5.3.18. Approve academic partnerships and collaborations involving income of between £2m and £5m per annum or involving significant institutional risk				
<b>Estates Management and IT Infrastructure and Capital Projects</b>				
5.3.19. Advise and make recommendations to the Council regarding the safeguarding of its assets, property and estate	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.20. Authorise the disposal of assets of a value between £2m and £5m and advise and make recommendations to the Council	NO	TC	TC, EC, AB	IS, HA, CEO, P

on the disposal of assets above the value of £5m				
5.3.21 Approve property acquisitions or disposals of a value between £2m and £5m and make recommendations to the Council on all property acquisitions or disposals above the value of £5m	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.22 Approve capital and revenue-funded projects of a value between £2m and £5m and make recommendations to the Council on capital and revenue-funded projects above £5m	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.23 Monitor the progress of projects of a total value of between £2m and £5m and report to the Council				

<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
<b>Employment</b>				
5.3.24. Advise and make recommendations to the Council on making Human Resources Regulations	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.25. Advise and make recommendations to the Council regarding the policy for pay and general conditions of employment for all members of staff	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.26. Approve the issuing of any notice required under section 188 of the Trade Unions and Labour Relations Act 1992 (as modified or re-enacted from time to time)				
5.3.27. Consider an annual report on equality and diversity for recommendation to the Council				
<b>Legal Matters</b>				
5.3.28. Approve the Institute's membership of any other company either through subscription or share purchase	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.29 Approve the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors	NO	TC	TC, EC, AB	IS, HA, CEO, P
5.3.30 Ensure that systems are in place for meeting all the Institute's legal obligations, including those arising from contracts and other legal commitments made in the institution's name	NO	TC	TC, EC, AB	IS, HA, CEO, P
<b>Students</b>				
5.3.31. Advise and make recommendations to the Council on the relationship agreement between the Institute and the Students' Union	NO	TC	TC, EC, AB	IS, HA, CEO, P

## 5.4 HEALTH AND SAFETY COMMITTEE

5.4.1. Approve Health and Safety Policies and Procedures and monitor their implementation	NO	TC	TC, EC, AB	IS, CEO, P
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## 5.5. REMUNERATION AND GENERAL COMMITTEE

5.5.1. Prior to appointment and thereafter, approve the remuneration, benefits and terms and conditions of service of the Principal within the policy framework for pay and general conditions of employment approved by the Finance and Resources Committee and the Council of Members	NO	TC	TC	ICM, IS, HA
5.5.2. Prior to appointment and thereafter, approve the remuneration, benefits and terms and conditions of service of the Senior Staff within the policy framework for pay and general conditions of employment approved by the Finance and	NO	TC	TC	ICM, IS, HA

Resources Committee and the Council of Members				
5.5.3 Approve the performance objectives of the Principal	NO	TC	TC	ICM, IS, HA
5.5.4. Approve the performance objectives of the Senior Staff	NO	TC	TC	ICM, IS, HA
5.5.5. Approve severance packages to any member of staff falling within the guidance issued from time to time by the Higher Education Funding Council for England and the Office for Students on severance payments to Senior Staff	NO	TC	TC	ICM, IS, HA
5.5.6. Approve any return relating to Senior Staff remuneration required by the Higher Education Funding Council for England, the Office for Students or other regulatory bodies	NO	TC	TC	ICM, IS, HA
5.5.7. Approve whether to extend national pay awards to those staff of the Institute (other than the Senior Staff) whose salaries are not subject to national pay awards	NO	TC	TC	ICM, IS, HA
5.5.8. Approve the Institute's continued accreditation as a London Living Wage employer	NO	TC	TC	ICM, IS, HA
<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
5.5.9 Monitor and review the performance against agreed objectives of the Principal	NO	TC	TC	ICM, IS, HA
5.5.10. Monitor and review the performance against agreed objectives of the Senior Staff	NO	TC	TC	ICM, IS, HA
5.5.11. Monitor and review the expenses and taxable benefits of the Principal and the Senior Staff	NO	TC	TC	ICM, IS, HA
5.5.12. Advise the Chair on any appeal in the case of suspension, discipline and dismissal of the Senior Staff	NO	TC	TC	ICM, IS, HA
5.5.13. Advise the Chair on the nomination of at least one Independent Member to sit on the interview panel with the Principal for the appointment of Senior Staff	NO	TC	TC	ICM, IS, HA
5.5.14. Advise and make recommendations to the Council on Regulations relating to the appointment of Senior Staff	NO	TC	TC	ICM, IS, HA

