



## Delegations of Authority

|                            |  |
|----------------------------|--|
| <b>Policy Category</b>     | Governance   |
| <b>Policy Code</b>         | GOV-HE-02  |
| <b>Policy owner</b>        | Chief Executive Officer & Executive Dean   |
| <b>Responsible Officer</b> | Chief Executive Officer & Executive Dean   |
| <b>Approving authority</b> | Board of Directors & Academic Board  |
| <b>Contact Officer</b>     | Registrar  |
| <b>Approval date</b>       | 4 August 2017  |
| <b>Commencement date</b>   | 7 August 2017  |
| <b>Review date</b>         | 3 years  |
| <b>Version</b>             | 2017.1   |
| <b>Related Documents</b>   | Academic Quality and Governance Framework<br>Academic Titles Policy and Procedure<br>Quality Assurance Framework<br>Graduation and Awards Policy and Procedure<br>Academic Freedom Policy<br>Advanced Standing Policy and Procedure<br>Student Progression, and Exclusion Policy and Procedure<br>Student Admissions Policy and Procedure<br>Academic Misconduct Policy and Procedure<br>Student Complaint and Appeal Policy and Procedure<br>Grievance Policy and Procedure<br>Student Assessment Policy & Procedure<br>Records Management Policy Procedure<br>Academic Continuous Improvement Policy and Procedure |

### 1. Purpose

This Delegation of Authority policy is established to define the limits of authority designated to specified positions of responsibility within the Australian Institute of Higher Education (AIH) ('the Institute').

### 2. Scope

This policy sets out the nature and extent of the authority formally delegated from the Board to the Executive Director.

To the extent that the Executive Director further delegates this authority, all delegated authorities and limits must be formally documented.

The Board reserves all decision-making authority to itself except to the extent that such power has been delegated to the Executive Director. This includes control at all times over its statutory obligations and key strategic directions and control and monitoring of all issues that may significantly impact the company.

This policy outlines:

- Types and maximum amount of obligations that may be approved by individuals or groups of individuals;
- The designated responsibility for final approval on all financial and operational items within AIH

All employees should be aware that conduct that violates the policy set forth is always considered outside the scope of their employment. Violating the policy could significantly damage AIH and expose it to unintended legal and commercial

liabilities. In addition, individuals who violate these policies are subject to appropriate disciplinary action by AIH, including possible termination of employment.

Persons who have employees reporting to them should take all necessary steps to ensure their employees know and follow the policy. In this connection, all managers should periodically consult with their staff members to determine that appropriate procedures for implementation of the policy have been developed and are being followed.

### **3. Actions and Responsibilities**

#### **The role of the Board**

Sets overall strategic direction and the framework of policies and procedures necessary to achieve institutional objectives. It is ultimately responsible (to shareholders and/or stakeholders) for both corporate and academic outcomes.

***The corporate board is responsible for identification of key risks and ultimate approval of mitigating policies and procedures.***

In addition to matters expressly required by law to be approved by the Board, powers specifically reserved for the Board are as follows:

1. Appoint and removing the Executive Director and determining his or her terms and conditions of employment (including remuneration)
2. Reviewing and approving each of the following:
  - Systems of governance, risk management and internal control, codes of conduct and legal compliance Financial and other reporting
  - Major capital expenditure, capital management, and acquisitions and divestitures
  - Any matters in excess of discretions that, from time to time, may have been delegated to the Executive Director and senior management (for instance, in relation to capital expenditure)
3. Approving each of the following:
  - The Strategic Plan
  - The Annual budget
  - Material changes to the organisational structure
  - The acquisition, establishment, disposal or cessation of any significant business of the organisation
  - Any public statements which reflect significant issues of the Company policy or strategy

