



NISQ D23 Structure and Scheme of Delegation

NISQ. 2019/2022 Structure

NISQ. 2019/2022 Scheme of Delegation

Rationale

The underlying principles for this Scheme of Delegation are;

That all subsidiaries of the GSQ group should be given the structured flexibility to govern transparently and manage effectively the respective companies independently and free from any interference or influence of the parent company provided the subsidiaries are not in breach of any of the group corporate responsibilities or group principle values as stated in writing in the Group Adopted Statement

- ❖ GSQ group is a Private Company limited by shares, having its registered office situated in Northern Ireland, it remains true to its aims and objectives.
- ❖ GSQ group is mindful of the responsibility to ensure that all statutory obligations are met.
- ❖ GSQ group is the corporate and sole shareholder of the Awarding Organisation NISQ.
- ❖ GSQ group believe the governors of the NISQ Governing Body are best able to service the needs of, the Awarding Organisation, the learners, the NISQ Approved Centres, the security sector and the wider community and manage and meet the general conditions of recognition set by CCEA Regulations.
- ❖ GSQ group as the sole shareholder of NISQ. intention is to be as light-touched as possible within the NISQ Scheme of Delegation for the NISQ governing Body and Governors to make decisions at an awarding Organisational level to fully meet the needs of the, Learners, the Qualifications, the NISQ Approved Centres, the security sector and the wider community.

General Information

GSQ group Adopted Company Statement	NISQ Adopted Company Statement
<p>Mission To Provide Accredited Specialised Security Qualifications and Training on a Global Platform</p> <p>Vision To have accredited and have delivered a series of Modern and ground-breaking structured Qualifications that have been designed to combat, contain, research and understand the rising global security threat levels.</p> <p>Methodology “The Transference of Specialised Tradecraft and Methodology built upon a sound Academic foundation, combining the practical and the academic worlds” William McDowell</p> <p>Deliverables A focused, measurable, transparent, accountable and sustainable strategy, system and force designed to counter past, present and future threats, delivered through Scientific Practitioners to Ensure Evidence Based Practice.</p> <p>Values Transparency -World Renowned Expertise –Accountability –Innovation –Integrity</p> <p>Demand “Our discussions today have focused on the greatest security challenge our two countries face: tackling terrorism and rooting out the extremism that fuels it. Both our countries have sadly experienced the horrors of terrorism all too recently”. Theresa May on Terrorism</p>	<p>Mission To Provide Accreditation of Specialist Security Qualifications for Submission to the OFQUAL Register OF Regulated Qualifications and to Approve NISQ Centres.</p> <p>Vision To Develop, Deliver and Award a series of Modern and ground-breaking structured Qualifications that have been designed to combat, contain, research and understand the rising global security threat levels.</p> <p>Methodology “The Transference of Specialised Tradecraft and Methodology built upon a sound Academic foundation, combining the practical and the academic worlds” William McDowell</p> <p>Deliverables A focused, measurable, transparent, accountable and sustainable Awarding Organisation, delivering a robust and structured development, assessment and approval strategy for Specialised Security Qualifications.</p> <p>Values Transparency -World Renowned Expertise –Accountability –Innovation –Integrity</p> <p>Demand “Our discussions today have focused on the greatest security challenge our two countries face: tackling terrorism and rooting out the extremism that fuels it. Both our countries have sadly experienced the horrors of terrorism all too recently”. Theresa May on Terrorism</p>

NISQ

The shareholder appoints two Directors as a Board of Directors to run NISQ as stated in NISQ.'s Articles of Association. These two Directors delegate their powers to an NISQ Governing Body under the published NISQ Scheme of Delegation, whose governors' role is to manage and govern NISQ on behalf of the Directors and shareholder. The membership of the NISQ Governing Body shall be for the shareholder to approve and consists of 7 personnel being, an independent non-executive Chairperson appointed by the shareholder, the most senior academic and most senior security specialist from the Challenge, review and advisory committee, the Chief Compliance Officer of NISQ, the Facilities Management Officer of NISQ and the two Directors of NISQ [under their statutory duty of delegation].

This document, The NISQ Scheme of Delegation is intended to stress the critical role that the NISQ Governing Body has and their decision-making powers.

The NISQ governing body must utilise the help of a Challenge, Review and Advisory Committee [CRAC] to carry out monitoring and reviews within the Awarding Organisation and the NISQ Approved Centres. The CRAC have no powers of responsibility delegated to them, but if required may be appointed to and delegated powers as necessary to be members of approval panels, appeal panels, complaints panels or members of the Governing Body to fulfil the responsibility of members of the Governing Body where a conflict of interest is or may be perceived to be present or the necessity of an additional/alternative panel. The system supports succession planning for governance.

Communication between the shareholder and NISQ Governing Body

The NISQ Governing Body meets monthly and additionally as often as necessary. The Chair of the NISQ Governing Body and the Director of the qualification's division and the Director of the contract's division will schedule meetings with the shareholders bi-annually with one of these meetings being an AGM or more as necessity dictates. This provides an opportunity for updating and information sharing between the shareholders and NISQ and have issues raised which require the shareholders statutory approval. Feedback, review of the articles of association, review of the schedule of delegation and statutory requirements from the GSQ group will be a standing item on all the NISQ Governing Body agendas. In addition, minutes of meetings, a shared online governors' environment and the transparent cycle of business has been designed to support effective communication between all layers of governance.

