

	Tasks and responsibilities	Council	RCNi	RCN Foundation	Governance Committees	Trade Union Committee	Professional Nursing Committee	Country/Regional Boards	Chief Executive & General Secretary (Executive Team)
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Council scheme of delegation

1.	Legal Structure	<p>Council recommends any changes to the legal structure to the membership in general meeting for approval</p> <p>Consults the Directors of RCNi and the Foundation Trustees as appropriate</p>	RCNi Directors recommend to RCN the creation or acquisition of a subsidiary to the company or the sale, or merger of the company itself.	Trustees seek the approval of RCN Council for any changes to the structure of the Charity.	Governance Support Committee will recommend any changes to the structure to Council for consideration				<p>Executive Team will recommend any changes to the Governance Support Committee</p> <p>Accountable Officer RCN Group Secretary</p>
2.	Governing Documents	<p>Council approves all changes to the Governing Documents of all parts of the Group</p> <p>Approves the RCNi dividend policy and any changes to it.</p>	<p>RCNi Board of Directors Recommends to RCN Council changes to the Articles of Association, Memorandum of Agreement and Scheme of Delegation</p> <p>Agrees the dividend policy and any changes to it with the RCN.</p>	<p>Trustees recommend to RCN Council changes to the Articles of Association for approval by Companies House and the Charity Commission/OSCR</p> <p>Agrees the Memorandum of Agreement and Scheme of Delegation and any changes to it with the RCN</p>	Governance Support Committee will recommend any proposed changes to Council				<p>Executive Team will recommend any changes to the Governance Support Committee</p> <p>Accountable Officer: RCN Group Secretary</p>
3	Statutory and Regulatory Compliance	<p>Statutory and Regulatory and Compliance Management Framework</p> <p>Council approves the Statutory Regulatory and Compliance Management Framework and reviews its effectiveness.</p> <p>Carries out the functions reserved to itself in the Charter and Standing Orders</p>	RCNi Board of Directors ensure they meet all its responsibilities under the Companies Act.	Trustees ensure the RCN Foundation meets all its obligations as a Registered Charity and as a Registered Company Limited by Guarantee.	Audit and Governance Support Committees review the framework annually	Trade Union Committee ensures the RCN meets all its requirements as a Special Register Trade Union and leads on all matters affecting trade union matters as set out in the terms of reference	Professional Nursing Committee ensures the RCN meets all its requirements as a Royal College and leads on all matters affecting nursing practice and policy as set out in the terms of reference		Accountable Officer: Chief Executive and General Secretary is responsible for ensuring that all the statutory and regulatory compliance reporting requirements are met
	Appointment of External Auditors	Council appoints Group External Auditor on recommendation of Audit Committee	RCNi Board of Directors represented on the tender panel to recommend the appointment of the	Trustees represented on the tender panel to recommend the appointment of the	Audit Committee reviews the work of the External Auditors and recommends to Council the appointment period				<p>Accountable Officer</p> <p>Director of Finance & Business Enablement</p>

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Council scheme of delegation

		Agrees the Audit Fee	external auditors to RCN Council	external auditors to RCN Council	and audit fee and oversees tender process as required.				
	Annual Report and Financial Statements	<p>Approves consolidated Annual Report and Financial Statements on recommendation of Executive Team and Audit Committee.</p> <p>Council approves the accounting policies contained within the annual report and Financial Statements</p> <p>Sign letters of representation on assurance from Audit Committee and Executive Team</p>	<p>Approves Annual Report and Financial Statements</p> <p>Approves the accounting policies contained within the annual report and Financial Statements</p> <p>Signs letter of representation on assurance from the RCNi Executive Team</p>	<p>Approves Annual Report and Financial Statements</p> <p>Approves the accounting policies contained within the annual report and Financial Statements</p> <p>Signs letter of representation on assurance from the Head of Foundation</p>	<p>Audit Committee reviews the consolidated Annual Report and Financial Statements for consistency and appropriateness and reviews accounting policies and procedures. Audit Committee confirms that the Annual Report and Financial Statements represent a true and fair statement of the RCN Group's financial position.</p> <p>Audit Committee receives the report from the auditors which sets out the audit process followed, issues raised and any recommendations made.</p> <p>Audit Committee presents their recommendation to Council that the final audited Annual Report and Accounts to Council can be approved.</p>	Committee provides relevant information to be included	Committee provides relevant information to be included	Boards provide relevant information to be included	<p>Executive Team prepare and review annual report and accounts.</p> <p>Executive Team assures Council, that annual reports and financial statements are fully compliant with relevant accounting requirements and all relevant and requested information has been made available to the auditors before Council can sign Letter of Representation</p> <p>Accountable Officer: Director of Finance & Business Enablement</p>
4	Internal Control Framework								
	Risk Management	Council reviews Group risk register quarterly.	RCNi maintains its own risk register based on the same format and policy as the RCN Register	RCN Foundation maintains its own risk register based on the same format and policy as the RCN Register	RCN Audit Committee reviews Risk Register quarterly	TU Committee will maintain its own risk register	Professional Nursing Committee will maintain its own risk register	Board review country/regional risk register quarterly	<p>Risk Register is reviewed monthly by Executive Team</p> <p>Accountable Officer: RCN Group Secretary</p>
	Appointment of Internal Auditors and agreement of Internal Audit Programme	<p>Council appoints Group Internal Auditors on recommendation of Audit Committee</p> <p>Receives a quarterly report from the Audit Committee on the quality of the control environment in place</p>	<p>RCNi represented on appointment panel for the Group Internal Auditors</p> <p>RCNi forms part of the Internal Audit Programme</p>	<p>RCN Foundation represented on appointment panel for the Group Internal Auditors</p> <p>RCN Foundation forms part of the Internal Audit Programme</p>	Audit Committee recommends the appointment of an Internal Auditor to deliver an annual Internal Audit Programme which is approved by the Committee			Findings of internal audits on country/regional performance are presented to the relevant Board	<p>Executive Team puts together the Annual Internal Audit Programme</p> <p>It considers each report and the findings and agrees the actions to be taken and the timelines for those actions to be completed.</p>

