LIPA

THE LIVERPOOL INSTITUTE FOR PERFORMING ARTS

Scheme of Delegation

Introduction

The Scheme operates within the context of the LIPA's Articles of Association and Handbook of Corporate Governance and is to be applied in conjunction with the rules and regulations of LIPA, including the Financial Regulations, and individual job descriptions/outlines and contractual arrangements.

General Conditions

Council and the Principal/Chief Executive reserve the right under exceptional circumstances to determine any matter which would normally be delegated to others under this Scheme.

Those to whom authority has been delegated shall be expected to identify and refer for decision at an appropriate higher level any sensitive policy or political issue which would otherwise be within his/her competence to determine.

Actual or delegated powers shall only be exercised provided financial provision has been made in the Budgets approved by Council.

Failure to meet responsibilities delegated under the Scheme shall render individuals liable to disciplinary action or some other form of sanction as appropriate.

In particular, failure or malpractice with regard to the management of resources relating to devolved resources and budgets may lead to the removal or restriction of authority and/or may result in disciplinary sanction.

Council

All matters of corporate strategy and governance, including approval of the Strategic Plan, shall be referred to Council and its Committees for policy decisions in accordance with the Articles of Association.

Council shall be responsible for:

a. the determination of the educational character and mission of LIPA and oversight of its activities;

b. the effective and efficient use of resources, the solvency of the institution and safeguarding its assets;

c. approving annual estimates of income and expenditure; and

d. the appointment, assignment, grading, appraisal, development, training, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and shall also have responsibility for setting a framework for pay and conditions of other staff;

e. assuring that a mechanism exists for staff to raise legitimate concerns relating to probity of the institution.

Council shall **not** delegate any of the following:

i. the determination of the educational character and mission of the institution;

ii. the approval of the annual estimates of income and expenditure;

iii. ensuring the solvency of the institution and the safeguarding of its assets;

iv. the appointment or dismissal of the Principal/Chief Executive;

v. the varying or revoking of Rules and Bye Laws.

Council has five main committees (Finance, Audit, Remuneration, Nominations and Teaching and Learning Board).

Council shall ensure that there is an independent Internal Audit which shall have direct access to the Chair of Council and to the Chair of the Audit Committee.

Council shall ensure that the institution has in place appropriate procedures under which staff may raise matters of legitimate concern in the public interest, consistent with the requirements of the Public Interest Disclosure Act (1998).

The Principal/Chief Executive

The Principal/Chief Executive is responsible for:

a. making proposals to Council about the educational character and mission of the institution, and for implementing the decisions of Council;

b. the organisation, direction and management of LIPA and leadership of the staff;

c. The appointment, assignment, grading, appraisal, development, training, suspension, dismissal and determination - within the framework set by Council - of the pay and conditions of service of staff other than the holders of senior posts;

d. preparing annual estimates of income and expenditure for consideration by Council, and for the management of budgets and resources within the estimates approved by Council;

e. the maintenance of student discipline and, within the rules and procedures provided for within the Handbook of Corporate Governance, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons;

f. receiving representations from staff and students on matters of their proper concern;

g. implementing the duties and responsibilities contained in LIPA's Health and Safety Policy and seeking the advice on any matter which cannot be resolved internally;

h. suspending or dismissing staff under the procedures agreed by the Council, (excludes the Clerk to Council who acts in a separate and advisory capacity to Council);

i. suspending or expelling students under the procedures agreed by Council;

j. ensuring the maintenance of student discipline and implementing rules and procedures for the suspension or expulsion of students on disciplinary or academic grounds;

k. ensuring the maintenance of staff discipline and implementing rules and procedures for the suspension or dismissal of staff on disciplinary grounds.

In the exercise of these responsibilities, the Principal/Chief Executive is advised by his/her senior managers on:

- the identification of institutional policies, practices and strategies for consideration and determination as appropriate by Council;

- the formulation and implementation of management strategy for executing institutional policies and practices determined by Council;

- the resolution of institutional management issues;

- the identification and active management of 'risk' (ie the threat or possibility that an action or event will adversely or beneficially affect the organisation's ability to achieve its objectives), having particular regard to risks which could threaten the continuing success or existence of the institution.

Within this framework, the Principal/Chief Executive is authorised by Council to delegate authority to individual officers as shown in their individual job outlines/contracts.

All Members of the Directorate

- acting as primary budget holders within the overall budget and financial policies approved by the Council;

- preparing statutory and other returns relating to their respective areas of responsibility;

- chairing staff appointment, grading and disciplinary panels as required within the schemes determined by Council;

- adopting the principle of 'Cabinet Responsibility' by taking ownership of the corporate aims, objectives, and collective decisions of the Directorate and policies of Council and ensuring that they are implemented and developed consistently;

- implementing the duties and responsibilities contained in LIPA's Health and Safety Policy and seeking the advice on any matter which cannot be resolved internally;

- deputising, as necessary, for the Principal/Chief Executive;

- ensuring that staff understand the main purposes, the essential activities and the annual performance targets set by the Directors.

