

Central Film School

2026-27

Central Film School

Scheme of Delegation

1. Introduction

- 1.1. This scheme of delegation seeks to record where authority rests within Central Film School for particular types of decisions made in the name of, or on behalf of, the School. It should be read in conjunction with the Terms of Reference for the Board of Directors, the Academic Board, and their respective sub-committees, boards, and councils.
- 1.2. No such scheme can be absolutely comprehensive, but by explicitly locating the locus of authority for specific categories of decision, this document forms a frame of reference through which questions about other types of decisions may be resolved.

2. Framework & Principles of Delegation

- 2.1. The Board of Directors holds overall accountability for the management and administration of the School, safeguarding funds, and ensuring high standards of corporate governance. The Board delegates specific operational, academic, and strategic responsibilities to the Senior Management Team (including the CEO), and established committees.
- 2.2. The primary delegated authority for the day-to-day running of the School, especially concerning research, teaching, courses, and academic standards, rests with the Academic Board.

- 2.3. Each formally instituted committee, board, or council is empowered to carry out operational decisions within its Terms of Reference. Committees must refer matters upwards to the Academic Board or Board of Directors when appropriate.
- 2.4. Sub-committees generally report to the Academic Board, which in turn reports to the Board of Directors. Sub-groups (like the Student Council) report to parent committees (like the Student Experience Committee) before final ratification or reporting to the Academic Board.

3. Committee Delegations

- 3.1. Corporate Governance & Strategic Oversight (Reporting to Board of Directors)
 - 3.1.1. **Board of Directors (BoD):** Ultimate accountability for the School, including strategic direction, safeguarding funds, and ensuring appropriate corporate governance and limits of delegated authorities.
 - 3.1.2. **Audit Committee:** Delegated responsibility to form an opinion on the School's internal control framework, monitor risk management, and assess economy, efficiency, and effectiveness (Value for Money).
 - 3.1.3. **Advisory Committee:** Delegated responsibility to provide strategic advice on curriculum development, emerging technologies, and industry skill shortages to ensure programmes meet professional standards.
- 3.2. Academic Governance & Quality (Reporting to Academic Board)
 - 3.2.1. **Academic Board:** Delegated responsibility from the BoD for the day-to-day leadership of the School, criteria for admissions, appointment of examiners, ratification of institutional policies and regulations, and approving responses to external bodies.
 - 3.2.2. **Learning & Teaching Committee (L&TC):** Delegated responsibility to provide day-to-day leadership of learning, teaching, curriculum design, and academic integrity policies.
 - 3.2.3. **Courses Board:** Delegated responsibility to support quality assurance across taught courses, including course modifications and reviewing External Examiner reports.
 - 3.2.4. **New Programme Development Board:** Delegated responsibility (reporting to the Academic Board) to develop new programme documentation, ensure alignment with baseline criteria, and institute

consultations with students and industry following initial proposal approval.

- 3.2.5. **Quality Assurance & Registry Committee (QARC):** Delegated responsibility to develop and review QA and registry frameworks, analyse key quality indicators, and oversee responses to external QA reviews and audits.
- 3.3. Corporate & Operational Management (Reporting to the CEO / Senior Management Team)
 - 3.3.1. **Finance & Commercial Committee (FCC):** Delegated responsibility for day-to-day leadership of the Finance & Commercial function, monitoring PnL, cash balances, and budgets.
 - 3.3.2. **People Operations Committee (POC):** Delegated responsibility for the day-to-day operation of the School's people function, recruitment updates, and staff wellbeing.
 - 3.3.3. **Production & Resources Committee (PRC):** Delegated responsibility for the strategic planning and operational management of production facilities, equipment, spaces, and health & safety standards for production activities.
 - 3.3.4. **Facilities & Operations Committee (FOC):** Delegated responsibility to oversee building facilities maintenance, security systems, and internal/external demise surveys.
 - 3.3.5. **Marketing & Communications Committee (MCC):** Delegated responsibility to manage marketing strategies and the leads pipeline.
- 3.4. Student Experience & Access (Reporting to Academic Board & CEO)
 - 3.4.1. **Access & Participation Committee (APC):** Delegated responsibility to draft the Access and Participation Plan (APP) and monitor the implementation of the plan and its targets.
 - 3.4.2. **Student Experience Committee (SEC):** Delegated responsibility to oversee extracurricular events, student support issues, and Students of Concern.
 - 3.4.3. **Student Council:** Delegated responsibility (reporting to the SEC) to act as the official voice of the student body, coordinate student experience/extracurricular opportunities, advocate for issues of student

concern, and provide formal termly feedback on academic provision and delivery.