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Council scheme of delegation									
		based on the Internal Audit Programme	RCNi Directors monitor the implementation of any recommendations made and reports to Audit Committee	Trustees of RCN Foundation monitor the implementation of any recommendations made and reports to Audit Committee	Audit Committee receives all the internal audit reports and the Management Responses to the findings of the Reports. Monitors the implementation of recommendations made and reports to Council at each meeting			Boards to ensure recommendations are implemented in country/region	Executive Team ensures the policy recommendations are implemented as agreed throughout the RCN. Accountable Officer RCN Group Secretary
5	Group Strategy								
	Sets overall strategic direction of the Group and approves the Strategic Plan	Council approves the Group Strategic Plan and leads strategy development process, agrees priorities and makes final decisions	RCNi Board of Directors Approves the RCNi Strategic Plan Board consults the RCN which informs the Strategy and uses the Board's agreed strategy to direct the Group Strategy	Trustees leads the strategy development process and approves the RCN Foundation Strategic Plan Board consults the RCN which informs the Strategy and uses the Board's agreed strategy to direct the Group Strategy	Outputs from all parts of the Group are reviewed by the Finance & Investment Committee which recommending the strategy to Council	The Trade Union Committees recommends to Council the Strategic direction for the Special Register Trade Union Ensures that the UK Representative Committees are consulted and feed into the strategy	The Professional Nursing Committee recommends to Council the Strategic direction for the professional agenda of the College. Ensures that the Forums are consulted and feed into the strategy	Boards input into the Groups overall strategy and use the Council's agreed strategy to inform their own strategic planning Ensure that branches and local network groups are involved in consultation processes	Executive Team informs the development of the Group strategy and uses the Council's agreed strategy to direct its own strategic planning Accountable Officer : Chief Executive & General Secretary
6	3 Year Plan								
	3 Year Group Priorities and Plan of Work	Council Group agrees Group 3 year plan and priorities for the year ahead and monitors its delivery	RCNi Board of Directors agrees priorities for the year ahead and approves the RCNi 3 Year Plan Before it takes any decisions the Board would consult RCN Council on changes to its services/products which would impact on RCN Members.	Trustees agree priorities for the year ahead and approves the RCN Foundation 3 Year Plan	Finance & Investment Committee leads the process for developing Council Priorities and the 3 Year Plan on behalf of Council	The Trade Union Committee recommends the 3 Year Plan for the Special Register Trade Union to Council Ensures that the UK representative committees feed into the priority setting and plan process	The Professional Nursing Committee recommends the 3 Year Plan for the Royal College to Council Ensures that the Forums feed into the priority setting and plan process	Boards are consulted and feed into the Council priorities and 3 Year Plan. Boards ensure that country/regional plans are informed by Council priorities. Boards ensure that branches and local networks feed into this process	Executive Team informs the priority and plan setting process and is responsible for developing and delivering the plan Accountable Officer: RCN Group Secretary
7.	Performance Reporting								
		Council Reviews performance against the	RCNi Board of Directors reviews performance	Trustees review performance against	Finance & Investment Committee reports to	The Trade Union Committee Reviews	The Professional Nursing Committee	Boards Review performance against	Executive Team is accountable for delivering

