

**Imperial College Union
Board of Trustees / 29 September 2021**

Scheme of Delegation Consultation

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Purpose: To consider the structure of a new 'scheme of delegation for the Union, as part of our agreed risk management framework.

1. Context

In December 2020 the Union agreed a new Risk Management framework based on the 'three lines of defence' model that is most common within the charity sector.

Line of Defence	Outputs	Monitoring & Reporting
First Line of Defence	Annual Operational Plans / Departmental Risk Registers Other policies such as: risk assessment policy, financial procedures manual.	These should be developed on an annual basis and reviewed termly by the senior manager and at Leadership Group. These should be reviewed on a triannual basis as part of a formal process.
Second Line of Defence	Strategic Risk Register Scheme of Delegation Reserves Policy	These should be formally reviewed annually each September by the full Board of Trustees.
Third Line of Defence	Annual External Audit Annual Imperial College Internal Audit External Accreditation Schemes	These should take place annually and be reported to the full Board of Trustees.

Second Line of Defence: Scheme of Delegation

With a new strategy and strategic risk register approved by the Board, the Union is now in a position to develop and agree a new scheme of delegation. This policy document will set out the 'limits of authority' and 'key responsibilities' related to the following criteria:

- i. Key areas of Union's operation focussed mostly on our enablers and what are often termed 'internal' or 'corporate' functions.
- ii. Key decision-making committees, teams and individuals within the Union.

It is important to note that some elements of this delegation matrix are already specified within the Union's constitution and will be included for completeness.

2. Proposed Structure

The most common structure of a scheme like this within both the charity and students' union sectors is as follows. Some very rough examples are given to indicate how this structure would then work in more specific terms.

	Decision-making body #1	Decision making body #2
Area of Union operation #1		
Example #1: Finance	Consider quarterly financial accounts	Consider monthly management accounts
Example #2: HR	Approve restructure at SMT / department level	Approve restructure within a team
Example #3: Operational planning & management	Approve the operational planning round structure	Approve operational plans

The proposed areas of the operation to be considered under this framework are based on combination of our risk register, our strategic plan, and the organisation's operating structure:

- i. Strategy
- ii. Finance
- iii. Human Resources
- iv. Governance & Democracy
- v. Health & Safety
- vi. Risk Management
- vii. Key Stakeholder Management
- viii. Operational Planning & Management

The proposed decision-making groups / individuals to be considered under this framework are the following:

- i. Chair / President
- ii. Board of Trustees
- iii. Board Subcommittees
- iv. Management Committee
- v. Managing Director
- vi. Senior Management Team

3. Questions for Consultation

Before we develop the full matrix for consideration and then approval at the December meeting of the Board, we would like feedback on the following questions:

- i. Is this the right structure for our scheme?
- ii. Are these the right areas of operation / decision making groups for the scheme?
- iii. Are there any specific 'big ticket items' in each of the categories that you feel should explicitly be reserved for a specific decision-making group?

We are requesting feedback from Board by Wednesday 13 October, in order to develop a draft for circulation and comments before the December meeting deadline.