#### **The role of the Executive Director and delegated Executive Management:**

- Act as the executive officer to the Board, including advising and informing the Board in its governance role
- Work with the Board to reach agreed strategic and business outcomes within the appropriate budgetary and financial framework
- Manage all of the day-to-day affairs and activities of the organisation within the Board-endorsed strategic, policy, risk, people and financial framework
- As approved, attract, motivate and retain a suitably qualified team of managers and staff
- Provide reports, analysis and recommendations to the board as required
- Implement Board decisions

## 5. Policy in practice

- Prior to any purchasing decision or action that may result in a material outcome for AIH please consult this policy as to the relevant delegate to obtain approval prior to moving forward
- If at any point a situation arises where there is uncertainty over the delegate or the action at hand notify management for clarification
- If any action is approved or undertaken within a parties delegation status is perceived to be unethical or to contravene our core values, please notify the Executive Director immediately

## 6. Version Control

This Policy has been endorsed by the Australia Institute of Higher Education Board of Directors and Academic Board as at August 2017 and is reviewed every 3 years. The Policy is published and available on the Australian Institute of Higher Education website <http://www.aih.nsw.edu.au/> under 'Policies and Procedures'.

| <b>Change and Version Control</b> |                    |   |                       |                        |
|-----------------------------------|--------------------|---|-----------------------|------------------------|
| <b>Version</b>                    | <b>Authored by</b> | <b>Brief Description of the changes</b> | <b>Date Approved:</b> | <b>Effective Date:</b> |
| 2017-1                            | Board              | Development of new structure            | 4 August 2017         | 7 August 2017          |

| Business Area  | Board of Directors   | Executive Director   | Executive management  | Non-Leadership team  | Other   |
|--|--|--|---|--|---|
| <b>Financial</b>   |  |  |   |  |   |
| 1 Operating Expenditure within approved budget (subject to specific authorities listed below at items 2 - 7) |  | Authority delegated to Executive Director  | Authority delegated to Leadership Team (\$'s and activity)  | Spend on approval  | Nil   |
| 2 Domestic Travel  |  | Authority delegated to Executive Director  | Approved by Executive Director on application   | On application only and Travel Policy  | Taxi Expenses (where approved for reimbursement by direct line manager) |
| 3 International Travel   |  | Authority delegated to Executive Director  | Approved by Executive Director on application   |  |   |
| 4 External Room Hire   |  | Authority delegated to Executive Director  | Authority delegated to Executive Director Academic for room hire which is revenue generating Financial Officer as backup to Executive Dean All cost items are approved by Executive Director on application | Authority delegated to Assistant Dean  |   |
| 5 Learning materials & text books  |  | Authority delegated to Executive Director  | Approved by Executive Director on application   |  |   |
| 6 Marketing Expenditure  |  | Authority delegated to Executive Director  | Approved by Executive Director on application   | Global marketing manager - any within budget   |   |
| 7 Learning & Development   |  | Authority delegated to Executive Director  | Approved by Executive Director on application   |  |   |
| 8 Operating Expenditure outside approved budget plan   | Non operating costs are subject to Board approval                | Authority delegated to Executive Director if total operating costs remain within total annual budget |   |  |   |
| 9 Capital Expenditure within approved budget plan  | Any over \$50,000  | Up to \$50,000   | Approved by Executive Director on application   |  |   |
| 10 Capital Expenditure outside approved budget plan  | Subject to Board approval  | Up to \$50,000   |   |  |   |
| 11 Approval of expenses incurred for business purposes   | Executive Director & Chairman expenses subject to Board approval | Authority delegated to Executive Director  | Approved by Executive Director on application   |  |   |
| 12 Approval & payment of payroll   |  | Authority delegated to Executive Director  | CFO to approve payroll for payment, changes to payroll are approved by Executive Director on application  | Approval of admin staff timesheets within own team Executive & Assistant Dean - approval of teacher timesheets |   |