## 6.1 ACADEMIC BOARD

### Strategic Planning

6.1.1. Advise and make recommendations to the Council on strategies relating to the educational character and mission of the Institute	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
6.1.2. Advise and make recommendations to the Council on strategies relating to employment outcomes	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
6.1.3. Advise and make recommendations to the Council on risks associated with the academic profile and performance of the Institute	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
6.1.4. Approval and monitoring of policies and procedures to implement academic strategies approved by the Council	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
6.1.5. Advise the Council on targets and key performance indicators relating to academic outcomes	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
6.1.6. Advise the Council on the Institute's student protection plan	NO	TC	TC, EC, AB	P, HQ, SEN, EAA

### Academic Quality

6.1.7. Maintain and enhance the quality of the Institute's academic provision and advise the Council on academic quality	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
6.1.8. Recommend to the Council at least annually a monitoring report and accompanying action plan relating to (1) the continuous improvement of the student academic experience	NO	TC	TC, EC, AB	P, HQ, SEN, EAA

and student outcomes, including evidence from the Institute's periodic review processes which fully involve students and included embedded external peer or professional review; (2) the standards of awards for which the Institute is responsible; and (3) the methodologies used as the basis for improving the student academic experience and student outcomes

6.1.9. Recommend to the Council returns required by OfS Operating Model for Quality Assessment	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
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6.1.10. Receive academic audit and assessment reports and responses

6.1.11. Advise the Council of Members and the Executive on the academic quality of academic partnerships and collaborations

6.1.12. Control and regulate matters relating to teaching, examining and research and student discipline and complaints through Academic Regulations and General Student Regulations	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
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## Students

6.1.13. Make provision for the general welfare of students and advise the Council	NO	TC	TC, EC, AB	P, HQ, SEN, EAA
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## 7.1 PRINCIPAL

### Roles and Responsibilities

Can be delegated?

Approving Committee

Recommending Committee

Advising Staff Member

### Governance

7.1.1. The organisation and direction of the Institute and leadership of the staff	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.2. Implementing decisions of the Council of Members and its Committees and Academic Board	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.3. Chairing Academic Board	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.4. Membership of the Council of Members, Audit Committee, Remuneration and General Committee	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.5. Leading the Executive	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.6. Advising the Council on the appointment of the Chair of Council	NO	TC	TC, EC, AB	ICM, IS, CEO
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### Strategic Planning

7.1.7. Leadership of the strategic planning process; in consultation with the Academic Board, the Executive Committee and Institute staff to develop the educational character, mission and strategic plan of the Institute and long-term academic and business plans	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.8. Oversee the delivery of the Strategic Plan and long-term academic and business plans	NO	TC	TC, EC, AB	ICM, IS, CEO
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### Operational Management

7.1.9. Day-to-day academic, corporate, financial, estate and human resources management	NO	TC	TC, EC, AB	ICM, IS, CEO
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### Financial Stewardship

