
Scheme of Delegation



Collective Acting Studio - July 2023



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Overview

This Scheme of Delegation was formally adopted on **5th January 2023**. It will be subject to annual review.

This Scheme of Delegation outlines the authorities and/or powers which the Board of Directors of Collective Acting Studio Ltd. have delegated - and to whom they are delegated to.

Where authority or power has been delegated to the CEO or Senior Leadership Team of Collective Acting Studio Ltd. they can delegate further to other staff, but the CEO or Senior Leadership Team will remain accountable to the Board of Directors for the correct use of these authorities or powers.

The Board of Directors retain their legal responsibilities and can revoke any of these authorities or powers at any time.

Delegation of Authority/Powers

The below tables provide an overview of how authority and powers are delegated throughout the organisation. This list is under regular review and is non-exhaustive.

Governance

Authority/Power	Delegated to	Limitations where appropriate
Assessment of Performance of CEO/Appointment on new CEO	Remuneration Committee	To receive Board approval
Review Risk Management	Audit Committee	
Ensure Effectiveness of Corporate Structure	Governance Committee	
Report matters from SLT to the Board	CEO	
Ensuring necessary Safeguarding training.	Safeguarding and Prevent Steering Group	
Ensuring effective student representation	Student Senate	



Operational

Authority/Power	Delegated to	Limitations where appropriate
Day-to-Day Operations	Operations Officer	In consultation with the SLT where appropriate
Identify Suitable Premises	Estates and Facilities Committee	Requires Board approval
Procuring and Maintaining Facilities and Resources	Operations Officer	Requires Estates and Facilities Committee approval for significant expenditure
Annual review of Student Welfare and Support Services	Safeguarding and Prevent Steering Group	
Lead on careers support within the creative industries	Industry Liaison	
Lead on alternative careers advice and postgraduate education	Student Welfare Officer	
Coordinating Support for Disabled Students	Disability Consultant	
Outreach Coordination	Senior Management Mentee	
Social Media and Marketing	Social Media Manager	In consultation with the CEO
Student Wellbeing	Student Welfare Officer	Reporting to Disability Consultant where appropriate
Implement Changes to Courses	Curriculum Development Committee	

Financial

Authority/Power	Delegated to	Limitations where appropriate
Review Pay of All Staff	Remuneration Committee	
Appoint Auditors/ Oversee External Annual Audits	Audit Committee	
Undertake Internal Audits	Audit Committee	
Oversee the financial performance against the budget of the Studio	Finance Committee	
Approve the Release of Additional Resources	Finance Committee	Board Approval required over £10,000
Undertake Monthly Accounts	Accountant	
Payment of Invoices	Operations Officer	With SLT sign-off



Compliance

Authority/Power	Delegated to	Limitations where appropriate
Upholding the OfS Public Interest Governance Principles	Governance Committee	
Maintain Conflicts of Interest Register	Governance Committee	
Oversee the Anti-Bribery Policy	Audit Committee	
Monitor the implementation the Equality, Diversity and Inclusion Policy	Equality, Diversity and Inclusion Committee	
HMRC	Accountant	In consultation with the CEO
Oversight in Relation to Prevent Duty	Safeguarding and Prevent Steering Group	
Maintaining Academic Freedom and Freedom of Speech on campus	Safeguarding and Prevent Steering Group	
Compliance with QMU academic regulations and policies	Academic Board	
Ensure a high-quality academic experience	Academic Board	With SLT instigating action where necessary
Oversee CMA compliance	Academic Board	
Assessment and Feedback	Module Leaders	
Oversee Implementation of the Curriculum	Teaching and Learning Committee	

Committees Reporting to the Board of Directors

The Board delegates responsibility to its sub-committees. At present the Board has four subcommittees. These are as follows:

The Remuneration Committee

The Remuneration Committee considers individual pay and conditions of employment of senior post holders and any exit packages. It also oversees recruitment arrangements for, and the appointment of, senior members of staff.

Full details of its duties and remit can be found in the Terms of Reference of the committee.



