



## Delegations of Authority

<b>Policy Category</b>	Governance
<b>Policy Code</b>	GOV-HE-02
<b>Policy owner</b>	Principal
<b>Responsible Officer</b>	Principal
<b>Approving authority</b>	Board of Directors
<b>Contact Officer</b>	Principal
<b>Approval date</b>	27 September 2019
<b>Commencement date</b>	30 September 2019
<b>Review date</b>	3 years or from time to time as the operations or organisational structure of the Institute may vary
<b>Version</b>	2019.1
<b>Related Documents</b>	Academic Quality and Governance Framework Academic Titles Policy and Procedure Quality Assurance Framework Graduation and Awards Policy and Procedure Academic Freedom Policy Advanced Standing Policy and Procedure Student Progression, and Exclusion Policy and Procedure Student Admissions Policy and Procedure Academic Misconduct Policy and Procedure Student Complaint and Appeal Policy and Procedure Grievance Policy and Procedure Student Assessment Policy & Procedure Records Management Policy Procedure 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 Principal and their respective teams.

To the extent that the Principal 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 Principal. 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; and
- 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 cause significant damage to the Institute and expose it to unintended legal and commercial liabilities. In addition, individuals who violate these policies are subject to appropriate disciplinary action by the Institute, including but not limited to the 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 regard, 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 and monitored.

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

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

The Board sets the 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 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 remove the Principal, 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, regulatory, financial and other reporting;
  - Major capital expenditure, capital management, and acquisitions and divestitures; and
  - Any matters in excess of discretions that, from time to time, may have been delegated to the Principal and senior management (for instance, in relation to capital expenditure)
3. Approving each of the following:
  - Vision, mission and core values of the Institute;
  - The Strategic Plan;
  - The Annual budget;
  - Material changes to the organisational structure;
  - The acquisition, establishment, disposal or cessation of any significant business of the organization; and
  - Any public statements (e.g. press, benchmarking exercises etc) which comment or reflect significant issues of the Institute's policy, performance or strategy.

#### **The role of the Principal 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 deliver agreed strategic and business outcomes within the applicable budgetary and financial frameworks;
- Manage all of the day-to-day affairs and activities of the Institute within the Board-endorsed strategic plan, policies, risk management systems 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; and
- Implement Board decisions and directives.

## 5. Policy in practice

- This policy and accompanying matrix of delegation is to be consulted prior to any purchasing decision, sale decision or action that may result in a material outcome for the Institute and approval prior to commitment;
- If at any point a situation arises where there is uncertainty over the delegation or the action at hand, notify management for clarification.
- The delegation of authority is does not supersede the requirement of all employees to act ethically and in accordance with the core values of the Institute. If any action is approved or undertaken within a parties delegated level but which is perceived to be unethical or to contravene our core values, please notify the Principal immediately.

## 6. Version Control

This Policy has been endorsed by the Australian Institute of Higher Education Board of Directors and Academic Board as at September 2019 and is reviewed every 3 years, or from time to time as the operations or organisational structure of the Institute may vary. 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
2018-1	Board	Update to Delegation of Authority approved 4 August 2017	12 October 2018	12 October 2018
2019-1	Principal	Updated the Policy Owner, Responsible and Contact Officer to Principal.	27 September 2019	30 September 2019

Business Area	Board of Directors	Academic Board	Executive Leadership Team	Senior 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 Principal	Authority delegated to Senior Managers up to \$100	Authority delegated to non-leadership team up to \$100	Nil
2 Domestic Travel (within budget)	Subject to board approval where value exceeds \$500		Authority delegated to Principal up to \$500	Approved on application Taxi expenses (where pre-approved by direct line manager) up to \$50	Approved on application Taxi expenses (where pre-approved by direct line manager) up to \$50	Taxi Expenses (where pre-approved for reimbursement by direct line manager) up to \$50
3 International Travel (within budget)	Subject to board approval where value exceeds \$1,000		Authority delegated to Principal up to \$1,000			
4 External Room Hire (within budget)	Subject to board approval where value exceeds \$5,000		Authority delegated to Principal up to \$5,000			
5 Staff entertainment	Subject to board approval where value exceeds \$500		Authority delegated to Principal up to \$500	Authority delegated to Senior Management up to \$100	Approved on application	
6 Client entertainment	Subject to board approval where value exceeds \$500		Authority delegated to Principal up to \$500	Approved on application	Approved on application	
7 Annual or multi-year service or license agreements	Subject to board approval with an annual value >\$1,000		Authority delegated to Principal up to \$1,000			
8 Learning materials & text books	Subject to board approval where value exceeds \$1,000		Authority delegated to Principal up to \$1,000	Authority delegated to Academic Dean up to \$500		
9 Marketing Expenditure	Subject to board approval where value exceeds \$5,000		Authority delegated to Principal up to \$5,000	Authority delegated to Head, Global Business Development up to \$100		
10 Learning & Professional Development	Subject to board approval where value exceeds \$1,000		Authority delegated to Principal up to \$1,000	Authority delegated to Academic Dean up to \$1,000		
11 Operating Expenditure outside approved budget plan	Subject to board approval					
12 Capital Expenditure within approved budget plan	Subject to board approval where value exceeds \$10,000		Authority delegated to Principal up to \$5,000	Approved on application		
13 Capital Expenditure outside approved budget plan	Subject to Board approval					
14 Approval of expenses incurred for business purposes	Principal and Chairman expenses subject to Board approval		Authority delegated to Principal for direct reports up to \$1,000	Authority delegated to Senior Management for direct reports up to \$100		
15 Approval & payment of payroll			Authority delegated to Principal	Authority delegated to the Senior Management to approve casual timesheets of direct reports	Authority delegated to non-leadership team to approve casual staff timesheets of direct reports	