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Council scheme of delegation									
		Group plan and agrees any requests to change priorities	against the RCNi plan and agreed KPI's and agrees any requests to change priorities	Strategic and Annual Plans and agreed KPI's and agrees any requests to change priorities	Council on performance against the Annual Plan	performance against the Committee plan and agrees any requests to change priorities	Reviews performance against the Committee plan and agrees any requests to change priorities	their annual plan and agrees any requests to change priorities	against the annual plan and reporting performance Accountable Officer RCN Group Secretary
8	Financial Strategy								
		Council Approves financial strategy based on planning assumptions recommended by Finance & Investment Committee Receives quarterly reports from the Audit Committee identifying progress against value for money and sustainability areas under consideration.	RCNi Board of Directors approves the financial strategy based on agreed planning assumptions Reviews arrangements in place for ensuring value for money and sustainability as part of the internal audit process	Trustees approve the financial strategy based on agreed planning assumptions Reviews arrangements in place for ensuring value for money and sustainability as part of the internal audit process	Finance & Investment Committee recommends financial planning assumptions to Council for discussion/agreement. Audit Committee reviews arrangements in place for ensuring value for money and sustainability as part of the internal audit process and reports to Council.				Executive Team proposes financial planning assumptions in line with projected operational activity Accountable Officer : Director of Finance & Business Enablement Executive Team to receive regular reports on key areas and recommendations arising from value for money reviews. Accountable Officer: Director of Finance & Business Enablement
9	Financial Regulations								
		Council approves the Financial Regulations on the recommendation of the Audit Committee. Approves all Financial Regulation changes to individual policies, authority limits, and role responsibilities on the recommendation of the Audit Committee	RCNi Board of Directors is consulted on and agree any changes to the Group Financial Regulations	Trustees are consulted on and agree any changes to the Group Financial Regulations	Audit Committee reviews and recommends any changes to the Financial Regulations to Council for approval Audit Committee reviews all Financial Regulation changes to individual policies, authority limits and role responsibilities. Audit Committee receives a report for noting of any small changes to elements of approved processes made by the Executive Team.			Any exceptions reported as part of the quarterly performance report	Executive Team ensures Financial Regulations are being complied with. Executive Team proposes any changes to individual policies, authority limits, and role responsibilities based on changing operational needs/statutory requirements. Small changes to approved processes can be made by the Executive Team for operational reasons but must be reported to Audit Committee. Accountable Officer: Director of Finance & Business Enablement

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Council scheme of delegation

10	3 Year Budget								
		<p>Council Approves and monitors the 3 year budget of RCN Group</p> <p>Notes the 3 year budget approved by the RCN Foundation Trustees</p> <p>Approves the 3 year budget agreed by the RCNi Board of Directors</p> <p>Council Approves any changes to the in-year budget on the recommendation of the Finance & Investment Committee</p> <p>Council Receives monthly management accounts</p>	<p>RCNi Board of Directors agree and recommend to Council the 3 Year budget based on the Strategic Plan and Financial Strategy</p> <p>Promptly advise RCN Council of any material or anticipated material change in its performance against budget and proposed action to address that change</p> <p>Board receives monthly management accounts</p>	<p>Trustees approve 3 Year budget based on the Strategic Plan and Financial Strategy</p> <p>Board receives quarterly management accounts</p>	<p>Finance & Investment Committee recommends 3 Year budget to Council based on the strategic plan and financial strategy</p> <p>Finance & Investment Committee can recommend changes to the in-year budget based on a proposal from the Executive Team</p> <p>Finance & Investment Committee receives high level summary of funding movements into and out of contingency budgets or vired between directorate budgets to meet organisational priorities and pressures.</p>			<p>Boards have responsibility to ensure Country and Regional Plans are delivered within the budget set by Council on the recommendation of the Executive Team</p>	<p>Executive Team submits proposed budget to Finance & Investment Committee based on the strategic plan, 3 year plan and the financial strategy.</p> <p>Executive Team monitors performance against budget monthly. Unplanned high risk issues are reported to Council via the Chair of the Finance & Investment Committee if they arise</p> <p>Executive Team routinely reports on performance against budget to each meeting of Council</p> <p>Executive Team may agree to bank underspends to reserves or vire between directorate budgets to meet organisational priorities and pressures</p> <p>Accountable Officer: Director of Finance & Business Enablement</p>
11.	Pension Scheme								
	Group Staff Pension Scheme	<p>Council agrees pension scheme arrangements on the recommendation of the Finance & Investment Committee</p>	<p>RCNi Board is consulted on any changes which affect the staff they employ</p>	<p>Trustees are consulted on any changes which affect the staff who work for RCN Foundation</p>	<p>Finance & Investment Committee periodically reviews the pension scheme arrangements and makes recommendations to Council</p>				<p>Executive Team proposes changes to arrangements consulting with staff through the Partnership Forum, if appropriate, based on affordability and good practice</p> <p>Executive Team reviews deficit funding payments, ensures agreed funding levels are budgeted and paid as required and</p>

