

# Scheme of Delegations

(as of June 2017)

## 1. The Council

- 1.1. Article 13 of the Articles of Association stipulates that the 'affairs of the University shall be conducted by the Council who may exercise all such powers of the University as are not by the (Companies) Act or by these Articles required to be exercised by the University in General Meeting....'

## 2. Powers Which the Council may not Delegate

- 2.1. Article 14 deals with delegation by the Council, and determines that the Council may not delegate:
- a. The determination of the educational character and mission of the University;
  - b. The approval of the annual estimates of income and expenditure (the budget);
  - c. Ensuring the solvency of the University and the safeguarding of its assets;
  - d. The appointment and dismissal of the senior staff (the Vice-Chancellor, the Deputy and Pro Vice-Chancellors, the Secretary and the Senior Chaplain); or
  - e. The varying or revoking of the Articles of Association of the University.

## 3. Statement of Primary Responsibilities

- 3.1. The Council has approved a statement of its primary responsibilities. It is attached as Appendix 1.

## 4. Powers Which the Council has Resolved not to Delegate

- 4.1. In addition to the matters which the Council may not delegate, the Council has resolved to reserve to itself the following:

## 5. Constitutional Matters

- 5.1. Major changes to the organisational structure of the University;
- 5.2. The establishment or abolition of committees reporting to the Council;
- 5.3. The appointment of its Chair and Vice-Chair (Article 12);
- 5.4. The appointment of external members of the Council (Article 9); and
- 5.5. The appointment of the Chancellor and Pro-Chancellor(s) (Article 19).

## **6. Strategic Planning**

- 6.1. The approval of the strategic plan;
- 6.2. The approval of major subsidiary strategies (those which are academic should be recommended by the Academic Board);
- 6.3. Monitoring and evaluating the performance of the University in delivering the strategic plan.

## **7. Financial Matters**

- 7.1. Approval of the financial strategy;
- 7.2. Decisions on the University's maximum fee for courses within the scope of Access Agreements;
- 7.3. The appointment of the University's bankers;
- 7.4. Approval of the Annual Report and Financial Statements;
- 7.5. Approval of the Annual Corporate Planning Statement and financial Forecasts (statutory return to the HEFCE);
- 7.6. Approval of major capital expenditure (in excess of £500,000 if unbudgeted; in excess of £3m for one project if budgeted);
- 7.7. Approval of leases in excess of 5 years with an annual value in excess of £500k;
- 7.8. Writing off bad debts in excess of £750K;
- 7.9. Approval of borrowing limits and facilities; and
- 7.10. The determination of policy, procedures and rates for any allowances to be paid to members of the Council.

## **8. Audit and Compliance Matters**

- 8.1. The appointment of the external auditors and the determination of the audit fee;
- 8.2. The appointment of the internal auditors;
- 8.3. The setting of the University's Risk Appetite;
- 8.4. Approval and monitoring of risk management policies and procedures, in particular the corporate risk register; and
- 8.5. Approval of the University Health & Safety Policy and consideration of the Annual Report on Health & Safety.

## **9. Staffing Matters**

- 9.1. Decisions on participation in national arrangements for salaries and other staffing matters; and

- 9.2. Approval of the remuneration (including levels and rates of Performance Related Pay), terms and conditions of employment and all other benefits, and severance terms for the Vice-Chancellor;
- 9.3. The framework for the appointment of Staff and the pay and conditions of employment for all members of the Staff (Article 21.1).

**10. Matters relating to Students**

- 10.1. The approval of the Students' Union constitution and any amendments to it (Article 27); and
- 10.2. Regulations for student conduct and discipline (Article 27.3).

**11. Estates and Infrastructure Matters**

- 11.1. The purchase, sale, exchange or leasing of University land and buildings (value over £3m).

**12. Other Matters**

- 12.1. The approval and amendment of Council Standing Orders;
- 12.2. The removal from office of members of the Council (Article 10.4); and
- 12.3. Constitutional arrangements for the Academic Board (Articles 25 and 26).

**13. Delegated Powers**

***Governance***

- 13.1. Where necessary for the good conduct of the University, and when a decision by circulation is not practicable, the Chair may take decisions on behalf of the Council between meetings. Such decisions shall be reported to the next meeting of the Council.
- 13.2. The appraisal of the VC and the University Secretary. Chair
- 13.3. The use of the University seal, in accordance with agreed procedures. Uni Sec
- 13.4. Maintenance of the Register of Council Members' Interests. Uni Sec

***Academic Matters***

- 13.5. Conferral (and withdrawal) of academic awards (other than research degrees). PABs
- 13.6. Conferral and withdrawal of MPhil and PhD awards. URDC
- 13.7. Approval of academic regulations. AB

***Finance***

- 13.8. Approval of Financial Policy and Regulations. F&GPC
- 13.9. Strategic monitoring of the University's overall financial position. F&GPC
- 13.10. Agreement of Treasury Management Policy. F&GPC