NISQ Governing Body

Mr I. Doig – Chairman,

Mr. W.M. McDowell - Director of Qualifications and Responsible Officer

Mr T. R. Poots- Director of Contracts

Dr. S. Sittlington MA. BSc (Hon), CFE – Academic and Operational Security Specialist

Dr. J. Dingley Bsc (Hon), MA, M Phil, PGDE – Academic and published security specialist

Mrs. S. Keegan – Facilities Management Officer

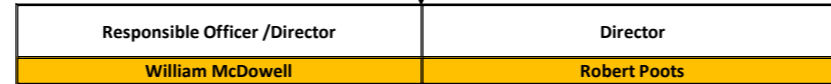
Mr. T. Rea QCB. MBE. – Chief Compliance Officer

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N.I. Security Qualifications Ltd Corporate Structure



Appointment/Removal of 2 Directors



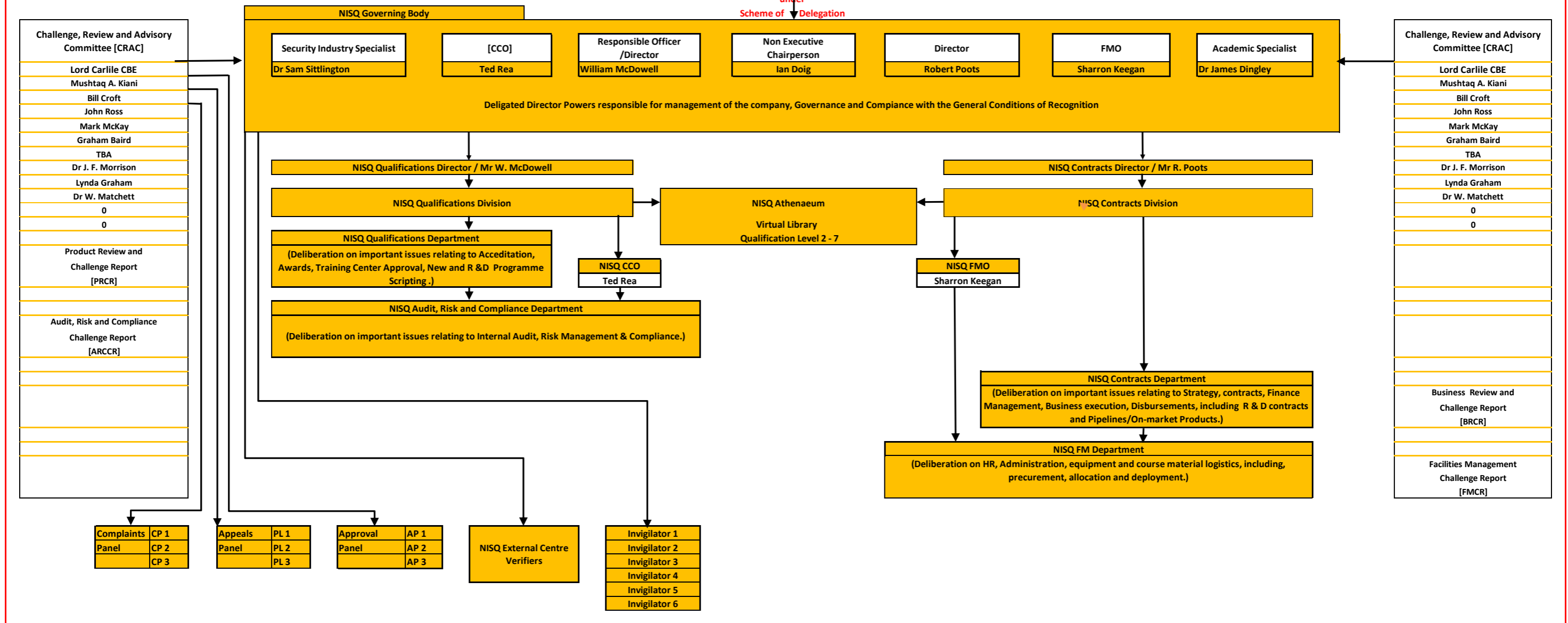
Directors retain and fulfill their Statutory Obligations

Directors Delegate Powers under Scheme of Delegation

NISQ Independently Managed and Governed UNDER The Scheme of Delegation

www.nisq.uk
N.I. Security Qualifications Ltd. NISQ Ltd

An Awarding Organisation



NISQ Shareholders
They are the Corporate Shareholder of NISQ.

NISQ Shareholders
The sole shareholder of NISQ is the corporate entity, GSQ group. managed by The GSQ group Ltd. Board of Directors who are responsible to: -

- appoint the NISQ Qualifications Director, the NISQ Contracts Director and Chairperson of the Governing Body
- approve the NISQ Scheme of Delegation, which are Delegated Powers given to the NISQ Governing Body
- approve the Governing Body appointments and any proposed changes to the NISQ articles of association.
- ensure value for money for the members of NISQ.

NISQ Directors
The two NISQ Directors, the NISQ Qualifications Director and NISQ Contracts Director are appointed by the NISQ Shareholders and delegate their powers of management of NISQ to the NISQ Governing Body. Under their statutory duties they are appointed to the NISQ Governing Body.

NISQ Directors
The NISQ Directors exercise reasonable care, skill and diligence by delegating their powers in accordance with

- the NISQ company's articles of association,
- the NISQ Director's applicable statutory requirements and
- the NISQ Scheme of Delegation.

The NISQ Directors sit on the Governing Body and under their statutory duties: -

- monitor, test and challenge assumptions and ask for verification of key information if there are any concerns as to its accuracy.
- must be satisfied as to the integrity of any information received and
- must be satisfied as to the company's controls in respect of the delegated acts and
- always act in accordance with their other statutory duties, including undertaking all commercial negotiations

Delegation of Governance and Management Powers to the NISQ Governing Body

NISQ Governing Body
An Executive Body delegated the core governance and management functions by the NISQ Directors under the Scheme of Delegation. Members of the NISQ Governing Body are approved by the NISQ shareholders.