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Council scheme of delegation

									proposes any additional funding payments Accountable Officer: Director of Finance & Business Enablement
12.	Financial Strategy and Compliance								
	Group Investment Strategy	<p>Council agrees Group strategy, the RCN statement of investment principles and any changes to the statement to meet the strategy on the recommendation of the Finance and Investment Committee</p> <p>Approves the investment on the recommendation of the Finance & Investment Committee arrangements for any placement of RCN funds and RCNi funds in an investment portfolio either directly or through an investment manager.</p> <p>Council will consult the membership on any significant changes to the Group Values Statement and its approach to its investments</p> <p>Council appoints Investment Manager on the advice of the Finance & Investment Committee following a Group tender panel</p>	<p>RCNi Board works with the Finance & Investment Committee to agree the Group Values Statement and Investment Strategy</p> <p>Recommends to RCN Council the arrangements for any placement of RCNi funds in an investment portfolio either directly or through an investment manager</p> <p>Ensures that any investments RCNi make meet the RCN Values Statement and that the Statement of Investment Principles fit with the wider RCN investment strategy</p> <p>RCNi Board of Directors is represented on the Group tender panel for the appointment of Investment Manager</p>	<p>RCN Foundation Board of Trustees works with the Finance & Investment Committee to agree the Group Values Statement and Investment Strategy</p> <p>Sets its investment strategy and Statement of Investment Principles</p> <p>Approves the arrangements for any placement of RCNi funds in an investment portfolio either directly or through an investment manager</p> <p>Trustees represented on the Group tender panel for the appointment of Investment Manager</p>	<p>Finance & Investment Committee reviews the strategy, and statement of investment principles and makes recommendations to Council for any changes/action required</p> <p>Finance & Investment Committee recommends appointment of Investment Manager to Council following a Group tender panel</p>	<p>The Trade Union Committee is consulted on the Group Values Statement as part of the development process</p>	<p>The Professional Nursing Committee works with the Finance & Investment Committee, RCNi Board and RCN Foundation Board of Trustees to agree the Group Values Statement</p>	<p>Boards are consulted as part of the process for reviewing and agreeing any significant changes to the Group Values Statement and the approach to its investments</p>	<p>Executive Team proposes any changes to the Values Statement and Investment Strategy</p> <p>Executive Team monitors the performance of long and short term investments through the monthly management accounts and report to Finance & Investment Committee</p> <p>Accountable Officer: Director of Finance & Business Enablement</p>

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Council scheme of delegation

	Reserves Policy	Council agrees any changes to the RCN reserves policy and any changes needed to meet the policy on the recommendation of the Finance & Investment Committee	RCNi Board sets its reserves policy having consulted the Finance & Investment Committee and reviews it annually	Trustees agree its reserves policy and reviews it annually Board monitors the reserves level	Finance & Investment Committee reviews the RCN reserves policy and makes recommendations to Council for any changes/action required				Executive Team proposes any changes to the policy based on known and anticipated cash requirements Accountable Officer: Director of Finance & Business Enablement
	Group Fraud and Irregularity Policy	Council approves the policy and any changes on the recommendation of the Audit Committee Council Members are asked to confirm as part of the external audit that they are not aware of any reasons for concern under this policy.	This is a group policy agreed by all parts of the Group	This is a group policy agreed by all parts of the Group Reports any fraud or irregularities to the Charity Commission/OSCR	Audit Committee reviews the fraud policy on a regular basis and recommends any changes to Council for approval.				Executive Team ensures the policy is implemented. Accountable Officer: RCN Group Secretary
13.	Financial Control Framework								
	Partnerships	Approves partnership agreements in accordance with Financial Limits Schedule	Recommend to the RCN the creation or acquisition of any joint venture or business partnership agreement in accordance with Financial Regulations Approves the creation or acquisition of any joint venture or partnership or strategic alliances in accordance with Financial Limits Schedule	Approves partnership agreements.	Finance & Investment Committee considers business partnership agreements in accordance with Financial Limits Schedule				Executive Team ensures all contracts and partnership agreements are approved and signed in accordance with the Financial Regulations
	Contract Management	Approves business cases in accordance with Financial Limits Schedule	Approve business cases in accordance with Financial Limits Schedule		Finance & Investment Committee considers business cases in accordance with Financial Limits Schedule				Executive Team approves business cases in accordance with Financial Regulations