7.1.10. Ensuring the solvency of the Institute and safeguarding its assets	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.11. Ensure that proper books of account are kept and presented to the Council of Members, the Finance and Resources Committee and Audit Committee for scrutiny	NO	TC	TC, EC, AB	ICM, IS, CEO
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7.1.12. Ensure that an annual budget and financial statements are presented to Finance and Resources Committee, the Audit Committee and the Council of Members for approval	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.13. Day-to-day responsibility for the Institute’s assets, property and estate	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.14. As Accountable Officer to ensure that the Institute complies with the Memorandum of Assurance and Accountability (MAA) with OFS and the Office for Students’ Regulatory Framework, and to report to OFS and the OfS on the responsibilities of the Governing Body set out in the MAA and Regulatory Framework.	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.15. Ensuring that funds provided by OFS and the Office for Students (OfS) are used in accordance with the Memorandum of Assurance and Accountability with OFS and the OfS’s Regulatory Framework	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.16 Approve expenditure and disposals below £2m and report them to FRC and the Council by way of periodic management accounts and make recommendations to FRC and the Council on expenditure and disposals above £2m	NO	TC	TC, EC, AB	ICM, IS, CEO
<b>Audit and Risk Management</b>				
7.1.17. Ensure the approval of the audited accounts	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.18. Ensure that robust systems of control and accountability are in place, including financial and operational controls, risk management policies and strategies, the risk register and procedures for handling internal grievances and for managing conflicts of interest	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.19. Safeguard the good name and values of the Institute	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.20 Ensure that Annual Accountability Returns are made	Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
<b>Roles and Responsibilities</b>				
<b>Academic Quality and Risk</b>				
7.1.21. Monitor the delivery of academic quality as Chair of Academic Board	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.22. Ensure as Chair of Academic Board that the Council receives at least annually a monitoring report and action plan relating to (1) the continuous improvement of the student academic experience and student outcomes, including evidence from the Institute’s periodic review processes which fully involve students and included embedded external peer or professional review; (2) the standards of awards for which the Institute is responsible; and (3) the methodologies used as the basis for improving the student academic experience and student outcomes	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.23. Ensure as Chair of Academic Board that the Council receives the declarations required by OFS’s Operating Model for Quality Assessment on the recommendation of the Academic Board				
7.1.24. In consultation with AB, to advise the Council on the academic quality of academic partnerships and collaborations and approve the business case for academic partnerships and collaborations involving income below £2m	NO	TC	TC, EC, AB	ICM, IS, CEO
<b>Students</b>				
7.1.25 Make provision for the general welfare of students				
7.1.26. Advise and make recommendations to the Council on the approval of the Students’ Union’s constitutional documents	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.27. Advise and make recommendations to the Council on	NO	TC	TC, EC, AB	ICM, IS, CEO

the approval of the relationship agreement with the Students' Union

	NO	TC	TC, EC, AB	ICM, IS, CEO
<b>Estates Management and IT Infrastructure and Capital Projects</b>				
7.1.28. Make recommendations to the Council and FRC on property acquisitions or disposals of a value above £2m	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.29. Approve property acquisitions or disposals reserved to the Principal of a value below £2m and report them to the Council and FRC	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.30. Make recommendations to the Council and FRC on capital and revenue-funded projects above the value of £2m	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.31. Approve capital and revenue-funded projects below the value of £2m and report to FRC and the Council	NO	TC	TC, EC, AB	ICM, IS, CEO
<b>Employment</b>	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.32. Appoint, discipline and monitor the performance of the Senior Staff	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.33. Advise and make recommendations to FRC and the Council on the making of Human Resources Regulations	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.34. Advise and make recommendations to RC and the Council on Regulations relating to the appointment of Senior Staff	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.35. Advise the TC, EC and AB in the case of suspension, discipline and dismissal of the Senior Staff	NO	TC	TC, EC, AB	ICM, IS, CEO
7.1.36. Advise the TC on the nomination of an Independent Member to sit on the interview panel with the P for the appointment of the Senior Staff	NO	TC	TC, EC, AB	ICM, IS, CEO
	NO	TC	TC, EC, AB	ICM, IS, CEO
<b>Health and Safety</b>				
7.1.37. Ensure compliance with health and safety requirements				

## 7.2 CHIEF EXECUTIVE OFFICER

Roles and Responsibilities	Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
<b>Governance</b>				
7.2.1. The organisation and direction of the Institute and leadership of the staff	NO	TC	TC, EC, AB	ICM
7.2.2. Implementing decisions of the Council of Members and its Committees and Academic Board	NO	TC	TC, EC, AB	ICM
7.2.3. Chairing Academic Board	NO	TC	TC, EC, AB	ICM
7.2.4. Membership of the Council of Members, Audit Committee, Remuneration and General Committee	NO	TC	TC, EC, AB	ICM
7.2.5. Leading the Executive	NO	TC	TC, EC, AB	ICM
7.2.6. Advising the Council on the appointment of the Chair of Council	NO	TC	TC, EC, AB	ICM
<b>Strategic Planning</b>				
7.2.7. Leadership of the strategic planning process; in consultation with the Academic Board, the Executive and Institute staff to develop the educational character, mission and strategic plan of the Institute and long-term academic and business plans	NO	TC	TC, EC, AB	ICM
7.2.8. Oversee the delivery of the Strategic Plan and long-term academic and business plans	NO	TC	TC, EC, AB	ICM
<b>Operational Management</b>				
7.2.9. Day-to-day academic, corporate, financial, estate and human resources management	NO	TC	TC, EC, AB	ICM