NISQ Governing Body
The Governing Body is responsible for carrying out the powers of the company that have been delegated to it from the NISQ Directors under the NISQ Scheme of Delegation approved by the NISQ Directors and the NISQ shareholders. As well as being responsible for the management of NISQ they are responsible for the governance of NISQ including the three core governance functions: -

- of guiding the strategic direction of the company to deliver its Adopted Statement [mission, vision, deliverables and values],
- holding the Qualifications Division and Contracts Division to account and
- ensuring financial probity.

Challenge, Review and Advice

Challenge, Review, Advisory Committee
An independent diverse group of experts who are tasked with entering the Awarding Organisation and the Approved Centres to challenge and review the process, operation, efficiency and deliverables of the Awarding Organisation and the Approved Centres.

Challenge, Review and Advisory Committee
The personnel of this independent diverse group of experts who are tasked with challenging and reviewing the process, operation, efficiency and deliverables of the Awarding Organisation and the Approved Centres are approved by the NISQ shareholders. The most senior academic and security expert of this committee are appointed to the NISQ Governing Body. The Challenge, review and advisory committee have no powers of responsibilities delegated to them, but individual personnel of this committee may be appointed as alternate NISQ Directors or alternate NISQ Governors with associated powers delegated to them by the NISQ Governing Body, if there is an identified conflict of interest or a need for specific additional groupings or functions.

Composition of NISQ Governing Body

The membership of the NISQ Governing Body shall be for the shareholder of NISQ. to approve and consists of 7 personnel to include: -

An independent non-executive Chairperson.

The NISQ Responsible Officer/NISQ Qualifications Director

The NISQ Contracts Director as Vice Chairperson.

The most senior academic from the NISQ. Challenge, review and advisory committee.

The most senior security specialist from the NISQ. Challenge, review and advisory committee.

The NISQ. Chief Compliance Officer.

The NISQ. Facilities Management Officer.

Individuals appointed by the shareholder of NISQ. may be parents of learners, members of staff of NISQ., members of the Challenge, review and advisory committee or individuals who live or work in the community and sector served by NISQ., when being appointed under this clause, the shareholders of NISQ. shall give due consideration to the opinion of the NISQ Governing Body and the need to appoint the right people with the necessary skills, time and commitment to the government and success of the NISQ Governing Body. Potential governors will be required to attend a meeting prior to joining providing a chance for all involved to consider the commitment fully.

Central Functions

As part of the GSQ group of companies NISQ aims to have the greatest amount of impact with efficacy and Learner security. Once multiple NISQ Approved Centres are in place the learner will have a choice of location, training personnel and time tables but in the mean-time an initial Centre in Northern Ireland will apply for approval as an NISQ Approved Centre known as PraesumNI Ltd. This potential NISQ Approved Centre as with all Approved Centres will sign-post the applicant to the NISQ. web-site where the learner can access the published NISQ Qualification specifications, NISQ Approved Centre Application forms and guidance, NISQ policies, NISQ scheme of delegation, the NISQ Governing Body minutes and schedule of meetings and the necessary NISQ application forms and associated guidance notes.

The fees for the various NISQ Qualifications and NISQ Approved Centre costs will be advertised on the NISQ website. All payments for the NISQ Qualifications are payable to a central functional bank account within the GSQ group with all optional equipment and optional accommodation packages negotiated and payable direct to the Approved

Centres of the learner’s choice. The fixed NISQ awarding proportion of the Qualification Fee payable to the Awarding Organisation is released to NISQ. on an agreed timeframe and the fixed training proportion of the Qualification Fee payable to the approved training centre is released to the NISQ Approved Centre on an agreed timeframe. This mechanism enables NISQ. to protect and guarantee to the learner in exceptional circumstance if an NISQ Approved Centre fails by going into administration or becomes bankrupt before the learners have completed their qualification, that NISQ at their discretion can offer either another qualification Centre and date to complete their qualification or a full refund of the Qualification Fee [please note that any optional equipment package and/or any optional accommodation package negotiated separately which have been paid direct to the NISQ Approved Centre are not guaranteed or refundable by NISQ.]

Budget Setting

All final NISQ. budgets must be submitted to the NISQ Governing Body for ratification and then submitted to the NISQ shareholder each year prior to NISQ shareholder approval. Budgets require authorisation by the Qualifications Director, Chief Compliance Officer, Facilities Management Officer and the Contracts Director prior to being presented to the NISQ Governing Body.

The Chief Compliance Officer will submit the Statement of Compliance each year to the Approval Panel for review and then to the NISQ Governing Body for ratification and approval prior to submission to CCEA Regulations.

The Governing Body, the non-executive Chairperson, the Qualifications Director, Chief Compliance Officer, Facilities Management Officer, the Contracts Director and the Challenge, review and advisory committee, the Approval Panel, Appeals Panel, complaints panel, the NISQ external verifiers and invigilators will work within specific parameters as follow: -

Delegated Duty	Delegated Authority	Comment
Changes to the NISQ articles of association.	NISQ shareholders	NISQ shareholders approve any proposed changes to the NISQ articles of association proposed by The NISQ Governing Body
NISQ Scheme of Delegation,	NISQ shareholders and NISQ Directors	NISQ shareholders and NISQ Directors approve the NISQ Scheme of Delegation NISQ D23 and any alterations or proposed changes, proposed by NISQ Governing Body or NISQ Directors.