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Council scheme of delegation

		Approves the level of signatory for all contracts in line with the Financial Limits Schedule							Accountable Officer: Director of Finance & Business Enablement
	Use of External Audit firm for non-audit work	<p>Chair of Council and Chair of the Finance & Investment Committee informed of the appointment of external audit firm for non-audit work.</p> <p>Council receives a report through the Audit Committee noting any such appointments</p> <p>Council receives an annual summary of all non-audit work undertaken by external audit firm</p>	<p>Chair informs Chair of Council if Board appoints external audit firm for non-audit work</p> <p>Board receives a report noting any such appointments</p> <p>Board receives an annual summary of all non-audit work undertaken by external audit firm</p>	<p>Chair informs Chair of Council if Board appoints external audit firm for non-audit work</p> <p>Board receives a report noting any such appointments</p> <p>Board receives an annual summary of all non-audit work undertaken by external audit firm</p>	<p>Chair of Audit Committee approves the appointment of external audit firm for non-audit work.</p> <p>Audit Committee receives detail of all non-audit engagements</p>				<p>Executive Team agree all non-audit work undertaken by the external audit firm in accordance with the Financial Regulations.</p> <p>Accountable Officer: Director of Finance & Business Enablement</p>
	Asset Management	<p>Council approves acquisition of assets or investments in accordance with Financial Limits Schedule</p> <p>Council agrees disposal of assets in accordance with Financial Limits Schedule</p>	<p>RCNi Board approves acquisition of Assets or Investments by the Company in accordance with Financial Limits Schedule</p> <p>RCNi Board approves any sale of assets in accordance with Financial Limits Schedule</p>	<p>RCN Foundation Board approves acquisition of Assets or Investments in accordance with Financial Limits Schedule</p> <p>RCNi Board approves any sale of assets in accordance with Financial Limits Schedule</p>	<p>Finance & Investment Committee considers the acquisition of assets in accordance with Financial Limits Schedule</p> <p>Finance & Investment Committee reviews the disposal of assets in accordance with Financial Limits Schedule</p>				<p>Executive Team agrees and reviews the acquisition of assets in accordance with Financial Limits Schedule</p> <p>Executive Team agrees and reviews the disposal of assets in accordance with Financial Limits Schedule</p> <p>Accountable Officer: Director of Finance & Business Enablement</p>
	<p>Expenditure</p> <p>Procurement</p> <p>Approve expenditure</p>	<p>Council approves strategy and any changes to it on the recommendation of the Finance & Investment Committee</p> <p>Agrees all approval processes</p>	<p>RCNi Board approves and reviews its procurement strategy and any changes to it within the framework agreed for the Group</p> <p>RCNi Board agrees all approval processes</p>	<p>Trustees approve and review procurement strategy and any changes to it within the framework agreed for the Group</p> <p>Trustees agree all approval processes including awards under</p>	<p>Finance & Investment Committee recommends the strategy and any changes to Council and reviews it annually</p>			<p>Boards ensure that the procurement strategy is implemented</p>	<p>Executive Team proposes changes to the Procurement Strategy</p> <p>Accountable Officer: Director of Finance & Business Enablement</p> <p>Executive Team ensures all expenditure is</p>

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Council scheme of delegation

	Losses, Bad Debts and Special Payments	the agreed financial strategy Council agrees losses in accordance with the Financial Limits Schedule	compliance with the agreed financial strategy		with the achievement of strategic and operational plans and financial strategy Audit Committee agrees losses in accordance with the Financial Limits Schedule.				costed repayment schedules and cash flow forecast Accountable Officer : Director of Finance & Business Enablement Executive Team agrees and reviews losses in accordance with Financial Regulations. Accountable Officer: Director of Finance & Business Enablement
Member Financial Policies	Representing the RCN internationally and across the UK	Council approves all financial governance policies as set out in the financial regulations Council oversees communication and consultation with members on changes as appropriate Agrees Council representation at UK and International Events	These are group governance policies and RCNi Board of Directors is consulted on the detail	These are group governance policies and RCN Foundation is consulted on the detail	All Governance Committees are consulted as appropriate on any proposed changes to member financial policies Member Representation at UK events is agreed by the relevant Committee/ET member International Committee approves the process for selecting the appropriate RCN representation at international events	Member Representation at UK events is agreed by the relevant Committee/ET member	Member Representation at UK events is agreed by the relevant Committee/ET member	Board ensure members are consulted on and briefed on changes as appropriate Member Representation at UK events is agreed by the relevant Committee/ET member	Executive Team informs and proposes any changes to policies and procedures as appropriate. Accountable Officer: Director of Finance & Business Enablement Executive Team oversees stakeholder management process Accountable Officer Director of Nursing Practice & Policy
Insurance (including Professional Indemnity Insurance)		Council receives an annual report from Executive Team confirming insurance renewal, highlighting any areas of risk and agreeing performance indicators	RCNi Board of Directors ensures that RCNi has the necessary insurance cover	Trustees ensure RCN Foundation has the necessary insurance cover	Audit Committee receives an annual report from Executive Team confirming insurance renewal, highlighting any areas of risk and agreeing performance indicators			Boards report back on risks with insurance or financial implications via country or regional risk register	Executive Team reports any changes or potential risks to Council. Executive Team ensures compliance with terms of insurance policies.

