

The Place and London Contemporary Dance School: Scheme of Delegation May 2025

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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; and also relevant documentation and funding agreements from key stakeholders including Arts Council England (ACE) and the Office for Students (OfS).
- 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 is 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.

The Chief Executive will:

- 3.1.1 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, Office for Students and Department for Education (DfE), key partners including University of the Arts London (UAL), patrons including the Royal Patron of The Place HRH the Duke of Edinburgh, 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 Make proposals to the Board of Governors about the educational character and mission of the organisation and its school.

The Chief Executive is responsible for:

- 3.7 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.
- 3.8 The determination, after consultation with the academic board, of the school's academic activities, and for the determination of its other activities.
- 3.9 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.
- 3.10 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 or non-academic misconduct.
- 3.11 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.
- 3.12 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 byelaws
 - 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 the 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.
 - 6.6.1 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.
 - 6.6.2 The written request should address the agreed criteria for expenditure approval (below) and give full financial details.
 - 6.6.3 The criterion for approving additional expenditure should be:
 - a) Does the expenditure support the delivery of the organisation's strategic plan?
 - b) Will the expenditure be of benefit to students/artists/audiences?
 - c) Is the expenditure affordable within the current forecast e.g., funded by additional income, funded by savings?
 - d) Has the prescribed procurement process been followed?
 - e) Does the proposed purchase offer the best value for money?
 - f) Could the expenditure be delayed into a future financial year?
 - 6.6.4 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

This 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.

Summary Scheme of Delegation			
Action	Authority	Notes and recommendations	Related legislation/guidance
Amendments and modifications to of the Articles of Association	Board of Governors		Charities Act, Companies Act, governing document
FINANCE AND AUDIT			
Approval of any transaction or tenders with a monetary value of over £60k	Board of Governors		The Place's Financial Regulations and Scheme of Financial Delegation
Approval of any transaction with a value of between £40k and £60k	Finance and General Purposes Committee		The Place's Financial Regulations and Scheme of Financial Delegation
Approval of the annual budget for the forthcoming year	Board of Governors	Approval recommended by Finance and General Purposes Committee	
Approval of the Annual Financial Return (AFR) and five-year forecast submitted to Office for Students	Board of Governors	Approval recommended by Finance and General Purposes Committee	
Approval of the Annual Report and Financial Statements including going concern statement	Board of Governors	Approval recommended by Audit Committee	Charities Act 2011 (amended 2022) regarding requirements of Trustees and auditors in respect of financial solvency and the annual going concern statement
Appointment, reappointment and dismissal of Internal and External Auditors	Board of Governors	Appointments recommended by Audit Committee	

APPOINTMENTS, RECRUITMENT AND RETIREMENTS			
Appointment, reappointment and recruitment of Governors to the Board, Governor membership of sub-committees, and Place patrons	Board of Governors	Appointments recommended by Nominations Committee	
Appointment of the Chief Executive	Board of Governors	Appointments recommended by Nominations Committee	Arts Council England Relationship Framework requires the proposed process for appointing the Chief Executive (or equivalent), Artistic Director and similar posts to be communicated to ACE ACE reserves the right to be involved in the appointments process of funded organisations
Appointment of the Chair of the Board of Governors	Board of Governors	Appointments recommended by Nominations Committee	Arts Council England Relationship Framework requires the proposed process for appointing the Chair of the Board of Governors to be communicated to ACE ACE reserves the right to be involved in the appointments process of funded organisations
Succession planning for the roles of Chief Financial Officer, Artistic Director and Director of Dance Studies in line with The Place's Guidance on the Recruitment of Senior Leadership Team (SLT)	Board of Governors	Succession plans recommended by Nominations Committee	The Place's Guidance on the Recruitment of Senior Leadership Team (SLT)

BUSINESS PLANNING AND OPERATIONAL COMPLIANCE			
Approval of the business plan setting of vision and strategy and reviewing institutional performance	Board of Governors	Strategic plan recommended to the Board of Governors for approval by the Chief Executive.	
Delivery of the approved strategic plan	Chief Executive	Supported in specific tasks by The Place Directors	
Overall responsibility for compliance with key responsibilities to the Arts Council England, Charity Commission, Department for Education, Office for Students and other statutory bodies.	Chief Executive	Supported by Board, board sub-committees, Senior Leadership and Directors of The Place	Arts Council Relationship Framework Office for Students ongoing conditions of registration
Appointment, assignment, grading, appraisal, suspension, dismissal and determination of the senior staff	Chief Executive	Within the framework set by the Board of Governors and the pay and conditions of service.	
Management of the budget approved by the Board of Governors	Chief Executive	Supported by the Chief Financial Officer	
Report on decisions with significant reputational and/or financial risks	Chief Executive	To F&GP/Audit Committees as appropriate, reporting on to the board as needed. Some items may be discussed in part 2 (closed session)	Arts Council England reporting framework requires quarterly submission of risk register; updated ACE Relationship Framework (February 2024) includes specific reference to managing reputational risk. The quarterly Chief Executive report included with board papers also highlights notable areas of risk.

APPRAISAL AND REMUNERATION			
Annual appraisal of the Chief Executive against key objectives for the year	Chair of the Board of Governors	Appraisal reported to Remuneration Committee	
Remuneration of the Chief Executive and Senior Leadership Team	Remuneration Committee	Remuneration statement included in Annual Report and Financial Statements	CUC Higher Education Senior Staff Remuneration Code
Policy and procedures for remuneration, employee benefits and severance arrangements across The Place (other than senior staff remuneration as set out above)	Board of Governors	Recommendations made by Finance and General Purposes Committee	
QUALITY, STANDARDS AND STUDENT EXPERIENCE			
Approval of new courses and annual course reviews, and overall direction of academic strategy	Academic Board		Includes annual confirmation of courses to be delivered to validating university (University of the Arts London)
Oversight of Access and Participation Plan (APP)	Academic Board	Progress against targets also reported to F&GP	Office for Students conditions A1 and A2
Ensure the Quality and Standards of the Higher Education course provision in relation to Student Experience and Student Outcomes	Academic Board and UAL Link Liaison Committee	Chair of Academic Board, accountable and reporting to the Board of Governors of The Place, to the validating university	Office for Students B Conditions and Teaching and Excellence Framework; National Student Survey (NSS) scores

<p>Oversight of student life cycle in relation to OfS and CMA regulation and Course Provision including but not limited to admission, retention and progression and alumni success.</p>	<p>Academic Board and UAL Link Liaison Committee</p>	<p>Chair of Academic Board, accountable and reporting to the Board of Governors of The Place and to the validating university</p>	<p>Office for Students HESA Competition and Markets Authority (CMA)</p>
<p>Setting of student fees and review of student recruitment and retention</p>	<p>Finance and General Purposes Committee</p>		
<p>Formulating and monitoring the implementation of the organisation's Equity, Diversity and Access action plan, related policies and progress targets</p>	<p>EDA Committee</p>		<p>EDA monitoring also reviewed by Board of Governors and reported to Arts Council England as part of quarterly review of Investment Principles and Activity Plan</p>