Business Area	Board of Directors	Academic Board	Executive Leadership Team	Senior Management	Non-Leadership Team	Other
16 Issue of Corporate Credit Cards	Subject to Board approval					
17 Lease Commitments and granting of sub-leases	Subject to Board Approval for all new leases granted or taken, any change to existing lease terms and / or rental increases over and above annual CPI thereon					
18 Approval & payment of incentive & bonus plans	Subject to Board approval					
19 Bad Debt Write offs	Subject to Board approval					
20 Management fees	Subject to Board approval					
21 Bank Accounts & Signatories	Changes to bank accounts and / or signatories requires Board approval					
22 Sale of Assets	Subject to Board approval for any items with written down value > \$1,000		Authority delegated to CFO for any items with written down value < \$1,000			
23 Investing cash surpluses	Subject to Board approval					
24 Obtaining Facilities / Debt or other financial products	Subject to Board approval					
<b>Governance</b>						
25 Any change of corporate Structure	Subject to Board approval					
26						
27 Student grievance policies (as required by HESA)	Subject to Board approval	Approved by Board of Directors on application				
28 Setting /reviewing the vision, mission and strategic goals of the Institute	Subject to Board approval					
29 Approving / reviewing the Strategic and Business Plan	Subject to Board approval					
30 Determining / reviewing the governance structure of the Institute (as detailed in the Institutional Governance Framework)	Subject to Board approval					
31 Putting in place / reviewing the necessary delegations to effectively run the Institute	Subject to Board approval					
32 Approving / reviewing the Financial Forecasts including ensuring the ongoing financial viability for the Institute	Subject to Board approval					

Business Area	Board of Directors	Academic Board	Executive Leadership Team	Senior Management	Non-Leadership Team	Other
33 Determining / reviewing the Quality Assurance Framework for the Institute	Subject to Board approval	Approved by Board of Directors on application				
34 Assessment and management of risk including approving / reviewing the risk mitigation strategies in the Risk Management Plan	Subject to Board approval					
35 Determining membership, tenure of members and Chair of the Academic Board	Subject to Board approval					
36 Awarding qualifications	Subject to Board approval	Approved by Board of Directors on application				
37 Conferring academic titles	Subject to Board approval	Approved by Board of Directors on application				
38 Approval to develop a new course	Subject to Board approval	Approved by Board of Directors on application				
39 Public statements, speeches, publications & conferences	Subject to Board approval					
40 Memorandum of Understanding, Heads of Agreement & Strategic Alliance Agreements	Subject to Board approval					
41 Grade ratification & approval of results		Authority delegated to the Academic Board				
42 Sub-delegation of authority			Full authority subject to appropriate terms of the authority that has been delegated	Full authority subject to appropriate terms of the authority that has been delegated		
43 Compliance & governance requirements for the company to operate within any relevant regulatory framework			Authority delegated to Principal subject to reporting any non-compliance to the Board			
44 Leave Applications	Principal & Chairman subject to board approval		Direct reports and all other employees longer than 10 days	Direct reports up to 10 days	Direct reports up to 10 days	Direct reports up to 10 days
45 Approval of remuneration and incentive & bonus plans	Subject to Board approval					
<b>Human resources</b>						
46 Terminating or retrenching staff	Subject to Board approval					
47 Replacing existing positions	Subject to Board approval		Authority delegated to the Principal for all teaching staff within standard AIH terms / rates and for temp staff to cover vacancies within headcount budget. Each intake resource plan to be approved by the Board.			
48 New positions within budget	Subject to Board approval					



Business Area	Board of Directors	Academic Board	Executive Leadership Team	Senior Management	Non-Leadership Team	Other
49 New positions outside of budget	Subject to Board approval					
50 Redundancies	Subject to Board approval					
51 Dismissal of employees within probation			Authority delegated to the Principal for all teaching and other direct/indirect reports			
52 Dismissal of employees	Board must be in agreement before any action is taken in relation to the Principal or CFO. Subject to board approval for all other employees where expected additional dismissal costs exceed \$1,000		Authority delegated to Principal subject to expected additional dismissal costs of up to \$1,000			
53 Employment contracts – signing			Authority delegated to Principal	Authority delegated to Academic Dean for approved terms, rates and conditions for direct and indirect reports		
<b>Operation items</b>						
54 Pricing Strategies	Subject to Board approval					
55 Pricing	Subject to Board approval				Marketing managers to remain within approved advertised pricing structure	
56 Refunds			Authority delegated to Principal for refund requests outside of the refund policy		Accounts Team Leader to approve refunds within the refund policy guidelines	
57 Commission Structures	Subject to board approval					
58 Credit Terms	Subject to board approval for anything outside of policy				Accounts Team Leader to approve payment plans within the policy guidelines	
59 Agency Agreements (within board approved commission structures)	Subject to board approval					
60 New B2E Contracts	Subject to board approval					
<b>Legal</b>						
61 Obtaining Legal advice in the course of normal trading	Subject to board approval					
62 Settling legal claims, staff disputes and litigation matters	Subject to board approval					
63 Non-Disclosure agreements			Authority delegated to Principal			
<b>Items of delegation to the Academic Board</b>						
64 Academic governance of the Institute		Authority delegated to Academic Board				

Business Area	Board of Directors	Academic Board	Executive Leadership Team	Senior Management	Non-Leadership Team	Other
65 Oversight of the educational process		Authority delegated to Academic Board				
66 Determining academic policy and procedures		Authority delegated to Academic Board				
67 Facilitate free intellectual enquiry		Authority delegated to Academic Board				