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Council scheme of delegation

									Executive Team receives and approves summary of annual renewal of insurance policies Accountable Officer: Director of Finance & Business Enablement
14	Property Strategy								
		<p>Council Reviews property strategy and approves any changes/decisions on the recommendation of the Finance & Investment Committee</p> <p>Approves expenditure in line with the procurement policy on property projects</p> <p>Approves business case for building / investment projects in accordance with financial limits schedule</p> <p>Notes leases taken in accordance with financial limits schedule</p>	<p>RCNi sets its property strategy in consultation with the Finance & investment Committee.</p> <p>Approves all RCNP property contracts including rental or purchase, whether leasehold or freehold and the financial arrangements thereof.</p>	<p>RCN Foundation does not currently hold any property</p>	<p>Finance & Investment Committee reviews the RCN Property Strategy every five years and makes recommendations to Council for any changes/action required</p> <p>Finance & Investment Committee approves/recommends expenditure in line with the procurement policy on property projects</p> <p>Finance & Investment Committee approves/recommends to Council building / investment projects in accordance with financial limits schedule</p> <p>Finance & Investment Committee approves/notes leases in accordance with financial limits schedule</p> <p>Finance & Investment Committee receives progress reports on all building and investment projects in accordance with financial regulations</p> <p>Finance & Investment Committee recommends/ approves</p>			<p>Boards ensure the property strategy is implemented.</p> <p>Property updates form part of the performance report from Boards to Council</p>	<p>Executive Team leads this, based on work by a Property Strategy Implementation Group.</p> <p>Executive Team makes recommendations to Finance & Investment Committee.</p> <p>Accountable Officer: Director of Finance & Business Enablement</p> <p>Executive Team approves expenditure in line with the procurement policy on property projects</p> <p>Executive Team proposes /approves building / investment projects in line with financial regulations.</p> <p>Executive Team proposes/ approves leases in line with financial regulations</p> <p>Accountable Officer : Director of Finance & Business Enablement.</p>

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Council scheme of delegation

		Council approves disposal of freehold buildings in accordance with financial limits schedule			the disposal of freehold buildings in accordance with the financial limits schedule				
15	Business Development								
		<p>Council approves our business strategy, reviews the strategy at regular interval</p> <p>Receives reports on commercial activities and approves any new work streams</p> <p>Approves any new or changes to existing services provided to RCN Members</p>	<p>RCNi Board recommends to Council any new or changes to existing services provided to RCN Members</p> <p>RCNi Board approves the launch or closure of titles or other branded or trade-marked content subject to RCN Council approving any changes that would impact on existing services to RCN Members.</p>		<p>Finance & Investment Committee is responsible for reviewing non-subscription income generation/sponsorship activity, plus setting and monitoring targets</p> <p>Finance & Investment Committee reports to Council on commercial activities and puts any new work streams to Council for approval</p>			<p>Executive Team proposes new work-streams to Business Committee for approval</p> <p>Executive Team reviews performance of non-subscription income generation / sponsorship work streams and reports to Business Committee quarterly</p> <p>Accountable Officer : Director of Finance & Business Enablement</p>	
16	Membership and Subscriptions Rates								
	Membership Strategy	<p>Review and agree membership Strategy</p> <p>Approves membership strategy and any changes to membership categories, on recommendation of Trade Union Committee</p> <p>Review and agree membership categories</p>				<p>Trade Union Committee keeps the membership strategy under review and recommends any changes to Council</p> <p>Trade Union recommends any changes to membership categories to Council for approval</p>	<p>Professional Nursing Committee proposes to the Trade Union Committee, or is consulted on, any proposed changes to the membership strategy</p>	<p>Boards ensure strategy is implemented.</p> <p>Performance reports will include delivery of recruitment and retention targets</p> <p>Boards promote RCN membership</p>	<p>Executive Team delivers the membership strategy</p> <p>Accountable Officer : Director of Finance & Business Enablement</p> <p>Executive Team implements membership categories</p> <p>Accountable Officer: Director of Finance & Business Enablement</p>
	Subscription rates	Review subscription strategy			Finance & Investment Committee makes recommendations to Council on subscription	Trade Union Committee makes recommendations to Finance & Investment	Professional Nursing Committee ensures forum groups are consulted before	Boards are consulted before recommendations are made and ensure that branches and local	Executive Team provides financial data and recommendations to Business Committee and