The members of this Committee will be:

- Segun Fawole (**Chair** and Industry Advisor)
- Jenna Bonfiglio (Chair of the Board of Directors and Marketing Consultant)
- Annika Patel (Legal Counsel)

The Governance Committee

The Governance Committee oversees the correct running of the Board, the Board subcommittees, and the Committees which report in to the Senior Leadership Team. It scrutinises the decisions and activities of the other committees within the governance structure and makes recommendations to the Board of relevant courses of action to be taken where Committees have not acted in accordance with their terms of reference.

It is also the committee with responsibility for recruitment of new members on to the Board. It has responsibility for ensuring that the Board is made up of “fit and proper persons” as set out in paragraph 444 the Office for Students: Regulatory Framework for Higher Education in England. It is specifically charged with ensuring the Studio upholds the Office for Students’ (the “OfS”) Public Interest Governance Principles as it applies to its remit.

Full details of its duties and remit can be found in the Terms of Reference of the committee.

The members of this Committee will be:

- Annika Patel (**Chair** and Legal Counsel)
- Jenna Bonfiglio (Chair of the Board and Marketing Consultant)
- Segun Fawole (Industry Advisor)
- Paul Harvard (CEO)

Audit Committee

The Audit Committee has oversight of the internal and external audit process. One member must be an accountant/someone with a financial background. It has power to require any employee to provide it with any information it requires, and all employees must co-operate with any request made by the committee. It can co-opt in outside expert advice as and when necessary – and oversees the internal and external audit process. It has responsibility for reviewing the effectiveness of internal control and risk management systems. It is specifically charged with ensuring the Studio upholds the OfS Public Interest Governance Principles as it applies to their remit.

Full details of its duties and remit can be found in the Terms of Reference of the committee.



The members of this Committee will be:

- Paul Broughton (**Chair** and Financial Consultant)
- Segun Fawole (Industry Advisor)
- Stephen Fry (Business and Strategy Advisor)

Finance Committee

The Finance Committee has oversight of implementation of the Studio's financial strategy. It will approve the release of resources in line with the Studio's annual budget and financial plan – and oversee the economy, efficiency and effectiveness of the deployment of the Studio's resources, liaising with the Audit Committee as appropriate.

The committee will identify and report to the Board of Directors any policy or proposed course of action that will have a significant impact on the financial or budgetary position of the Studio.

The members of this Committee will be:

- Paul Harvard (**Chair** and CEO)
- Joe Hershon (Accountant, Beckett Taylor)
- Segun Fawole (Industry Liaison)
- Paul Broughton (Financial Consult)

Full details of its duties and remit can be found in the Terms of Reference of the committee.

The Senior Leadership Team

As delegated by the Board of Directors, the body charged with responsibility for running the Studio on a day-to-day basis is the Senior Leadership Team (SLT). The SLT is currently made up of the following 4 people:

Name	Job Role
Paul Harvard	CEO and Course Leader
Laura Battisti	Head of Operations
Joseph Junkere	Youth Academy Manager/Senior Management Mentee



The SLT will meet on a weekly basis to discuss matters pertaining to the day-to-day operational and academic journey of the Studio. It will receive recommendations from its sub-committees relating to matters within their individual remits, and it is the duty of the SLT to consider those recommendations and take action where appropriate.

The CEO sits as part of both the SLT and the Board, and is charged with responsibility for informing the Board of all relevant matters pertaining to Management and Governance issues as defined by the OfS Regulations.

All the subcommittees of the SLT are governed by the General Terms of Reference.

At present the SLT has five committees under it which report directly in to it. They are:

- The Academic Board
- Equality, Diversity and Inclusion Committee
- Estates and Facilities Committee
- Safeguarding and Prevent Steering Group
- Student Senate

Committees Reporting to the Senior Leadership Team

Equality, Diversity and Inclusion

The Equality, Diversity and Inclusion (“EDI”) committee monitors the implementation of the Studio’s EDI Policy, proposes amendments to the policy and recommends new initiatives. It also proposes activities and social events aimed at raising awareness of relevant EDI issues.