| Business Area  | Board of Directors   | Executive Director   | Executive management                     | Non-Leadership team | Other |
|--|--|--|--|---------------------|-------|
| 13 Issue of Corporate Credit Cards   | Executive Director & Direct Reports subject to Board approval  | Authority delegated to Executive Director for all other people |  |                     |       |
| 14 Lease Commitments   | Subject to Board Approval for all new leases, any change to existing lease terms and / or rental increases over and above annual CPI |  |  |                     |       |
| 15 Approval & payment of incentive & bonus plans   | Chairman, Executive Director and Leadership Team subject to Board approval   | Authority delegated to Executive Director for all other people |  |                     |       |
| 16 Bad Debt Write offs   |  | Authority delegated to Executive Director                      | Authority delegated to Financial Officer |                     |       |
| 17 Bank Accounts & Signatories   | Changes to bank accounts and / or signatories requires Board approval  | Authority delegated to Executive Director                      |  |                     |       |
| 18 Sale of Assets  | Subject to Board approval  | Authority delegated to Executive Director                      |  |                     |       |
| 19 Investing cash surpluses  | Subject to Board approval  |  |  |                     |       |
| 20 Obtaining Facilities / Debt or other financial products   | Subject to Board approval  | Authority delegated to Executive Director                      |  |                     |       |
| <b>Governance</b>  |  |  |  |                     |       |
| 20 Any change of corporate Structure   | Subject to Board approval  |  |  |                     |       |
| 21 Student grievance policies (as required by HESA)  | Subject to Board approval  |  |  |                     |       |
| 22 Setting /reviewing the vision, mission and strategic goals of the Institute   | Subject to Board approval  |  |  |                     |       |
| 23 Approving / reviewing the Strategic and Business Plan   | Subject to Board approval  |  |  |                     |       |
| 24 Determining / reviewing the governance structure of the Institute (as detailed in the Institutional Governance Framework) | Subject to Board approval  |  |  |                     |       |

| Business Area | Board of Directors   | Executive Director  | Executive management   | Non-Leadership team | Other |
|---------------|--|---|--|---------------------|-------|
| 25            | Putting in place / reviewing the necessary delegations to effectively run the Institute                                      | Subject to Board approval   |  |                     |       |
| 26            | Approving / reviewing the Financial Forecasts including ensuring the ongoing financial viability for the Institute           | Subject to Board approval   |  |                     |       |
| 27            | Determining / reviewing the Quality Assurance Framework for the Institute  | Subject to Board approval   |  |                     |       |
| 28            | Assessment and management of risk including approving / reviewing the risk mitigation strategies in the Risk Management Plan | Subject to Board approval   |  |                     |       |
| 29            | Determining membership, tenure of members and Chair of the Academic Board  | Subject to Board approval   |  |                     |       |
| 30            | Awarding qualifications  | Subject to Board approval   |  |                     |       |
| 31            | Conferring academic titles   | Subject to Board approval   |  |                     |       |
| 32            | Approval to develop a new course   | Subject to Board approval   | Authority delegated to Executive Director  |                     |       |
| 33            | Public statements, speeches, publications & conferences  |   | Authority delegated to Executive Director  |                     |       |
| 34            | Memorandum of Understanding, Heads of Agreement & Strategic Alliance Agreements  | Subject to Board approval for any MOU, HOA or SAA for a contract value of \$100,000 or more | Authority delegated to Executive Director for any MOU, HOA or SAA with a contract value of up to \$100,000 |                     |       |
| 35            | Grade ratification & approval of results   | Subject to Board approval   | Authority delegated to the Academic Board  |                     |       |
| 36            | Sub-delegation of Executive Director authority   |   | Full authority subject to appropriate terms of the authority that has been delegated                       |                     |       |
| 37            | Compliance & governance requirements for the company to operate within any relevant regulatory framework                     |   | Authority delegated to Executive Director subject to reporting any non-compliance to the Board             |                     |       |