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Council scheme of delegation

		Members approve in General Meeting the framework, within which Council works Council agrees any annual subscription increase subject to review every five years			strategy and annual increases in subscription rates	Committee re annual increase in subscription rates Trade Union Committee ensures representative membership groups are consulted before recommendations are made	recommendations are made	networks are included in that consultation process	Membership Representation Committee Executive Team Implements subscription rates Accountable Officer : Director of Finance & Business Enablement
17.	Policy Development								
		Council informs and receives regular updates on issues affecting members and nursing and commissions new work as required from the Trade Union and Professional Nursing Committee. Approves controversial new or changes in policy.				The Committee leads policy development in new areas and reviews existing policy positions as required Ensures all our policy is evidence based and monitors impact. Work with Country and Regional Boards to ensure RCN policy is UK wide Recommends controversial new or changes in policy positions to Council	The Committee leads policy development in new areas and reviews existing policy positions as required Ensures all our policy is evidence based and monitors impact. Work with Country and Regional Boards to ensure RCN policy is UK wide Recommends controversial new or changes in policy positions to Council	Country Boards approve policy on Country Specific Issues Boards ensure UK wide policy is implemented in country/region and local intelligence is shared to inform UK policy development	Executive Team monitors social, economic, and health and social care policy environment and proposes new areas of work to Trade Union and Professional Nursing Committees. Accountable Officers Country Directors and Director of Nursing Practice and Policy
18.	Governance Arrangements								
	Governance Structure and Ways of working	Council approves any changes to Governance Structures and Ways of working Oversees consultation and communication as required, and approves changes subject to membership approval at	RCNi Board of Directors review the effectiveness of its governance structure and working arrangements and approves changes Reviews terms of reference on a regular	Trustees review the effectiveness of its governance structure and working arrangements and approves changes Reviews terms of reference on a regular	Governance Support Committee (GSC) reviews governance structure and terms of reference and recommends any changes to Council Governance Support Committee reports to	The Committee consulted on any proposed changes Ensure changes are actioned and report back any issues.	The Committee consulted on any proposed changes Ensure changes are actioned and report back any issues. Ensure that Forums and professional	Boards consulted on any proposed changes Boards ensure changes are actioned and report back any issues. Boards ensure that branches and local	Makes recommendations for change or new developments Executive Team implements consultation and communications strategy

	Tasks and responsibilities	Council	RCNi	RCN Foundation	Governance Committees	Trade Union Committee	Professional Nursing Committee	Country/Regional Boards	Chief Executive & General Secretary (Executive Team)
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Council scheme of delegation

		a general meeting if required Ensures all elected and appointed members of Council and Committees have access to induction and development	basis and approves any changes RCNi Directors oversees delivery of induction and development programme	basis and approves any changes Trustees oversees delivery of induction and development programme	Council on the effectiveness of current arrangements Governance Support Committee oversees the development of induction and development programme for members	Ensure that Reps Committees feed into this process Contributes to the development and delivery of induction and development for members	networks feed into this process Contributes to the development and delivery of induction and development for members	networks feed into this process Contribute to the development and delivery of induction and development for members	Accountable Officer: RCN Group Secretary
	Governance Policies and Procedures	Approves governance policies and procedures Including election procedures Appoints UK Returning Officer Appoints/Dismisses RCNi Chair In extraordinary circumstances could dismiss the Boards of RCNi or RCN Foundation as a whole Prepares regular reports to members after each meeting and oversees formal consultation process on important changes to structure, policies and processes	RCNi Board of Directors approves governance policies and procedures RCNi Directors oversee the appointments process and approves Director appointments recommended by an appointments committee	Trustees approve governance policies and procedures Trustees oversees the appointments process and approves appointments recommended by an appointments committee	Governance Support Committee draws up and reviews governance and elections policies and procedures of the organisation for recommendation to Council Governance Support Committee reviews process for formal consultation annually and recommends any changes to Council	Consulted on any proposed changes Ensure changes are actioned and report back any issues. Ensure that Committees feed into this process if appropriate	Consulted on any proposed changes Ensure changes are actioned and report back any issues. Ensure that forums and networks feed into this process if appropriate	Consulted on changes Ensure changes are actioned and report back any issues Ensure that branches and local networks feed into this process Boards play a vital role in the interface between Council and Members	Makes recommendations for change Accountable Officer: RCN Group Secretary UK Returning Officer RCN Group Secretary
	Members/Directors/Trustee Disciplinary Policies	Reviews and agrees disciplinary policy and procedures	RCNi has its own policy and procedures	RCN foundation has its own policy and procedures					Chief Executive & General Secretary is responsible in consultation with the Chair of Council to set up investigations and disciplinary processes. Accountable Officer RCN Group Secretary
	AGM	Delegates to Governance Support Committee responsibility for overseeing the AGM.	RCNi has its own AGM organised by the RCN Group Secretary	The RCN Foundation does not hold an AGM	Governance Support Committee recommends the agenda to Council and oversees the arrangements for the AGM			Boards have a role in promoting the RCN AGM and any votes, and should ensure that their members are engaged	Executive Team organises the AGM and implements the communications strategy