The composition of the Directorate may be varied from time to time, subject to the approval of Council, to suit strategic and operational circumstances. As a minimum, the Directorate will comprise of the Principal/Chief Executive and the following Directors/Heads:

1. Director of Administration and Personnel;
2. Director of Higher Education (Operations);
3. Director of Higher Education (Quality);
4. Director of Marketing and Student Recruitment;
5. Head of Accounting;
6. Head of Corporate and Financial Development

The Director of Administration and Personnel

- Implementing decisions to create new posts or to constrain the filling of any vacant post;

- Resolving industrial relations problems not referred to Council for decision;

- Putting in place arrangements for the periodic review of the effectiveness of Council's arrangements and reviewing the operation of the Scheme of Delegation;

- Acting as Clerk to Council with direct access to the Chair of Council as appropriate, on matters of probity and propriety in the conduct of the LIPA's business;

- Managing the annual budget for staff salaries and professional development within the framework of LIPA Policy and Strategy and, according to the financial regulations of the institution.

Director of Higher Education (Operations)

- Co-ordinating the achievement of academic objectives within the corporate strategy;

- Ensuring optimal management of the shared physical and human resources;

- Managing the annual budget for HE teaching within our current strategy and, according to the financial regulations of the institution.

- Managing the development of student support, including information and technical services together with those administrative functions which support HE teaching staff and programmes including student records.

- Providing leadership in relation to the future strategic development of ICT with regard to teaching, learning and student records and the development of networked learner support across the Institution.

Director of Higher Education (Quality)

- Developing and implementing quality assurance and enhancement procedures including the production of the Institute Quality Report;

- Liaising with LJMU in relation to changes to UMF regulations;

- Managing the academic appeals process;

- Analysing the results of the National Student Survey and ensuring that appropriate action plans are devised to respond to issues of concern;

- Providing leadership in relation to HESES and HESA student returns.

Director of Marketing and Student Recruitment

- Preparing and overseeing the effective implementation of LIPA's marketing plan;

- Managing the annual marketing budget within the framework of LIPA Policy and Strategy and in accordance with the Financial Regulations of the institution.

Head of Accounting

- Determining the arrangements for and resolving any matters arising from the preparation of the annual estimates of income and expenditure for consideration

by Council and the management of budgets within the estimates approved by Council;

- Monitoring performance against the Revenue Budget and Capital Programme and advising the Council and the Principal/Chief Executive accordingly;

- Preparing financial returns;

- Approving any minor adjustments to delegated budgets requested by primary budget holders under the Financial Regulations;

- Ensuring that LIPA and its subsidiary companies operate within the law.

Head of Corporate and Financial Development

- Preparing long term financial forecasts and advising on LIPA's strategic financial planning;

- Providing reliable financial information on which strategic and operational decisions may be made;

- Managing LIPA's cash flow position allowing for the safe and effective investment of surplus funds;

- Undertaking, independently and in liaison with the internal auditors, value for money reviews and the full economic costing of discrete activities;

- Assisting with the development of an estates strategy.

All **Senior Staff** (currently the staff making up the Directorate) have the following additional responsibilities:

- Training and developing the staff within a framework established by the Council;

- Deploying the staff so that their abilities and potential are used to the combined advantage of the institution and the staff themselves;

- Creating an appropriate working environment;

- Selecting personnel sufficiently qualified for the functions they are expected to perform;

- Helping staff, whose performance is unsatisfactory, to improve; and when improvement does not take place, initiating appropriate disciplinary proceedings, according to the scheme provided by Council;

- Helping staff to derive the maximum benefit from the knowledge, skills and experience they have to contribute;

- Establishing appropriate means of communicating regularly with staff;
- Keeping at least at the standards approved by the Principal/Chief Executive any physical assets, equipment or machinery for which department is responsible;
- Keeping under active review the arrangements for protecting equipment from theft or nuisance;
- Implementing the duties and responsibilities contained in LIPA's Health and Safety Policy and seeking the advice on any matter which cannot be resolved internally;
- Protecting the confidentiality of any information so designated;
- Keeping abreast of professional developments affecting the nature of their work and evaluating them with a view to introducing appropriate changes within the department;
- Maintaining student and staff discipline promoting and implementing corporate policies within the department;
- Using the services of specialist support staff, as appropriate.

Committee Structure

The principal LIPA Committees, Chairs and Terms of Reference are given in the LIPA document 'Committee Handbook'.

Working Groups may be established from time to time by the Principal/Chief Executive, for which a member of the Directorate will be responsible (though not necessarily chair).

Formal Working Groups may not be established without the approval of the Principal/Chief Executive although it is expected that staff will work in a cross-disciplinary manner and on a team basis, without the need for direction so to do, in order to maximise the benefits of the expertise available to achieve any given objective.