Appoint the NISQ Qualifications Director, the NISQ Contracts Director and the NISQ Non-Executive Chairperson	NISQ shareholders	The NISQ shareholders appoint the NISQ, Qualifications Director, Contracts Director and the Non-Executive Chairperson
Approve the 4 Governors	NISQ shareholders	The NISQ Shareholder approves the 4 governors including the Facilities Management Officer, the Chief Compliance Officer, the Senior Security Operational Specialist and the Senior Academic Security Specialist proposed by the NISQ Governing Body.
Ensure value for money for the shareholder of NISQ.	NISQ shareholders	This is delivered through NISQ shareholders appointing the two Directors of NISQ, who bear the value for money responsibility under their statutory obligation to the Shareholder and are therefore the sole negotiators of NISQ for all commercial contracts.
Negotiation for NISQ	NISQ shareholders	NISQ shareholders delegate all negotiating powers to the Directors who must undertake these themselves and cannot delegate these powers to anyone else.
Investments	NISQ shareholders	The NISQ shareholders will collate an Investment fund to support and enable NISQ. to guarantee the Learners Qualification or a refund of the Qualification Fee if a Catastrophic failure of An NISQ Approved Centre occurs (this guarantee will not cover optional equipment or accommodation package fees paid directly to the NISQ Approved Centres).
Capital Programme	NISQ shareholders	Proposed capital programmes need to be submitted by the NISQ Governing Body including the approval of the Contracts Director to the NISQ shareholders.
Capital Contract Variations	NISQ Shareholders – if exceeding agreed capital contract budget but within contingency.	A 5% contingency is built into all Qualifications to allow for some local contract variations during the capital contract and held by GSQ group in a central functional bank account for exceptional circumstances and accessed following successful application by the NISQ Governing Body.

Capital Contract Variations	NISQ Governing Body - if within capital contract budget	If within agreed capital contract budget excluding contingency.
Statutory Obligations	NISQ Directors	The two NISQ appointed Directors are responsible for their statutory obligations and duties and must exercise reasonable care, skill and diligence when delegating their powers under the NISQ Scheme of Delegation.
Insurance	NISQ Governing Body	The NISQ Governing Body ensure best value for money with the most competitive insurance coverage and quotation. Currently NISQ. are insured by HISCOX Insurance Company.
Admissions: Learner Registration	NISQ Governing Body	Learner registration application Form NISQ 12 and guidelines NISQ GL16
Admissions: Centre Registration	NISQ Governing Body	Centre registration application form NISQ 01 and application support booklet NISQ 02
Diversity	NISQ Governing Body	It is the responsibility of the Directors to ensure that all statutory Diversity laws are adhered to and the appropriate Diversity procedures and policies are in place. Delegated authority for this area will sit with NISQ Governing Body under health and safety policy NISQ D1
Health and Safety	NISQ Governing Body	It is the responsibility of the Directors to ensure that all statutory Health and Safety laws are adhered to and the appropriate Health and Safety Certificates are in place. Delegated authority for this area will sit with NISQ Governing Body under health and safety policy NISQ D2

Income Generation from within the fixed Fees	NISQ Governing Body	Any income generated from within the fixed allocated fees NISQ 06L and NISQ 06C (including that generated by efficiencies of scale and /or procurement) belong to NISQ and each individual NISQ Approved Centre whichever has accrued them, for them to invest in the future learning of learners
Sanctions	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body policy on sanctions NISQ D18.
Safeguarding	NISQ Governing Body	It is the responsibility of the Directors to ensure that all statutory safeguarding laws are adhered to and the appropriate safeguarding policy and procedures are in place. Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on safeguarding NISQ D4
Equal Opportunity	NISQ Governing Body	It is the responsibility of the Directors to ensure that all statutory Equal Opportunity laws are adhered to and the appropriate Equal Opportunity policy and procedures are in place. Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Equal Opportunity NISQ D3.
Malpractice and Maladministration	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Malpractice and Maladministration NISQ D5
Appeals Policy	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Appeals NISQ D6

Complaints Policy	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Complaints Policy NISQ D7
Catastrophic failure of An NISQ Approved Centre	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body and actioned under the NISQ Governing Body Contingency Plan NISQ D8
Conflicts of Interest	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Conflicts of Interest NISQ D9
Whistleblowing	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Whistleblowing NISQ D10.
Special Consideration and Reasonable Adjustments	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Special Consideration and Reasonable Adjustments NISQ D11
Adverse Effect	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Adverse Effect NISQ D13
Disruption to Examinations and Assessments	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Disruption to Examinations and Assessments – joint approach NISQ D14.
Recognition for Prior Learning	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Recognition for Prior Learning NISQ D15

Participating and Learner Behaviour	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Participating and Learner Behaviour NISQ D16.
Collecting Data and Protecting Information	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Collecting Data and Protecting Information NISQ D17
Endorsement	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Endorsement NISQ D20
Third Party	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Third Parties NISQ D21
Managing Risk	NISQ Governing Body	Delegated authority for this area will sit with NISQ Governing Body under NISQ Governing Body Policy on Managing Risk NISQ D22
Delegated Powers	NISQ Governing Body	It is the responsibility of the Directors to Delegate their powers outlined in the NISQ scheme of Delegation D23 to the NISQ Governing Body.
Governors Code of Conduct	Governors	It is the responsibility of each individual governor and the collective responsibility of the NISQ Governing Body to adhere to the Governors Code of Conduct NISQ Governing Body Policy D24.

Financial Levels of Authority

Delegated Duty	Value	Delegated Authority	Comment
	<p>All procurement must be carried out in compliance with the principles of the EU Treaties, include the free movement of goods (Article 28 of the EC Treaty), the right of establishment (Article 43), the freedom to provide services (Article 49), non-discrimination and equal treatment, transparency, proportionality and mutual recognition. For most goods and services where contracts will have a value over their lifetime in excess of the OJEU threshold, a strict procedure must be followed in compliance with the Public Contracts Regulations 2006 and related regulations.</p>		
<p>Ordering goods and services (including advertising of tenders and award of contracts)</p>	<p>Up to £1,000 and within yearly agreed budget.</p>	<p>Facilities Management Officer</p>	<p>No formal written competitive quotations are necessary, but due regard shall be had to the desirability of securing competition by verbal enquiry and written confirmation, where appropriate.</p>
	<p>£1001 Up to £5,000 and within yearly agreed budget.</p>	<p>Facilities Management Officer and either the Contracts Director or the Qualifications Director.</p>	<p>No formal written competitive quotations are necessary, but due regard shall be had to the desirability of securing competition by verbal enquiry and written confirmation, where appropriate.</p>
	<p>£5001 Up to £10,000 and within yearly agreed budget.</p>	<p>Facilities Management Officer and the Contracts Director and the Qualifications Director.</p>	<p>The Contracts Director or authorised deputies will arrange directly. At least two quotations should be obtained, and documentation held on file. A preferred provider may also be used where value for money can be demonstrated</p>
	<p>£10,001 Up to £25,000 and within yearly agreed budget.</p>	<p>Contracts Director</p>	<p>The Contracts Director or authorised deputies will arrange directly. At least three written quotations</p>