| Business Area   | Board of Directors   | Executive Director   | Executive management           | Non-Leadership team  | Other  |
|---|--|--|--------------------------------|--|--|
| 38 Leave Applications                                   | Executive Director & Chairman subject to Board approval  | Direct Reports   | Direct Reports                 | Direct Reports   | Team Leaders - Direct Reports up to 10 days of leave             |
| 39 Approval of remuneration and incentive & bonus plans | Company wide annual rem review subject to Board approval + Chairman, Executive Director and Leadership Team specifically subject to Board approval | Approved by Executive Director                                 | Approved by Executive Director |  |  |
| <b>Human resources</b>                                  |  |  |                                |  |  |
| 40 Terminating or retrenching staff                     | Board must be consulted before any action is taken in relation to any direct report of the Executive Director                                      | Authority delegated to Executive Director for all other people |                                |  |  |
| 41 Replacing existing positions                         | Executive Director & Leadership Team subject to Board approval   | Authority delegated to Executive Director for all other people |                                | Executive Dean - all teaching staff within standard AIH terms / rates. Temp staff to cover vacancies within headcount budget |  |
| 42 New positions within budget                          |  | Authority delegated to Executive Director                      |                                |  |  |
| 43 New positions outside of budget                      | Subject to Board approval  | Authority delegated to Executive Director                      |                                |  |  |
| 44 Redundancies   | Subject to Board approval  | Authority delegated to Executive Director                      |                                |  |  |
| 45 Dismissal of employees within probation              | Subject to Board approval  | Authority delegated to Executive Director                      |                                | Executive dean - all teachers and temp staff   |  |
| 46 Dismissal of employees                               | Subject to Board approval  | Authority delegated to Executive Director                      |                                | Executive dean - all teachers and temp staff   |  |
| 47 Employment contracts – signing                       |  | Leadership Team contracts                                      | All in own team                | Executive Dean - All Teachers  |  |
| <b>Operation items</b>                                  |  |  |                                |  |  |
| 48 Pricing Strategies                                   |  | Authority delegated to Executive Director                      | Approved by Executive Director |  |  |
| 49 Pricing  |  | Authority delegated to Executive Director                      | Approved by Executive Director |  | Marketing managers to remain within advertised pricing structure |

| Business Area   | Board of Directors   | Executive Director   | Executive management                            | Non-Leadership team   | Other  |
|---|--|--|---|---|--|
| 50 Refunds  |  | Authority delegated to Executive Director                                    | Authority delegated to CFO                      | Head of Admissions to approve refunds for Visa cancellation purposes              | Accounts Manager – refunds for payment errors & credit notes for withdrawals within policy |
| 51 Commission Structures  |  | Authority delegated to Executive Director                                    | Approved by Executive Director                  |   |  |
| 52 Credit Terms   |  | Authority delegated to Executive Director                                    | Authority delegated to CFO                      | Fin Contoller to approve changes to credit terms within students course timeframe |  |
| 53 Agency Agreements  |  | Authority delegated to Executive Director                                    | Authority delegated to Global Marketing manager |   |  |
| 54 New B2E Contracts  | Subject to Board approval for any new contract with a value of \$100,000 or more | Authority delegated to Executive Director for contract value under \$100,000 |   |   |  |
| <b>Legal</b>  |  |  |   |   |  |
| 55 Obtaining Legal advice in the course of normal trading       |  | Authority delegated to Executive Director                                    |   |   |  |
| 56 Settling legal claims, staff disputes and litigation matters | Subject to Board approval  | Authority delegated to Executive Director                                    |   |   |  |
| 57 Non-Disclosure agreements                                    |  | Authority delegated to Executive Director                                    |   |   |  |
| <b>Items of delegation to the Academic Board</b>                |  |  |   |   |  |
| 58 Academic governance of the Institute                         |  | Authority delegated to Academic Board  |   |   |  |
| 59 Oversight of the educational process                         |  | Authority delegated to Academic Board  |   |   |  |
| 60 Determining academic policy and procedures                   |  | Authority delegated to Academic Board  |   |   |  |
| 61 Facilitate free intellectual enquiry                         |  | Authority delegated to Academic Board  |   |   |  |