

The Place and London Contemporary Dance School: Scheme of Delegation

1 INTRODUCTION

- 1.1 This Scheme of Delegation outlines where authority rests within The Place for significant decision making. It is not intended to be comprehensive, but it locates where authority lies for specific categories of decisions.
- 1.2 The overarching responsibility for decision making sits with the Board of Governors, although they may delegate responsibility to Board sub-committees, working groups and individuals, in particular the Chief Executive.
- 1.3 As such, this document should be read in conjunction with The Place's Articles of Association, the Committees' Terms of Reference, Financial Regulations and relevant job descriptions.
- 1.4 Where functions have been delegated, the Board reserves the power to deal with the responsibility delegated, or to withdraw or amend the delegation granted.

2 RESPONSIBILITIES OF THE BOARD OF GOVERNORS

- 2.1 The Board of Governors are responsible for setting the overall strategy and for enabling The Place to fulfil its artistic and educational objectives in the context of a sustainable business model. The Board of Governors should ensure that public interest principles are upheld, and regulatory and legal responsibilities are complied with. Whilst the Board of Governors may seek recommendations and advice from its Committees and Senior Managers, the following items must be retained by the Board of Governors.
 - 2.1.1 Setting of The Place's mission, vision and strategic aims, including the approval of the business plan and reviewing institutional performance
 - 2.1.2 Approval of the annual budget for the forthcoming year, in the context of five year financial plans for Office for Students and multi year activity plans for Arts Council England, ensuring the suitability and appropriateness of The Place's financial arrangements
 - 2.1.3 Approval of The Place's Annual Report and Financial Statements prepared in accordance with applicable law and United Kingdom Accounting Standards
 - 2.1.4 The appointment, reappointment and dismissal of
 - Internal and External Auditors
 - Governors to the Board and Governor membership of sub-committees
 - Place patrons
 - Chief Executive and Head of Governance (in his/her/their role as secretary to the Board)
 - 2.1.5 The modification of the Articles of Association

- 2.2 The Place's Financial Regulations and Scheme of Financial Delegation should be consulted regarding financial decisions. In general, any transaction with a monetary value of over £60k requires the approval of the Board of Governors.

3 RESPONSIBILITIES OF THE CHIEF EXECUTIVE

The Chief Executive is responsible to the Board of Governors for the overall leadership and management of the organisation. They are also the Accountable Officer for the Higher Education programmes.

- 3.1 The Chief Executive will recommend to the Board of Governors for approval, the strategic plan of the organisation. The Board delegates responsibility for the delivery of the approved plan to the Chief Executive.
- 3.2 In the context of the relevant regulatory and policy frameworks, and following consultation with staff and other key stakeholders and partners, make proposals about the Strategic Plan to The Place Board of Governors and be responsible for the delivery of the approved Plan.
- 3.3 Assume overall authority for the academic, artistic, corporate, financial, estate, human resource management of The Place, establishing and keeping under regular review the policies, procedures and limits within such management functions
- 3.4 Raise the profile of the organisation and manage relationships with a range of stakeholders including key funders including Arts Council England and Office for Students, key partners, including University of the Arts London (UAL), and with potential supporters, donors and sponsors.
- 3.5 Ensure that the organisation remains fully compliant with all its key responsibilities to the Arts Council England, Charity Commission, Department for Education, Office for Students and other statutory bodies.
- 3.6 The Chief Executive is assisted in this work by the Board, its committees, specific working groups comprising trustees and others, the Directors and other senior staff or external contacts as relevant from time to time.
- 3.7 Making proposals to the Board of Governors about the educational character and mission of the organisation and its school.
- 3.8 The appointment, assignment, grading, appraisal, suspension, dismissal and determination of the senior staff, within the framework set by the Board of Governors and the pay and conditions of service.
- 3.9 The determination, after consultation with the academic board, of the school's academic activities, and for the determination of its other activities.

- 3.10 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.
- 3.11 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.
- 3.12 The Chief Executive may delegate specific aspects of The Place's work to Directors, as outlined in their job descriptions, but retains ultimate responsibility.
- 3.13 It is expected that decisions with significant reputational and/or financial risks undergo a rigorous process of due diligence. A report on the process and outcome must be presented to the Board in a timely manner in order to inform its decisions.

4 ACADEMIC BOARD

- 4.1 The Academic Board of London Contemporary Dance School is the senior academic body and is accountable to the Board of Governors of The Place, to the validating university for ensuring the standards of the higher education awards made and for the quality of the programmes of study leading to those awards. It is responsible for oversight of teaching and research, the quality and standards of awards and the admission and regulation of students.

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 Chief Executive 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 Chief Executive 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 organisation.
- 6.7. Approval should be sought in writing from the Chair of Governors, who would normally seek advice from the Chair of the Finance and General Purposes 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 organisation's strategic plan?
 - Will the expenditure be of benefit to students/artists/audiences?
 - 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. REVIEW

The scheme of delegation will be reviewed by the Board of Governors every year. This shall not preclude a review being conducted before such time, should it be considered necessary.

Date Reviewed	November 2022
Next Review Due	November 2023
Committee	Nominations/ Board of Governors