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			should be obtained, and documentation held on file. A preferred provider may also be used where value for money can be demonstrated.
	£25,001 Up to £50,000 and within yearly agreed budget.	Contracts Director and Qualifications Director	The Contracts Director or authorised deputies will arrange directly. At least three written quotations should be obtained, and documentation held on file. Expenditure will be approved by the NISQ Governing Body
	Over £50,000 and within yearly agreed budget.	NISQ Governing Body	The NISQ Governing Body to obtain a minimum of three written tenders. Tenders may be obtained via public advertisement, invitation to tender from a standing list where such a list is maintained, or from named persons. Where price is expected to exceed EU thresholds, (currently £164,176), EU tendering rules should apply including appropriate advertisement in the Official Journal of the European Union (OJEU).
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority set out above	In instances where the lowest quotation is not accepted, and expenditure does not exceed £50,000 this should be reported to the NISQ Governing Body and the reasons for the decision recorded in the minutes
Delegated Duty	Value	Delegated Authority	Comment
Authorising monthly salary payments	Unlimited within yearly agreed budget.	NISQ Contracts Director, NISQ Facilities Management Officer (or designated NISQ finance representative)	Report to NISQ Governing Body any anomalies

Delegated Duty	Value	Delegated Authority	Comment
Authorisation of payments	Up to £200,000	NISQ Contracts Director and NISQ Qualifications Director in line with bank mandate	Payments over £25,000 to have been pre-approved by the NISQ Governing Body.
Signatures for Cheques, BACS payment authorisations and other bank transfers		NISQ Contracts Director and NISQ Qualifications Director in line with bank mandate	
Delegated Duty	Value	Delegated Authority	Comment
Variants of budget provision between budget heads of departments	Within department	Contracts Director and budget holder	Variants within department at discretion of Contracts Director in consultation with budget holder. All variants to be reported to NISQ Governing Body
	Up to £25,000	Contracts Director	report to NISQ Governing Body
	£25,001 - £50,000	Qualifications Director and Contracts Director	report to NISQ Governing Body
	Over £50,000	NISQ Governing body	NISQ Governing Body to report to shareholders
Delegated Duty	Value	Delegated Authority	Comment
Disposal of assets	Up to £5,000	Contracts Director,	Contracts Director to notify NISQ Governing Body
	£5,000 - £20,000	Qualifications Director and Contracts Director	report to NISQ Governing Body
	£20,001- £50,000	NISQ Governing body	report to shareholders
	over £50,000	NISQ Governing body	NISQ shareholders approval required
Delegated Duty	Value	Delegated Authority	Comment
Write-off bad debts	Up to £1,000	Contracts Director and Qualifications Director	report to NISQ Governing Body
	Over £1,000	NISQ Governing body	NISQ Governing Body to report to shareholders

Delegated Duty	Value	Delegated Authority	Comment
Write-off overpayments to staff Up	Up to £1,000	Contracts Director and Qualifications Director	report to NISQ Governing Body
	Over £1,000	NISQ Governing body	NISQ Governing Body to report to shareholders
Delegated Duty	Value	Delegated Authority	Comment
Purchase or sale of freehold property	Any	NISQ Governing body	Report to shareholders if within budget Shareholders' approval required if exceeds budget
Granting or taking up of any leasehold or tenancy agreement exceeding 3 years	Any	NISQ Governing body	Report to shareholders
Any guarantees, indemnities and letters of comfort entered into	Any	NISQ Governing body	Shareholders' approval required
Ex-gratia payments	Any	NISQ Governing body Up to £5,000	Shareholders' approval required over £5,000

HR Levels of Authority

APPOINTMENTS		
<p>The nomination committee must contain at least one member who has undertaken Safer Recruitment Training. The nomination committee will consist of 3 members from the following pool, the shareholders, the NISQ Governing Body and an independent HR company representative. These members may nominate an alternative representative if they are unavailable to make up a panel. These are minimum requirements and other personnel may be involved in the appointment process.</p>		
Position	Delegated Authority	Appeals
NISQ Qualifications Director	NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
NISQ Contracts Director	NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
Chairman of the NISQ Governing Body	NISQ shareholders	3 Nomination Committee members who were not involved in the original decision