- 3.4.4. **Recruitment & Admissions Committee (RAC):** Delegated responsibility to analyse admissions trends, withdrawal decisions, and outreach events.

4. Matters Reserved for the Board of Directors

- 4.1. While the Board delegates significant operational and academic authority, it retains exclusive decision-making power over the following critical matters:
 - 4.1.1. Approval of the School's overarching mission, strategic vision, and long-term business plans.
 - 4.1.2. Approval of the annual operating budget, capital expenditure budget, and audited financial statements.
 - 4.1.3. Appointment, appraisal, and dismissal of the Chief Executive Officer (CEO).
 - 4.1.4. Approval of major institutional policies carrying significant legal or regulatory risk (e.g., Health and Safety Policy, Safeguarding Policy, Prevent Duty Assessment).
 - 4.1.5. Major structural changes to the School, including mergers, acquisitions, or significant changes to the corporate structure.

5. Chair's Action and Emergency Powers

- 5.1. In exceptional circumstances where an urgent decision is required between scheduled meetings of a Committee, Board, or Council, the Chair of that respective body is authorised to take "Chair's Action" on its behalf.
- 5.2. This power is strictly limited to matters that cannot reasonably be delayed until the next convened meeting without causing detriment to the School.
- 5.3. Any decision taken under Chair's Action must be formally documented and presented to the full committee at its next scheduled meeting for ratification and recording in the minutes.

A. Institutional Strategy, Risk, Legal and Corporate Governance

Action / Decision	Responsible (Lead)	Accountable	Consulted	Informed
Defining Mission & Strategy	CEO / Senior Management Team	Board of Directors	Academic Board, All Staff and Students	All Staff, Students, and Public
Overall management, administration, and safeguarding of School funds	CEO / Senior Management Team	Board of Directors	Advisory Committee	CFS Staff & Public
Oversight of risk management policies, data quality, and internal controls	CEO / Senior Management Team	Board of Directors	FCC / Senior Management	Academic Board
Strategic advice on curriculum relevance, internships, and industry trends	Advisory Committee	Board of Directors	Academic Board	Course Leaders
Amending Articles of Association	Board of Directors	Board of Directors	Legal Counsel	Academic Board
OfS Regulatory Compliance	Senior Management Team	Board of Directors	CEO, Academic Board	SMT
Major Contracts (>£50K)	CEO / Senior Management Team	Board of Directors	FCC	Academic Board
Risk Register Management	CEO / Senior Management Team	Board of Directors	SMT	Board of Directors
Risk Management Policy	CEO / Senior Management Team	Board of Directors	SMT	Board of Directors
Internal Audit Plan	Internal Auditor	Board of Directors	FCC	CEO

Whistleblowing/Fraud	CEO / Senior Management Team	Board of Directors	Board of Directors	Relevant Authorities
Data Protection/GDPR	Data Protection Officer	Board of Directors	SMT	All Staff / Data Subjects

B. Academic Governance, Quality, and Teaching / Standards

Action / Decision	Responsible (Lead)	Accountable	Consulted	Informed
Approval of policies for assessment, admissions criteria, and external responses	Academic Board	Board of Directors	QARC / L&TC / RAC	Validating Partners / Admissions, Quality & Registry
Approve Academic Regulations	QARC / Senior Registry & Quality Manager	Academic Board	QARC	Board of Directors
Development and review of QA/Registry frameworks and tracking performance	QARC / Senior Registry & Quality Manager	Academic Board	Course Leaders & Students	Academic Staff
Course/Module Modifications and External Examiner Review	Courses Board	Academic Board	Student Reps, DCC, Academic Staff, QARC	CFS Staff
Development of new academic programmes and documentation (post-proposal)	New Programme Development Board / Lead Developer	Academic Board	Students, Industry, External Bodies, Courses Board	QARC & Academic Staff
Approval of new programme Business Cases	Board of Directors	Board of Directors	Academic Board	L&TC, QARC