### Financial Stewardship

7.2.10. Ensuring the solvency of the Institute and safeguarding its assets	NO	TC	TC, EC, AB	ICM
7.2.11. Ensure that proper books of account are kept and presented to the Council of Members, the Finance and Resources Committee and Audit Committee for scrutiny	NO	TC	TC, EC, AB	ICM
7.2.12. Ensure that an annual budget and financial statements are presented to Finance and Resources Committee, the Audit Committee and the Council of Members for approval	NO	TC	TC, EC, AB	ICM
7.2.13. Day-to-day responsibility for the Institute's assets, property and estate	NO	TC	TC, EC, AB	ICM
7.2.14. As Accountable Officer to ensure that the Institute complies with the Memorandum of Assurance and Accountability (MAA) with OFS and the Office for Students' Regulatory Framework, and to report to OFS and the OfS on the responsibilities of the Governing Body set out in the MAA and Regulatory Framework.	NO	TC	TC, EC, AB	ICM
7.2.15. Ensuring that funds provided by OFS and the Office for Students (OfS) are used in accordance with the Memorandum of Assurance and Accountability with OFS and the OfS's Regulatory Framework	NO	TC	TC, EC, AB	ICM
7.2.16 Approve expenditure and disposals below £2m and report them to FRC and the Council by way of periodic management accounts and make recommendations to FRC and the Council on expenditure and disposals above £2m	NO	TC	TC, EC, AB	ICM

### Audit and Risk Management

7.2.17. Ensure the approval of the audited accounts	NO	TC	TC, EC, AB	ICM
7.2.18. Ensure that robust systems of control and accountability are in place, including financial and operational controls, risk management policies and strategies, the risk register and procedures for handling internal grievances and for managing conflicts of interest	NO	TC	TC, EC, AB	ICM
7.2.19. Safeguard the good name and values of the Institute	NO	TC	TC, EC, AB	ICM
7.2.20 Ensure that Annual Accountability Returns are made				

### Roles and Responsibilities

**Can be delegated?**      **Approving Committee**      **Recommending Committee**      **Advising Staff Member**

### Academic Quality and Risk

7.2.21. Monitor the delivery of academic quality as Chair of Academic Board	NO	TC	TC, EC, AB	ICM
7.2.22. Ensure as Chair of Academic Board that the Council receives at least annually a monitoring report and action plan relating to (1) the continuous improvement of the student academic experience and student outcomes, including evidence from the Institute's periodic review processes which fully involve students and included embedded external peer or professional review; (2) the standards of awards for which the Institute is responsible; and (3) the methodologies used as the basis for improving the student academic experience and student outcomes				
7.2.23. Ensure as Chair of Academic Board that the Council receives the declarations required by OFS's Operating Model for Quality Assessment on the recommendation of the Academic Board	NO	TC	TC, EC, AB	ICM
7.2.24. In consultation with AB, to advise the Council on the academic quality of academic partnerships and collaborations and approve the business case for academic partnerships and collaborations involving income below £2m				

## Students

7.2.25 Make provision for the general welfare of students	NO	TC	TC, EC, AB	ICM
7.2.26. Advise and make recommendations to the Council on the approval of the Students' Union's constitutional documents	NO	TC	TC, EC, AB	ICM
7.2.27. Advise and make recommendations to the Council on the approval of the relationship agreement with the Students' Union	NO	TC	TC, EC, AB	ICM

## Estates Management and IT Infrastructure and Capital Projects

7.2.28. Make recommendations to the Council and FRC on property acquisitions or disposals of a value above £2m	NO	TC	TC, EC, AB	ICM
7.2.29. Approve property acquisitions or disposals reserved to the Principal of a value below £2m and report them to the Council and FRC	NO	TC	TC, EC, AB	ICM
7.2.30. Make recommendations to the Council and FRC on capital and revenue-funded projects above the value of £2m	NO	TC	TC, EC, AB	ICM
7.2.31. Approve capital and revenue-funded projects below the value of £2m and report to FRC and the Council	NO	TC	TC, EC, AB	ICM