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NISQ Responsible Officer	3 Nomination Committee members approved by the NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
NISQ Chief Compliance Officer	3 Nomination Committee members approved by the NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
NISQ Facilities Management Officer	3 Nomination Committee members approved by the NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
NISQ Senior Academic on the Governing Body	3 Nomination Committee members approved by the NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
NISQ Senior Security Specialist on the Governing Body	3 Nomination Committee members approved by the NISQ shareholders	3 Nomination Committee members who were not involved in the original decision
NISQ Challenge, Review and Advisory Committee	NISQ Governing Body recommend to the shareholders necessary knowledge gap requirements/personnel, shareholders approve and/or source specialists.	Full nomination committee assesses and agrees a consensus/alternative/vacant post.
NISQ Qualifications Division staff	3 members of NISQ Governing Body to include the Qualifications Director or Chief Compliance Officer	3 NISQ Governing Body members who were not involved in the original decision
NISQ Audit Risk and Compliance Division Staff	3 members of NISQ Governing Body to include the Qualifications Director or Chief Compliance Officer	3 NISQ Governing Body members who were not involved in the original decision
NISQ Contracts Division Staff	3 members of NISQ Governing Body to include the Contracts Director or the Facilities Management Officer	3 NISQ Governing Body members who were not involved in the original decision
NISQ Facilities Management Division Staff	3 members of NISQ Governing Body to include the Contracts Director or Facilities Management Officer	3 NISQ Governing Body members who were not involved in the original decision
3 NISQ Approval Panel Members	3 members of NISQ Governing Body to include the Chairperson of the Governing Body or the Chief Compliance Officer	3 NISQ Governing Body members who were not involved in the original decision to include the Chairperson of the Governing Body or the Chief Compliance Officer
3 NISQ Appeals Panel Members	3 members of NISQ Governing Body to include the Chairperson of the Governing Body or the Chief Compliance Officer	3 NISQ Governing Body members who were not involved in the original decision to include the Chairperson of the Governing Body or the Chief Compliance Officer
3 NISQ Complaints Panel Members	3 members of NISQ Governing Body to include the Chairperson of the Governing Body or the Chief Compliance Officer	3 NISQ Governing Body members who were not involved in the original decision to include the Chairperson of the Governing

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		Body or the Chief Compliance Officer
NISQ External Verifier/s	3 members of NISQ Governing Body to include the Qualifications Director or the Chief Compliance Officer	3 NISQ Governing Body members who were not involved in the original decision to include the Qualifications Director or the Chief Compliance Officer
NISQ Invigilators	Chief Compliance Officer and the Facilities Management Officer.	3 NISQ Governing Body members who were not involved in the original decision to include the Qualifications Director

REDUNDANCY

The NISQ Governing Body will have determined that there is a Redundancy situation. The following delegation model shall apply (HR advice should always be sought)

Post	Delegated Authority	Nominations Committee	Appeals
Responsible Officer, Directors, Officers and Governors	The NISQ shareholders	The nomination committee will consist of 3 members from the following pool, the NISQ shareholders, the NISQ Governing Body and an independent HR company representative	The Appeal nomination committee will consist of 3 members from the nomination committee who have not been involved in the original decision
NISQ departmental Staff	NISQ Associated Divisional Director	3 members of NISQ Governing Body to include the associated Qualifications Director or the Contracts Director	3 NISQ Governing Body members not involved in the original decision to include the Qualifications Director or the Contracts Director
Approval Panel, Appeals Panel, Complaints Panel, External Verifiers and Invigilators	NISQ Chairperson of the Governing Body	Chairperson of the Governing Body, Chief Compliance Officer and a member of the Challenge, review and Advisory committee.	3 members of NISQ Governing Body not involved in the original decision

DISCIPLINARY CASES AND DISMISSALS			
For disciplinary cases and dismissals, the following delegation model shall apply (HR advice should always be sought)			
<ul style="list-style-type: none"> • Disciplinary • Capability (professional competence) • Ill Health Capability • Some other substantial situation. 			
Post	Delegated Authority	Nominations Committee	Appeals
Responsible Officer, Directors, Officers and Governors	The NISQ shareholders	The nomination committee will consist of 3 members from the following pool, the NISQ shareholders, the NISQ Governing Body and an independent HR company representative	The Appeal nomination committee will consist of 3 members from the nomination committee who have not been involved in the original decision
NISQ departmental Staff	NISQ Associated Divisional Director	3 members of NISQ Governing Body to include the associated Qualifications Director or the Contracts Director	3 NISQ Governing Body members who were not involved in the original decision to include the Qualifications Director or the Contracts Director
Approval Panel, Appeals Panel, Complaints Panel, External Verifiers and Invigilators	Chairperson of the Governing Body	Chairperson of the Governing Body, Chief Compliance Officer and a member of the Challenge, review and Advisory committee.	3 members of NISQ Governing Body

FLEXIBLE WORKING REQUESTS /UNPAID LEAVE & OTHER SIMILAR REQUESTS			
For these requests the following delegation model shall apply: (HR advice should always be sought)			
Post	Delegated Authority	Nominations Committee	Appeals
Responsible Officer, Directors, Officers and Governors	The Chairman of the Governing Body	The nomination committee will consist of 3 members from the following pool, the NISQ Governing Body and an independent HR company representative	The Appeal nomination committee will consist of 3 members from the following pool, the NISQ Governing Body and an independent HR company

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			representative who have not been involved in the original decision.
NISQ departmental Staff	NISQ Associated Divisional Director	3 members of NISQ Governing Body to include the associated Qualifications Director or the Contracts Director	3 NISQ Governing Body members who were not involved in the original decision to include the Qualifications Director or the Contracts Director
Approval Panel, Appeals Panel, Complaints Panel, External Verifiers and Invigilators	Chairperson of the Governing Body	Chairperson of the Governing Body, Chief Compliance Officer and a member of the Challenge, review and Advisory committee.	3 members of NISQ Governing Body

GRIEVANCE			
Post	Delegated Authority	Nominations Committee	Appeals
Responsible Officer, Directors, Officers and Governors	The Chairman of the Governing Body	The nomination committee will consist of 3 members from the following pool, the NISQ Governing Body and an independent HR company representative	The Appeal nomination committee will consist of 3 members from the following pool, the NISQ Governing Body and an independent HR company representative who have not been involved in the original decision
NISQ departmental Staff	NISQ Associated Divisional Director	3 members of NISQ Governing Body to include the associated Qualifications Director or the Contracts Director	3 NISQ Governing Body members who were not involved in the original decision to include the Qualifications Director or the Contracts Director
Approval Panel, Appeals Panel, Complaints Panel, External Verifiers and Invigilators	Chairperson of the Governing Body	Chairperson of the Governing Body, Chief Compliance Officer and a member of the Challenge, review and Advisory committee.	3 members of NISQ Governing Body

