

## **1. INTRODUCTION**

- 1.1. The key responsibilities of the Board of Governors are laid down in the school's instrument and articles of government. In order to effectively carry out these responsibilities the board may delegate some of its functions to committees or individuals. This scheme of delegation outlines the main responsibilities of the board and indicates, if appropriate, where functions have been delegated.
- 1.2. The list is not exhaustive and the scheme should be read in conjunction with the school's financial regulations, the financial and operating agreements with the Conservatoire for Dance and Drama (CDD) and the terms of reference for each committee.
- 1.3. Where functions have been delegated the board reserves the power to deal with the responsibility delegated, or to withdraw or amend the delegation granted.
- 1.4. The board retains responsibility for all delegated functions and the exercise of any power by a delegate is as if it had been done by the Board of Governors itself.
- 1.5. Where committees or individuals have been tasked with either considering and recommending items to the board for approval or considering and providing advice to the board this has also been shown.

## **2. RESPONSIBILITIES RESERVED BY THE BOARD OF GOVERNORS**

- 2.1. The articles set out a number of functions which may not be delegated and must be retained by the Board of Governors. These are:
  - 2.1.1. The determination of the educational character and mission of the school;
  - 2.1.2. The approval of the annual estimates of income and expenditure;
  - 2.1.3. The responsibility for ensuring the solvency of the school and the corporation and for safeguarding their assets;
  - 2.1.4. The appointment or dismissal of the principal;
  - 2.1.5. The modification or revocation of the articles of government.

## **3. THE PRINCIPAL**

- 3.1. The articles also set out the responsibilities of the principal. These are:
  - 3.1.1. Making proposals to the Board of Governors about the educational character and mission of the school, and for implementing the decisions of the Board of Governors;
  - 3.1.2. The organisation, direction and management of the school and leadership of the staff;
  - 3.1.3. The appointment, assignment, grading, appraisal, suspension, dismissal and determination, within the framework set by the Board of Governors, of the pay and conditions of service of staff other than senior post holders;
  - 3.1.4. The determination, after consultation with the academic board, of the school's academic activities, and for the determination of its other activities;
  - 3.1.5. Preparing annual estimates of income and expenditure for consideration by the Board of Governors, and the management of budget and resources within the estimates approved by the Board of Governors;
  - 3.1.6. The maintenance of student discipline and, within the rules and procedures provided for within the articles, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons.

#### **4. THE ACADEMIC BOARD**

4.1. The articles also set out the responsibilities of the Academic Board. These are:

- 4.1.1. General issues relating to the research, scholarship, teaching and courses at the school including criteria for the admission of students; the appointment and removal of internal and external examiners; policies and procedures for assessment and examination of the academic performance of students; the content of the curriculum; academic standards and the validation and review of courses; the procedures for the award of qualifications and honorary academic titles; and the procedures for the expulsion of students for academic reasons. Such responsibilities shall be subject to the requirements of the validating and accrediting bodies;
- 4.1.2. Considering the development of the academic activities of the school and the resources needed to support them and for advising the principal and the Board of Governors thereon; and
- 4.1.3. Advising on such other matters as the Board of Governors or the principal may refer to the academic board.

#### **5. DELEGATION TO COMMITTEES**

5.1. Functions may be delegated to committees or individuals by the Board of Governors via:

- 5.1.1. Committee terms of reference.
- 5.1.2. Rules and by laws.
- 5.1.3. The making of a special delegation to a committee, individual or task and finish group as recorded in the minutes of a meeting of the Board of Governors.

#### **6. CHAIR'S ACTION**

6.1. The Board of Governors has also made provision for some decisions and functions to be undertaken by chair's action. This could be the chair of the Board of Governors or the chair of a committee.

6.2. Subject to the provisions of the articles, the chair of the board may act on behalf of the board between meetings, subject to ratification at the next meeting, over a matter which in their opinion is either (i) urgent and delay until the next practicable date for a meeting would be detrimental or (ii) is a minor matter falling within the spirit of existing policies. The chair may consult with the principal or other members of the board before taking a decision.

6.3. The chairs of committees may act on behalf of the committee they chair between meetings, subject to ratification at the next meeting, over a matter which in their opinion is either (i) urgent and delay until the next practicable date for a meeting would be detrimental or (ii) is a minor matter falling within the spirit of existing policies. The chair may consult with the chair of the Board of Governors, the principal or other members of the committee before taking a decision.

6.4. Where such an arrangement is used, the details (including the reason(s) for using this procedure) will be recorded by the clerk to the governors and will be presented to the next meeting of the Board of Governors or the respective committee or task and finish group for ratification.

6.5. The Board of Governors accepts responsibility for any action taken by this means.

6.6. Chair's action may be used for the approval of expenditure in exceptional circumstances. Exceptional circumstances should be related to urgent repair or where delay would create operational difficulties for the school.

6.7. Approval should be sought in writing from the chair of governors, who would normally seek advice from the chair of the finance committee.

6.8. The written request should address the agreed criteria for expenditure approval (below) and give full financial details.

6.8.1. The criterion for approving additional expenditure should be:

- Does the expenditure support the delivery of the school's strategic plan?
- Will the expenditure be of benefit to learners?
- Is the expenditure affordable within the current forecast e.g. funded by additional income, funded by savings?
- Has the prescribed procurement process been followed?
- Does the proposed purchase offer the best value for money?
- Could the expenditure be delayed into a future financial year?

6.9. A report outlining any requests made, and the resulting decision, should be presented to the next meeting of the Board of Governors for ratification.

## **7. COMMITTEE TERMS OF REFERENCE**

7.1. Attached at Appendix A are the terms of reference for each committee.

## **8. REVIEW**

8.1. The scheme of delegation will be reviewed by the Board of Governors at least once every three years. This shall not preclude a review being conducted before such time, should it be considered necessary by the Board of Governors, or to bring the scheme into line with the financial agreement with the CDD.

8.2. This version was considered and approved by the Board at its meeting in 21 July 2016 and its next planned review will be July 2019.

Area	Governance
Prepared By	Clerk to the Governors, Sarah Johnson
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