## Employment

7.2.32. Appoint, discipline and monitor the performance of the Senior Staff	NO	TC	TC, EC, AB	ICM
7.2.33. Advise and make recommendations to FRC and the Council on the making of Human Resources Regulations	NO	TC	TC, EC, AB	ICM
7.2.34. Advise and make recommendations to RC and the Council on Regulations relating to the appointment of Senior Staff	NO	TC	TC, EC, AB	ICM
7.2.35. Advise the C and RC in the case of suspension, discipline and dismissal of the Senior Staff	NO	TC	TC, EC, AB	ICM
7.2.36. Advise the C on the nomination of an Independent Member to sit on the interview panel with the P for the appointment of the Senior Staff	NO	TC	TC, EC, AB	ICM

## Health and Safety

7.2.37. Ensure compliance with health and safety requirements	NO	TC	TC, EC, AB	ICM
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## Roles and Responsibilities

Can be delegated?

Approving Committee

Recommending Committee

Advising Staff Member

## 8. THE EXECUTIVE COMMITTEE

### Strategic Planning

8.1. Advise and make recommendations to the Council on strategies relating to the finance and procurement of the Institute	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.2. Advise and make recommendations to the Council on strategies plan	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.3. Advise and make recommendations to the Council on risks associated with the academic profile and performance of the Institute	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.4. Approval and monitoring of policies and procedures to implement academic strategies approved by the Council	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.5. Advise the Council on targets and key performance indicators relating to academic outcomes	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.6. Advise the Council on the Institute's student protection plan	NO	TC	TC, EC, AB	CEO, P, IS, HA

### Academic Quality

8.7. Maintain and enhance the quality of the Institute's academic provision and advise the Council on academic quality	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.8. Recommend to the Council at least annually a monitoring report and accompanying action plan relating to (1) the continuous improvement of the student academic experience and student outcomes, including evidence from the Institute's periodic review processes which fully involve students and included embedded external peer or professional review; (2) the standards of awards for which the Institute is responsible; and (3) the methodologies used as the basis for improving the student academic experience and student outcomes	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.9. Recommend to the Council returns required by OfS Operating Model for Quality Assessment	NO	TC	TC, EC, AB	CEO, P, IS, HA
8.10. Receive academic audit and assessment reports and responses				
8.11. Advise the Council of Members and the Executive on the academic quality of academic partnerships and collaborations				
8.12. Control and regulate matters relating to teaching, examining and research and student discipline and complaints through Academic Regulations and General Student Regulations	NO	TC	TC, EC, AB	CEO, P, IS, HA

### Students

8.13. Make provision for the general welfare of students and advise the Council

### Roles and Responsibilities

### 9. THE SENIOR STAFF

#### 9.1. The Chief Operating Officer

9.1.1. Membership of the Executive	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.1.2. The leadership of the Institute's professional services and operations, including accountability for core business functions, Student Journey, Estates, ITS and Engagement				
9.1.3. Implementing decisions of the Council and its Committees relating to the Institute's corporate services and operations				
9.1.4. Leading the Executive in the P or CEO absence				

#### Strategic Planning

9.1.5. Oversee the delivery of the Strategic Plan insofar as it relates to professional services and operations and the development and delivery of long-term business plans	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.1.6. Advise the EX, FRC and Council on key performance indicators and other targets				

#### Monitoring Performance

9.1.7. Advise the EX, FRC and Council on processes designed to monitor and evaluate performance against the strategic plan and business plans and the wider HE sector

#### Operational Management

9.1.8. Day-to-day management of the Institute's professional services and operations	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.1.9. Advise the Council and FRC on the policies and procedures and limits governing the delegated authority of the P including this Scheme of Delegation				

#### Financial Stewardship

9.1.10. Ensure that funds provided by OfS and the OfS and under the COO's control are used in accordance with the Memorandum of Assurance and Accountability and the OfS	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
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## Regulatory Framework

9.1.11. Advise the Council, FRC and the EX on safeguarding the Institute's assets, property and estate NO TC TC, EC, AB CEO, P, COO, IS, HQ