OTHER HR FUNCTIONS	
Function	Delegated Authority
Compromise Agreements	
Delegated Authority	
Compromise agreements up to and including £10,000	Contracts Director to agree terms. 3 members of NISQ Governing Body to approve and Chair of NISQ Governing Body to sign.
Compromise agreements in excess of £10,000 and below £50,000	Contracts Director to agree terms. NISQ Governing Body to approve and Chair of NISQ Governing Body to sign.
Compromise agreements in excess of £50,000	NISQ Governing Body to agree terms. Approval sought from NISQ shareholders Chair of NISQ Governing Body to sign.,
Signature of Letter of Appointments	
Delegated Authority	
Responsible Officer	Chair of NISQ Governing Body
Directors,	Chair of NISQ Governing Body
Governors	Chair of NISQ Governing Body
Officers	Chair of NISQ Governing Body
NISQ departmental Staff	Chair of NISQ Governing Body
Approval Panel,	Chair of NISQ Governing Body
Appeals Panel,	Chair of NISQ Governing Body
Complaints Panel	Chair of NISQ Governing Body
External Verifiers	Chair of NISQ Governing Body
Invigilators	Chair of NISQ Governing Body
Collective Agreements	Chair of NISQ Governing Body
Acting up Payments/Additional Payments	
Delegated Authority	
(excluding those linked to performance management)	
Responsible Officer	NISQ shareholders
Directors,	NISQ shareholders
Governors	NISQ shareholders
Officers	NISQ Governing Body
NISQ departmental Staff	NISQ Governing Body
Approval Panel,	NISQ Contracts reported to NISQ Governing Body
Appeals Panel,	NISQ Contracts reported to NISQ Governing Body
Complaints Panel	NISQ Contracts reported to NISQ Governing Body
External Verifiers	NISQ Contracts reported to NISQ Governing Body
Invigilators	NISQ Contracts reported to NISQ Governing Body
Collective Agreements	NISQ Governing Body
Performance Management	
Delegated Authority	
Responsible Officer	NISQ shareholders
Directors,	NISQ shareholders
Governors	Chair of NISQ Governing Body
Officers	Chair of NISQ Governing Body
NISQ departmental Staff	NISQ Director of the associated Division
Approval Panel,	NISQ Contracts Director and FMO

Appeals Panel,	NISQ Contracts Director and FMO
Complaints Panel	NISQ Contracts Director and FMO
External Verifiers	NISQ Contracts Director and FMO
Invigilators	NISQ Contracts Director and FMO
Staff Restructures	Contracts Director and Facilities Management Officer approved by NISQ Governing Body
Re-grading/Re-designation/increase in hours	Delegated Authority
(not within approved budget)	
Salaries in excess of £55,000	Recommended by NISQ Governing Body and approved by NISQ shareholders
Salaries below £55,000	NISQ Governing Body and report to NISQ shareholders
Creation of permanent new post with salary > £55,000(not within approved budget)	Recommended by NISQ Governing Body and approved by NISQ shareholders
Creation of permanent new posts with salary between £20,000 and £55,000 (not within approved budget)	NISQ Governing Body and report to NISQ shareholders
Creation of permanent new posts with salary below £20,000 (not within approved budget)	NISQ Governing Body and report to NISQ shareholders
Creation of temporary new posts of up to one year (not within approved budget)	NISQ Governing Body
Revisions to Pay and Conditions	Recommended by NISQ Governing Body and approved by NISQ shareholders
Decision to make Redundancies	NISQ Governing Body
Authorisation of redundancy/early retirement payments	Contracts Director so long as redundancies were approved by NISQ Governing Body
Salary Range	
The remuneration committee pool must contain at least one member of the Contracts Division and one member who has managed a multi-million-pound company and or a multi-million-pound implementing organisation. The remuneration committee will consist of 3 members from the following pool, the NISQ shareholders, the Governing Body and an independent Financial services company representative. These members may nominate an alternative representative if they are unavailable to make up a panel. These are minimum requirements and other personnel may be involved in the remuneration process.	
Determining Pay Range	Delegated Authority
Determination of Responsible Officer pay range	NISQ remuneration committee
Determination of Directors pay range	NISQ remuneration committee
Determination of Governors pay range	NISQ remuneration committee
Determination of Officers pay range	NISQ remuneration committee
Determination of NISQ departmental Staff pay range	NISQ remuneration committee
Determination of pay range for an individual with salary more than £55,000 (Not staff or below)	NISQ remuneration committee

Determination of pay range for an individual with salary less than £55,000 (Not staff or below)	NISQ remuneration committee
Determination of Approval Panel pay range	NISQ remuneration committee
Determination of Appeals Panel pay range	NISQ remuneration committee
Determination of Complaints Panel pay range	NISQ remuneration committee
Determination of External Verifiers pay range	NISQ remuneration committee
Determination of Invigilators pay range	NISQ remuneration committee
Administration of employment contracts, pay and conditions of services (except for previous delegated authorities)	NISQ Facilities Management Officer

Operational Levels of Authority

OPERATIONAL PROCEDURES

It is the responsibility of the NISQ Governing body to ensure all operational guidelines to comply with the general conditions of recognition are in place and adhered to.

