

Document Name and Version	2.8 Terms of Reference of Executive Management Team
Policy Number	2.8
Policies that Interact with Policy 2.8	All policies contained within Part 2: Governance and Management of Quality Assurance
Approval Body	Academic Council Board of Directors
Date of Approval	February 2020
Date Policy Comes into Force	25 th January 2021
Date of Review	2025
Revisions	24 th January 2022. Change of name of Team. Inclusion of specifications for membership.

1. Preamble.

1.1. The Executive Management Team of IICP College [EMT] is appointed by, and is formally accountable to, the Board. Pursuant to the Board of Directors Terms of Reference, the Board delegates the day to day running and management of the College to the EMT. The EMT exercises its authority with due delegation of responsibilities as appropriate.

2. Purpose.

2.1. This policy sets out the Terms of Reference of the Executive Management Team of IICP College.

3. Scope.

3.1. This policy relates to the management and leadership framework of IICP College.

4. Terms of Reference.

4.1. The EMT is responsible for ensuring the provision of leadership and strategic vision, for the effective management of staff, and the provision of a high-quality learning environment for learners.

4.2. The EMT recognises that external perspectives can contribute significantly to strategic and business leadership capability. Consequently, the EMT is chaired by an External Commercial and Financial Advisor (ECFA) who has clearly documented roles and responsibilities in relation to the College.

4.3. Membership of the EMT shall include:

- The College President
- Senior officers of the College as decided upon by the Board of Directors
- Such other suitably qualified external professionals as decided upon by the Board of Directors.

4.4. Staff members who are on probation shall not be members of the EMT.

4.5. The EMT is the budget holder, following devolved authority, and is financially accountable to the Board.

4.6. The EMT has overall responsibility for the management of programmes and the implementation of the College's academic policy.

4.6.1. In particular, the EMT has responsibility for:

- The maintenance of the highest standards of scholarly integrity and professional performance by the College.
- The general management, subject to College policy, of the College's resources, physical facilities and equipment, including the allocation of rooms and other space.
- The support and review of teaching, administrative and support staff.
- Ensuring that IICP College's arrangements comply with legal requirements and related College policies in areas such as health and safety, data protection and data retention, and employment.
- Day to day financial matters, including financial planning and sustainability, resource allocation, the monitoring of expenditure to ensure that it is within appropriate levels, ensuring the linking of resource allocation to strategic and operational planning; compliance with College approved financial policies; ensuring all staff are aware of the existence and extent of the College's financial policies.
- Developing and executing the College's key strategies, as recorded in the Strategic Plan.
- Developing and executing Strategic Objectives for consideration by the College President and the Board.
- Overseeing the implementation and maintenance of the Quality Assurance document.
- Monitoring the identification, treatment and management of academic and organisational risk, and report to the AC and Board accordingly.
- Receiving, reviewing and acting upon reports from the following roles, boards and committees:
 - Academic Council;
 - Programme Boards;
 - Quality Assurance Manager;
 - Others as applicable.

4.7. The **External Commercial and Financial Advisor (ECFA)** is an independent consultative role. The ECFA is independent chair of the EMT. This role is responsible to, and reports to, the Board.

4.7.1. The ECFA provides independent scrutiny of IICP College finances, advises the EMT on financial, business and regulatory matters, and provides adequate and sufficient information to the Board of Directors to allow them to fulfil their statutory functions. This role also provides supervision, advice and guidance of the College's financial activities to the EMT. Consequently, this role is intended to provide external scrutiny of the company's financial health and financial regulatory compliance. The ECFA, together with the Financial Controller (Policy 2.2), operate to ensure diligent financial control, management and planning in order to safeguard learners and stakeholders, and to protect the reputation of IICP College. These two roles provide necessary checks and balances in the College's financial system, through ensuring that there is separation of duties with regards to accounting functions.

4.7.2. The ECFA is responsible for:

- Chairing the monthly EMT meetings and providing independent voice at these meetings.
- Providing independent oversight of financial planning, financial transactions, and financial reporting activities.
- Providing independent oversight of compliance with statutory fiscal requirements.
- Supervision of risk identification and management including scrutiny of organisational capacity.
- Opportunity forecasting.
- High-level financial reporting and analysis to the Board.
- The supervision of financial tasks of the company to ensure the beneficial use of capital and resources.
- Providing consultation and advice on business financing, creating forecasting models, assessing and managing commercial and financial risk.
- Providing IICP management and leadership with an independent perspective on finance and development projects.