9.1.12. Advise the Council, FRC and EX on all expenditure and disposals NO TC TC, EC, AB CEO, P, COO, IS, HQ

**Academic Quality and Risk** NO TC TC, EC, AB CEO, P, COO, IS, HQ  
9.1.13. Meet all statutory and regulatory requirements around academic quality and driving enhancement of educational provision, including the administration of external examiners

**Audit and Risk Management** NO TC TC, EC, AB CEO, P, COO, IS, HQ  
9.1.14. Advise the Council, AC, FRC and the EX on the establishment and monitoring of systems of control and accountability including operational controls  
9.1.15. Advise on policies and procedures required to safeguard the good name and values of the Institute NO TC TC, EC, AB CEO, P, COO, IS, HQ  
9.1.16. Advise the Council, FRC, AC and the EX on the production and approval of the Annual Accountability Returns  
9.1.17. Advise the Council, AC and EX on emergency response plans and business continuity plans NO TC TC, EC, AB CEO, P, COO, IS, HQ

**Estates Management and IT Infrastructure and Capital Projects** NO TC TC, EC, AB CEO, P, COO, IS, HQ  
9.1.18.

Advise and make recommendations to the Council, FRC and the EX on all property acquisitions and disposals

9.1.19. Ensure that appropriate processes and structures are in place to monitor of all capital and revenue-funded projects

**Roles and Responsibilities** **Can be delegated?** **Approving Committee** **Recommending Committee** **Advising Staff Member**

## Employment

9.1.20. Advise FRC and the Council on setting the policy for pay and general conditions of employment for all members of staff and oversee their implementation NO TC TC, EC, AB CEO, P, COO, IS, HQ

9.1.21. Advise the Chair and FRC Committee on the human resources implications of the appeal against suspension, discipline and dismissal of the Senior Staff

9.1.22. Advise the Chair and FRC on the Human Resources Regulations

9.1.23. Advise the Chair and RC on Regulations relating to the appointment of Senior Staff

## 9.2. ACADEMIC OUTCOMES

9.2.1. Membership of the EC NO TC TC, EC, AB CEO, P, COO, IS, HQ

9.2.2. The leadership of the Institute, Departments and the academic staff

9.2.3. Leading the development and implementation of Institute's academic strategy

9.2.4. Implementing decisions of the Council and its Committees and Academic Board relating to the Institute's academic strategy

9.2.5. Chairing AB in the P's absence NO TC TC, EC, AB CEO, P, COO, IS, HQ

**Strategic Planning** NO TC TC, EC, AB CEO, P, COO, IS, HQ

9.2.6. Oversee the delivery of the Strategic Plan insofar as it relates to teaching and learning and improved academic outcomes

9.2.7. Ensure the delivery of Key Performance Indicators around teaching and learning

## Operational Management

9.2.8. Day-to-day academic management and related financial and human resources management of the Institute's academic Schools	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
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## Financial Stewardship

9.2.9. Ensure that funds provided by OFS and the OfS and under the PVC-A's control are used in accordance with the Memorandum of Assurance and Accountability and the OfS's Regulatory Framework	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.2.10. Safeguard the good name and values of the Institute				

## Academic Quality and Risk

9.2.11. Monitor and actively manage performance against the academic outcomes strategy	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.2.12. Work with student representatives to respond to student feedback, including NSS results				
9.2.13. Ensure continuous improvement of the academic product, including strategic development of the curriculum, continuous improvement of the academic portfolio and working with Student Journey to deliver an integrated end-to-end student experience				

## Students

9.2.14. Advise AB the VC and EX on making provision for the general welfare of students	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.2.15. Working closely with the PVC Employment Outcomes to deliver the employment outcomes strategy				

## 9.2. EMPLOYMENT OUTCOMES

9.2.1. Membership of the EC	NO	TC	TC, EC, AB	CEO, COO, IS, HQ
9.2.2. The leadership of the Institute, Departments and the academic staff				
9.2.3. Leading the development and implementation of Institute's academic strategy				
9.2.4. Implementing decisions of the Council and its Committees and Academic Board relating to the Institute's academic strategy				
9.2.5. Chairing AB in the P's absence	NO	TC	TC, EC, AB	CEO, COO, IS, HQ