Validation of New Courses	Course Leader / Lead Developer	Academic Board	Courses Board, Advisory Committee, Student Representatives	All Staff and Students
Drafting of the Access and Participation Plan (APP)	Access & Participation Cmte (APC)	Academic Board	Student Council	OfS
Appointment of External Examiners	QARC / Senior Registry & Quality Manager	Academic Board	L&TC, QARC	Quality & Registry, Validating Partner, Exam and Awards Board
Conferment of Awards/Degrees	Quality & Registry	Exam & Awards Board	Academic Board	Students
Research Ethics Approvals	Lead Researcher	Research Ethics Cmte	Academic Board	SMT

C. Finance, Resources & Facilities / Management

Action / Decision	Responsible (Lead)	Accountable	Consulted	Informed
Day-to-day leadership of Finance function (PnL, Cash balance, budget spend)	FCC / Senior Operations Manager	CEO	Audit Committee	Board of Directors
Annual Budget Approval	FCC	Board of Directors	SMT	Budget Holders
Operational Expenditure (Up to £5,000)	Budget Holder	Senior Operations Manager	Finance Team	SMT
Operational/Capital Expenditure (£5,001 - £25,000)	FCC	CEO	FCC	SMT

Operational/Capital Expenditure (£25,001 - £50,000)	FCC	Board of Directors	FCC	SMT
Capital Expenditure (>£50k)	FCC	Board of Directors	FCC	SMT
Tuition Fee Setting	FCC	Board of Directors	SMT, FCC	RAC, QARC
Disposal of Assets	FCC	CEO	FCC	Board of Directors
Student Hardship Funds Allocation	FCC	CEO	FCC, SEC	Students
Strategic planning and management of production facilities & equipment	PRC / Production Manager	CEO	Academic Board, Course Leaders	SMT
Health, safety, and risk assessments for production spaces/activities	PRC	CEO	Academic Board, Staff	Board of Directors
Production Risk Framework (H&S for production)	PRC	CEO	FOC, PRC, Advisory Committee	All Students
Building Facilities oversight (maintenance, security, utilities)	FOC / Senior Operations Manager	CEO	Academic Team	CFS Staff

D. People, Student Experience & External Relations

Action / Decision	Responsible (Lead)	Accountable	Consulted	Informed
Development and implementation of the People Plan (HR, Staff wellbeing)	POC / Senior Operations Manager	CEO	Academic Board, SMT	CFS Staff
Staff Recruitment Policy	POC / Senior Operations Manager	CEO	People Operations Cmte	All Staff

Senior Staff Pay	Board of Directors	Board of Directors	CEO (as advisor)	SMT
EDI Strategic Plan	POC / Senior Operations Manager	CEO / Board of Directors	Academic Board, SMT	All Staff
Oversight of Extracurricular Events, Support, and "Students of Concern" / Safeguarding	SEC / Student Services Manager	CEO	Academic Board, Student Reps	Students
Advocacy of student concerns and coordination of extracurricular opportunities	Student Council / Elected Reps	SEC	Student Body	Student Services Team
Provision of formal termly feedback on cohort academic provision/delivery	Student Council, QARC	Academic Board	Student Body	Senior Registry & Quality Manager
Admissions Criteria and withdrawal academic analysis	RAC / Admissions Managers	Academic Board	Quality & Registry	CEO, Mktg
Admissions targets, outreach events, and recruitment pipeline	RAC / Senior Mktg Manager	CEO	Academic Board	Admissions Team
Management of Marketing activity calendar and Leads Pipeline	MCC / Senior Mktg Manager	CEO	Marketing Officers	External Stakeholders

Document Title	Scheme of Delegation
Document Reference	CFS-BOD-2026-006
Issuing Authority	Board of Directors
Author	Rory Curley
Document Approval Date	15/09/2026
Date Last Amended	4 Sept 2026
Effective from	15/09/2026
Review Date	21 Jun 2027

Version History		
Purpose/Change	Author	Date
Scheme of Delegation created	ME	13/03/2026
Addition of 'approval of new programme Business Cases' into section B	BoD	4 Sept 2026
Ratified for the 2026/27 academic year	BoD	15/09/2026