The members of this Committee will be:

- Daniel Bailey (**Chair** – and the Board Member with responsibility for EDI issues)
- Paloma Oakenfold (Disability Consultant)
- Joseph Junkere (Senior Management Mentee)
- 4 elected student members

Full details of its duties and remit can be found in the Terms of Reference of the committee.



Estates and Facilities

The Estates and Facilities Committee oversee day-to-day matters connected with venue hire, including reviewing terms of hiring venues to ensure value for money at all times. It also oversees operational issues connected to facilities, and associated staffing issues. Over the next few months it will take on responsibility for finding a suitable venue for the BA course, as well as office space for student support services and Personal Academic Tutors who will be providing academic support to students.

The members of this Committee will be:

- Paul Harvard (**Chair** and CEO)
- Aly Spiro (Industry Liaison)
- Joseph Junkere (Senior Management Mentee)
- Head of Operations

Full details of its duties and remit can be found in the Terms of Reference of the committee.

Safeguarding and Prevent Steering Group

This committee will maintain active oversight of developments, issues and good practice in relation to the Prevent Duty. It shall also oversee protocols and procedures that reflect a best practice approach to safeguarding.

It shall have key role to monitor and review data that evidences compliance with the Prevent Duty, including that prepared for submission to the OfS.

The members of this Committee will be:

- Joseph Junkere (**Chair** and Safeguarding Lead)
- Aly Spiro (Industry Liaison)
- Student Welfare Officer
- Academic and Registry Officer

Full details of its duties and remit can be found in the Terms of Reference of the committee.



Student Senate

This is the primary student forum in which Students (elected by their peers), under the chairmanship of a member of SLT, can discuss and consider all and any matters relating to the student experience at the Studio, and the student journey through the courses. It is the forum in which matters of concern can be raised, suggestions discussed and recommendations made.

The Senate will make recommendations direct to the SLT on issues arising and proposed action to be taken.

Once a year a member of the Board will attend the Senate and report issues and concerns discussed direct to the Board.

The SLT will appoint a member of its team to Chair the Committee. In the first year, this will be the Course Leader.

The Student members will be drawn from the following cohorts:

- 2 students from each year of the BA course
- 2 Students from the Short Courses
- 2 students from each year of the Part Time Drama School
- 2 students from the Youth Academy

The minutes of the meeting (including any recommendations for action) will go to the SLT.

Rules relating to the election of Student Members will be decided by SLT and clearly communicated to the student body.

Full details of its duties and remit can be found in the Terms of Reference of the committee.

The Academic Board

The Academic Board's main function is to oversee the Studio's Academic delivery and uphold the quality of the Studio's courses, including the Short Courses. It is the responsibility of the Committee to ensure validated courses are run in a way that is compliant with the Memorandum of Agreement with the validating university, and that any reports from QMU are actioned. It also ensures that courses offered comply with agreed academic regulations.

The committee collates and verifies assessment data, in order to take that data forward to QMU's Board of Examiners, where student progress will be formalised.



Our BA Acting programme will be included in the Division-wide Board of Examiners at QMU (which will be held online for the convenience of partners and External Examiners). The Board of Examiners receives all student marks and makes decisions on progress and award.

QMU also have committees focused on the quality oversight of partner programmes such as ours, looking at how things have gone and whether any changes need to be made. For collaborative programmes such as ours they operate the structure set out here:

<https://www.qmu.ac.uk/about-the-university/partnerships/qmu-collaborations-manual/joint-boards-of-studies-and-committees/>

The members of this Committee will be:

- Paul Harvard (**Chair** and Course Leader)
- Aly Spiro (Industry Liaison)
- Joseph Junkere (Senior Management Mentee)
- Head of Film and Television
- Head of Voice and Movement

Full details of its duties and remit can be found in the Terms of Reference of the committee.

[Committees Reporting to the Academic Board](#)

The Academic Board has 2 sub-committees which report to it.