## Strategic Planning

9.2.6. Oversee the delivery of the Strategic Plan insofar as it relates to teaching and learning and improved academic outcomes	NO	TC	TC, EC, AB	CEO, COO, IS, HQ
9.2.7. Ensure the delivery of Key Performance Indicators around teaching and learning				

## Operational Management

9.2.8. Day-to-day academic management and related financial and human resources management of the Institute's academic Schools	NO	TC	TC, EC, AB	CEO, COO, IS, HQ
<b>Financial Stewardship</b>	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.2.9. Ensure that funds provided by OFS and the OfS and under the PVC-A's control are used in accordance with the Memorandum of Assurance and Accountability and the OfS's Regulatory Framework				
9.2.10. Safeguard the good name and values of the Institute				

<b>Academic Quality and Risk</b>	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.2.11. Monitor and actively manage performance against the academic outcomes strategy				
9.2.12. Work with student representatives to respond to student feedback, including NSS results				
9.2.13. Ensure continuous improvement of the academic product, including strategic development of the curriculum, continuous improvement of the academic portfolio and working with Student Journey to deliver an integrated end-to-end student experience				
<b>Students</b>				
9.2.14. Advise AB the VC and EX on making provision for the general welfare of students	NO	TC	TC, EC, AB	CEO, P, COO, IS, HQ
9.2.15. Working closely with the PVC Employment Outcomes to deliver the employment outcomes strategy				
<b>9.4. THE INSTITUTE SECRETARY</b>				
9.4.1. Membership of the EC	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.2. Clerk to the Council				
9.4.3. Advise and make recommendations to the Council for the appointment/termination of Independent Members				
9.4.4. Advise and make recommendations to the for the approval, revocation, amendment or variation of Regulations				
9.4.5. Advise and make recommendations to the Council regarding the remits and the terms of reference for Council Committees	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.6. Advise and make recommendations to the Council, on the monitoring and evaluation of Council effectiveness outcomes	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.7. Advise the P and CEO on his or her responsibilities as Accountable Officers to ensure that the Institute complies with the Memorandum of Assurance and Accountability with OFS and the OfS Regulatory Framework				
<b>Operational Management</b>				
9.4.8. The organisation and direction of the Institute and leadership of the staff involved in legal, compliance and governance matters	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.9. Provide a comprehensive, integrated and cost effective administrative support service to the Principal and members of the Senior Leadership				
9.4.10. Provide a comprehensive, integrated and cost effective administrative support service to academic delivery in the Institute's Schools	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.11. Implement decisions of the Council of Members and its Committees and the Academic Board	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.12. Advise the Council and P Search Committee on the appointment of the Principal	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
<b>Strategic Planning</b>				
9.4.13. Oversee the delivery of the Strategic Plan insofar as it relates to governance, compliance and legal matters and the delivery of long-term business plans	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.14. Day-to-day delivery of governance, legal and compliance services and related financial and human resources management within the Secretary's areas	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.15. Advise on the establishment and keep under review the	NO	TC	TC, EC, AB	CEO, P, COO, IS,

<p>policies, procedures and limits governing the delegated authority to the Principal including this Scheme of Delegation</p>				HA, HQ
<b>Audit and Risk Management</b>				
9.4.16. Ensure that robust systems of control and accountability are in place for managing conflicts of interest	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.17. Safeguard the good name and values of the Institute by putting in place and overseeing the delivery of information compliance policies and procedures	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.18. Ensure that the governance and compliance aspects of the Annual Accountability Returns are made	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.19. Act as the lead officer responsible for ensuring the effectiveness of the Institute's risk management framework and maintaining the corporate risk register	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
<b>Academic Quality</b>				
9.4.20. Advise on the legal, contractual and compliance aspects of academic partnerships and collaborations	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
<b>Students</b>				
9.4.21. Advise and make recommendations to the Council on the approval of the Students' Union's constitutional documents	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.22. Advise and making recommendations to the Council on the approval of the General Student Regulations	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.23 Act as the lead officer responsible for the compliant handling of student complaints, academic and non-academic discipline, academic appeals, fitness to study and other student regulatory casework	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
<b>Roles and Responsibilities</b>	<b>Can be delegated?</b>	<b>Approving Committee</b>	<b>Recommending Committee</b>	<b>Advising Staff Member</b>
<b>Estates Management and IT Infrastructure and Capital Projects</b>				
9.4.24. Advise on the legal and compliance aspects of all property acquisitions or disposals	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.25. Advise on the legal and compliance aspects of capital and revenue-funded projects above £1m	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
<b>Employment</b>				
9.4.26. Advise the Council on the nomination of an Independent Member to sit on the interview panel with the P for the appointment of the Senior Staff	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
<b>Legal</b>				
9.4.27. Ensure that systems are in place for meeting all the Institute's legal obligations, including those arising from contracts and other legal commitments made in the institution's name	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.28. Advise on the legal aspects of acting as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the Institute	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.29. Ensure that the Institute's Articles of Association are followed at all times and that appropriate advice is taken to enable this to happen	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ

9.4.30. Provide for the safekeeping of the Seal	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.31. Advise the Council on Regulations for the use of the Seal and oversee their use	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.32. Approve the legal aspects of the Institute's membership of any other company either through subscription or share purchase	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.33. Approve the legal aspects of the creation and winding up of trading subsidiary company(s) and get approval from the Member Directors	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
9.4.35. Ensure the Institute's compliance with the 'Prevent' statutory duty	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ

### Health and Safety

9.4.36. Lead on the production of the Health and Safety Strategy, the annual report for the Council on Health and Safety and Health and Safety Policies and Procedures, and oversee their implementation; Chair Health and Safety Committee	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA, HQ
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## 9.5. THE CHIEF FINANCIAL OFFICER

### Governance

9.5.1. Member of the EC	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.2. Leadership and management of the staff engaged in the finance operations, academic planning, decision support and procurement and purchasing functions of the Institute	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.3. Implementing decisions of the Council of Members and its Committees and Academic Board in so far as they relate to corporate financial management	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.4. Oversee the production of the Annual Sustainability Assurance report	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.5. Oversee the production of the Annual Efficiency Return	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.6. Develop and oversee the implementation and operation of Financial Regulations	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA

### Roles and Responsibilities

Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
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### Strategic Planning

9.5.7. Oversee the delivery of the financial aspects of the Strategic Plan and long-term academic and business plans	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.8. Monitor performance against the annual budget and report periodically to the EX, FRC and the Council	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA

### Operational Management

9.5.9. Day-to-day financial, procurement, academic planning and decision support management	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
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## Financial Stewardship

9.5.10. Ensuring the solvency of the Institute and safeguarding its assets	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.11. Ensure that proper books of account are kept and presented to the Council of Members, Finance and Resources Committee and Audit Committee for scrutiny	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.12. Ensure that an annual budget and financial statements are presented to Finance and Resources Committee and Audit Committee and the Council of Members for approval	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.13. Advise the VC on his responsibilities as Accountable Officer to ensure that the Institute complies with the Memorandum of Assurance and Accountability with OFS and the OfS's Regulatory Framework	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.14. Ensuring that funds provided by OFS and the OfS are used in accordance with the Memorandum of Assurance and Accountability and the OfS's Regulatory Framework	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.15. Prepare the financial forecasts for recommendation to the Council of Members	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA

## Audit and Risk Management

9.5.16. Ensure the production and approval of the audited accounts	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.17. Ensure that robust systems of control and accountability are in place, including financial and operational controls	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.18. Safeguard the good name and values of the Institute	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.19. Ensure that Annual Accountability Returns are made	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.20. Advise on the appointment and remuneration of external auditors to be made at the AGM	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.21. Advise on the appointment and/or removal of internal auditors	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.22. Ensure effective arrangements for the management and quality assurance of regulatory data returns	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA

## Academic Quality

9.5.23. Advise on the financial aspects of academic partnerships and collaborations	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
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## Estates Management and IT Infrastructure and Capital Projects

9.5.24. Advise on the financial implications of all property acquisitions or disposals	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.25. Advise on the financial implications of all capital and revenue-funded projects	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA
9.5.26. Ensure that processes are in place to monitor the delivery of the budgets of all capital and revenue funded projects	NO	TC	TC, EC, AB	CEO, P, COO, IS, HA