	Tasks and responsibilities	Council	RCNi	RCN Foundation	Governance Committees	Trade Union Committee	Professional Nursing Committee	Country/Regional Boards	Chief Executive & General Secretary (Executive Team)
Council scheme of delegation									
		Agrees the AGM agenda and communicates the reasons for votes						and informed about the issues to be discussed Boards promote and support Branch AGMs	Accountable Officer RCN Group Secretary
	Congress	Approves business agenda of Congress on the recommendation of the Agenda Committee as described in the Congress Policy and Process Document Sets budget for Congress as part of the annual budget setting process.			Agenda Committee meets throughout the year to oversee the arrangements for Congress and reports regularly to Council	TU Committee encourages Reps and Reps Committees to submit Agenda items Ensure Reps voting places are filled and new members are encouraged to attend for the first time.	Professional Nursing Committee encourages members to submit Agenda items Ensure Forum voting places are filled and new members are encouraged to attend for the first time.	Boards Encourage members to submit Agenda items Boards ensure voting places are filled and new members are encouraged to attend for the first time.	Executive Team organises and delivers Congress within budget Accountable Officer RCN Group Secretary
19.	Human Resources								
	Appointment of Chief Executive & General Secretary	Approves the process for recruiting a Chief Executive & General Secretary, and approves the appointment			A sub-Committee of Council is set up by the Chair of Council to oversee the process for appointing a Chief Executive & General Secretary and to carry out the interview process. The Chair of Council line manages the Chief Executive & General Secretary				Chief Executive & General Secretary manages the staff of the College Accountable Officer RCN Group Secretary in the absence of a Director of HR
	Executive Team Remuneration	Council sets staff budget and annual increase as part of budget process. Delegates to Remuneration Committee oversight of senior staff remuneration and performance including that of the Chief Executive and General Secretary	Approves any material changes in the organisational structure. RCNi Directors approve the removal of Executive Directors including the Managing Director.		Remuneration Committee reports to Council twice a year				Accountable Officer Chief Executive & General Secretary/RCN Group Secretary

	Tasks and responsibilities	Council	RCNi	RCN Foundation	Governance Committees	Trade Union Committee	Professional Nursing Committee	Country/Regional Boards	Chief Executive & General Secretary (Executive Team)
Council scheme of delegation									
	Staff Terms and Conditions of Employment	Council sets RCN remuneration strategy and remuneration policies on the recommendation of the Executive Team	RCNi Directors approve the annual pay award and remuneration policies The RCNi remuneration committee and reports to the RCN Group remuneration committee.		Remuneration Committee reviews all redundancy or <i>ex-gratia</i> payments made to staff members				Executive Team recommends Remuneration Strategy and Policies to Council. Executive Team and Partnership Forum negotiate staff terms and conditions of employment within the financial framework and budget agreed by Council Accountable Officer: Chief Executive & General Secretary
20	Awards and Honours								
	RCN Awards	Council approves awards process and award of Fellowships and Awards of Merit on recommendation of awards panel.			Awards Committees oversees awards process and reports to Council recommendations for awards			Encourage nominations and promote awards locally	Executive Team manage awards process. Accountable Officer: RCN Group Secretary
21.	Equality and Inclusion								
	Champion of diversity, equality and human rights in the health and social care sector	Council approves and champions the Group equality and diversity strategy and monitors performance against it	Board champions the equality and diversity strategy and monitors performance against it	Trustees champions the equality and diversity strategy and monitors performance against it		The Committee ensures that the strategy is implemented	The Committee ensures that the strategy is implemented	Boards consulted in the development of strategy, ensure it is implemented and monitor their performance against it Ensure that equality and diversity is promoted at a country and regional level through its branches and local networks	Executive Team implement the equality and diversity strategy Accountable Officer: Chief Executive & General Secretary