- Curriculum Development
- Teaching and Learning

[Curriculum Development](#)

The Curriculum Development Committee's main function is to consider whether the Curriculum needs updating or amending. It will consider representations made by other committees relating to proposed amendments to the Curriculum and decide on whether to action the suggestions and proposals.

It will then oversee the process of making those amendments, including drafting the amendments, and taking the new proposals to Academic Board for approval. If approved,



Academic Board will take the approved amendments to QMU for their approval and ratification.

The members of this Committee will be:

- Paul Harvard (**Chair** and Course Leader)
- Aly Spiro (Industry Liaison)
- Joseph Junkere (Senior Management Mentee)
- Head of Film and Television
- Head of Voice and Movement

Full details of its duties and remit can be found in the Terms of Reference of the committee.

Teaching and Learning

The main focus of the Teaching and Learning Committee is to consider the day-to-day implementation of the curriculum and how it is being taught and received by the student body. It will receive student, freelance tutor, and staff feedback on how the Curriculum is working in practice and suggest amendments and new initiatives where relevant.

It is made up of both staff and student members including the following:

- Aly Spiro (**Chair** and Industry Liaison)
- Joseph Junkere (Senior Management Mentee)
- Head of Film and Television
- Head of Voice and Movement
- A freelance member of staff (to be appointed by SLT)
- 2 Students (one student from one of the part time courses, and one student from the full-time BA)

Full details of its duties and remit can be found in the Terms of Reference of the committee.

Review of Management and Arrangements

External Review of Governance Arrangements

Collective Acting Studio is committed to maintaining adequate and effective management and governance arrangements in accordance with the Office for Students (OfS) Condition E2. To ensure ongoing compliance and continuous improvement, we have established the following policy for external review of our governance arrangements:



Frequency of External Reviews

We will commission an external review of our governance arrangements at least once every five years. This regular cycle ensures our governance structures and processes remain fit for purpose and aligned with regulatory expectations.

Scope of External Reviews

Each external review will comprehensively assess:

- a) The adequacy and effectiveness of our governance arrangements
- b) Alignment with public interest governance principles
- c) Our ability to deliver our acting courses as advertised under Competition and Markets Authority regulations
- d) Compliance with all conditions of OfS registration

External Reviewer Selection

We will engage independent, qualified external reviewers with expertise in governance of performing arts institutions and higher education. The selection process will prioritize impartiality and relevant experience in the creative arts sector. The selection process for the reviewers will be overseen by the Governance Committee and approved by the Board of Directors.

Review Process

The external review process will include, but not be limited to:

- a) Policy and Procedures analysis
- b) Interviews with key stakeholders (including Board members, Senior Leadership Team, tutors, staff, and student representatives)
- c) Observation of Board meetings
- d) Benchmarking against sector best practices, particularly in performing arts education

Reporting and Action Planning

Upon completion of each external review:

- a) A full report will be submitted to the Board of Directors



- b) The report will be discussed at a dedicated Board meeting
- c) An action plan will be developed to address any recommendations
- d) Progress against this action plan will be monitored at subsequent Board meetings

Interim Internal Reviews

Between external reviews, the Governance Committee will conduct annual internal assessments of our governance arrangements to ensure ongoing effectiveness and identify any emerging issues specific to our acting studio context.

Reportable Events

We recognize that initiating a non-routine governance review may constitute a reportable event to the OfS, particularly if prompted by concerns such as whistleblowing or welfare/safeguarding issues. In such cases, we will follow the guidance outlined in the OfS's Regulatory Advice 16: Reportable Events.

This will be overseen by the CEO as the Accountable Officer who will bring all potential and actual Reportable Events to the attention of the Board of Directors.

Documentation and Transparency

We will maintain clear records of all governance reviews, both external and internal. A summary of review findings and resulting actions will be made available to our Studio community, including the Student Senate, subject to any necessary redactions for confidentiality.

Policy Review

This policy will be reviewed annually by the Senior Leadership Team to ensure it remains fit for purpose and aligned with regulatory expectations.