Delegated Duty	Delegated Authority	Comment
The Governing Body	Delegated core governance and management functions by the NISQ Directors under the Scheme of Delegation	The Governing Body is responsible for carrying out the powers of the company that have been delegated to it under NISQ guidelines NISQ GL21 from the NISQ Directors under the NISQ Scheme of Delegation approved by the NISQ Directors and the NISQ shareholders.
Directors Statutory Obligations	The NISQ Directors having delegated their powers to the NISQ governing Body fulfil their statutory obligations while being appointed unto the NISQ Governing Body.	The two NISQ Directors, the NISQ Qualifications Director and NISQ Contracts Director are appointed by the NISQ Shareholders and delegate their powers of management of NISQ to the NISQ Governing Body under the Scheme of Delegation. Under their statutory duties they are appointed to the NISQ Governing Body under NISQ guidelines NISQ 21.

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The NISQ Challenge, Review and Advisory Committee	no powers of responsibility delegated to them	no powers of responsibility delegated to them, but individual personnel of this committee may be appointed as alternate NISQ Directors or alternate NISQ Governors with associated powers delegated to them by the NISQ Governing Body, if there is an identified conflict of interest or a need for specific additional groupings or functions.
The NISQ Qualifications Division	NISQ Governing body	Delegated operational authority for the NISQ Qualifications Division under NISQ guideline NISQ GL2 rests with the NISQ Qualifications Director.
The NISQ Qualifications Director	NISQ Governing body	Operational guidelines for the NISQ Qualifications Director are NISQ guideline NISQ GL19 and the qualifications division is answerable to the NISQ Governing Body
Audit, Risk and Compliance Department	NISQ Governing body	Delegated operational authority for the Audit, Risk and Compliance Department under NISQ guideline NISQ GL1 rests with the NISQ Qualifications Director and is managed by the Chief Compliance Officer.
NISQ Qualifications Administration Officer	NISQ Governing body	Operational management of the NISQ Qualifications Administration Officer under NISQ guideline NISQ GL4 will be undertaken by the Chief Compliance Officer.
The NISQ External Centre Verifier	NISQ Governing body	Operational management of the NISQ External Centre Verifier under NISQ guideline NISQ GL5 will be undertaken by the Chief Compliance Officer.

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The NISQ Examination Invigilator	NISQ Governing body	Operational management of the NISQ Examination Invigilator under NISQ guideline NISQ GL6 will be undertaken by the Chief Compliance Officer.
The NISQ Assessment Process	NISQ Governing body	Delegated operational authority for the NISQ Assessment Process under NISQ guideline NISQ GL10 rests with the NISQ Qualifications Director.
NISQ Learners Continuous Assessment Portfolio	NISQ Governing body	Delegated operational authority for the NISQ Learners Continuous Assessment Portfolio under NISQ guideline NISQ GL12 rests with the NISQ Qualifications Director.
NISQ Withdraw of Qualifications Template	NISQ Governing body	Delegated operational authority for the NISQ Withdraw of Qualifications under NISQ guideline NISQ GL22 rests with the NISQ Qualifications Director.
NISQ Certificates and Replacement Certificates	NISQ Governing body	Delegated operational authority for the NISQ Certificate and Replacement Certificates under NISQ guideline NISQ GL26 rests with the NISQ Qualifications Director.
NISQ e-Learners Pathway	NISQ Governing body	Delegated operational authority for the NISQ e-Learners Pathway under NISQ guideline NISQ GL27 rests with the NISQ Qualifications Director.
NISQ Approval Panel	NISQ Governing body	A 3-person Approval Panel under guidelines NISQ GL 7 appointed by the NISQ Governing Body. Approval Panel with multiple approval functions forwards recommendations to Governing Body for ratification and final approval.
NISQ Appeals Panel	NISQ Governing body	A 3-person Appeals Panel under guidelines NISQ GL 23 appointed by the NISQ Governing Body. Appeals Panel

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		with multiple appeal functions forwards recommendations to Governing Body for ratification and final approval.
NISQ Complaints Panel	NISQ Governing body	A 3-person Complaints Panel under guidelines NISQ GL 28 appointed by the NISQ Governing Body. Complaints Panel with multiple complaint reviewing functions, forwards recommendations to Governing Body for ratification and final approval.
NISQ Conditions of Approval for NISQ Approved Centres	NISQ Governing body	Delegated operational authority for the NISQ Conditions of Approval for NISQ Approved Centres under NISQ guideline NISQ GL17 rests with the NISQ Qualifications Director and is managed by the Chief Compliance Officer under verification by the NISQ External Verifier.
NISQ Approved Centre Assessors Guidance	NISQ Governing body	Delegated operational authority for the NISQ Approved Centre Assessors Guidance under NISQ guideline NISQ GL13 rests with the NISQ Qualifications Director and is managed by the Chief Compliance Officer under verification by the NISQ External Verifier.
NISQ Approved Centre Staff Guidance	NISQ Governing body	Delegated operational authority for the NISQ Approved Centre Staff Guidance under NISQ guideline NISQ GL14 rests with the NISQ Qualifications Director and is managed by the Chief Compliance Officer under verification by the NISQ External Verifier.
NISQ Approved Centres Support Staff Guidance	NISQ Governing body	Delegated operational authority for the NISQ Approved Centres Support Staff Guidance under NISQ guideline NISQ GL15 rests with the NISQ Qualifications

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		Director and is managed by the Chief Compliance Officer under verification by the NISQ External Verifier.
The NISQ Contracts Division	NISQ Governing body	Delegated operational authority for the NISQ Contracts Division under NISQ guideline NISQ GL11 rests with the NISQ Contracts Director
The NISQ Contracts Director	NISQ Governing body	Operational guidelines for the NISQ Contracts Director are NISQ guideline NISQ GL18 and the contracts division is answerable to the NISQ Governing Body
NISQ Facilities Management Department	NISQ Governing body	Delegated operational authority for the NISQ Facilities Management Department under NISQ guideline NISQ GL3 rests with the NISQ Contracts Director and is managed by the Facilities Management Officer.