13.11. Agreement of Investment Policy and appointment of investment managers.	F&GPC
13.12. Approval of major capital expenditure in excess of £750K and up to £3M for one project if budgeted.	F&GPC
13.13. Approval of leases in excess of 5 years with an annual value in excess of £250k and up to £500k.	F&GPC
13.14. Financial allocations to faculties/departments.	UEC
13.15. Financial allocations to services.	UEC
13.16. Writing off bad debts in excess of £100K and up to £750K.	F&GPC
13.17. Writing off bad debts in excess of £30k and up to £100k.	VC
13.18. Writing off bad debts of £30k or less.	DFP
13.19. Ensuring insurance of premises, assets of the University.	UEC
13.20. The establishment and closure of subsidiary companies, and the arrangements for their constitution including oversight of their financial results and the impact on the University.	F&GPC
13.21. Investment in other entities up to £3M and oversight of the financial impact on the University.	F&GPC
13.22. Approval for the opening or closing of bank accounts.	F&GPC
13.23. Approval of bank signatories.	F&GPC
13.24. Appointment of the University's insurers.	F&GPC

***HR and Staffing Matters***

13.25. Approval of the remuneration (including levels and rates of Performance Related Pay), terms and conditions of employment and all other benefits, and severance payments for all members of University Executive Committee (with the exception of the Vice-Chancellor).	RHRC
13.26. Appointment of Deans of Faculty.	VC
13.27. Appointment of Professors.	VC
13.28. Appointment of Heads of Academic Departments.	Deans
13.29. Appointment of Senior Non-Academic Staff.	Exec Mbr
13.30. Operation of and minor changes to health & safety policy.	UEC

***Audit and Compliance***

13.31. To report to Council on the adequacy and effectiveness of the University's arrangements for:	Audit Cttee
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- risk management, control and governance;
- economy, efficiency and effectiveness;
- management and quality assurance of data submitted to HESA, and to other funding bodies

13.32. The investigation of any activity within its terms of reference.	Audit Cttee
13.33. Approval of the nature and scope of the external audit.	Audit Cttee
13.34. Approval of the internal audit needs assessment and audit plan.	Audit Cttee
13.35. Strategic oversight of anti-fraud and anti-money laundering policies.	Audit Cttee
13.36. Strategic oversight of value for money policy.	Audit Cttee

***Student Matters***

13.37. Student Complaints procedure – operation and changes.	AB
13.38. Student disciplinary procedures – operation.	DSS
13.39. Determining student residence fees.	UEC

***Media / PR Matters***

13.40. Authorisation of media releases.	PVC (O)
13.41. Approval of the use of the University logo.	PVC (O)

**14. Powers delegated to the Vice-Chancellor**

- 14.1. Article 18.4 gives the VC the following powers and duties:
- a. Making proposals to the Council about the educational character and mission of the University and for implementing the decisions of the Council;
  - b. The organisation, direction and management of the University and leadership of the staff;
  - c. The appointment, assignment, grading, appraisal, suspension, dismissal and determination – within the framework set by the Council – of the pay and conditions of service of staff other than Senior Staff;
  - d. The determination, after consultation with the Academic Board, of the University's academic activities, and for the determination of its other activities;
  - e. Preparing annual estimates of income and expenditure, for consideration by the Council, and for the management of budgets and resources, within the estimates approved by the Council; and
  - f. The maintenance of student discipline and, within the rules and procedures provided within the Articles, for the suspension and expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons.

- 14.2. The Vice-Chancellor may delegate any or all the powers in paragraph 78, other than where the Articles or the Regulations of the Council prohibit such delegation.
- 14.3. The Vice-Chancellor also has the responsibilities of the 'Accountable Officer' as set out in the Memorandum of Assurance and Accountability between HEFCE and Institutions (HEFCE: June 2014/12), Appendix 2.
- 14.4. The Council has also delegated the following specific powers to the Vice-Chancellor:
- a. Expenditure authority up to £750k.
  - b. The appointment of the University's legal advisors.

**15. Powers delegated to the Academic Board**

- 15.1. On the recommendation of the Vice-Chancellor, the Council has delegated the following powers to the Academic Board:
- a. Advising on the educational character and mission, and the strategic development of the academic work of the University;
  - b. The conferral of academic awards;
  - c. Oversight of the academic work and activities of the University;
  - d. The making, amendment and review of academic policies and regulations, covering the admission of students; examinations and assessment; programmes of study and research; the curriculum; teaching and community-based activities (major strategic developments will be subject to Council approval);
  - e. Safeguarding and enhancing academic standards through effective quality assurance processes;
  - f. The termination of enrolment of students for academic reasons (Article 28);
  - g. Responses to external bodies relating to the academic work of the University;
  - h. Providing assurance to Council on all academic matters, including those listed above, to enable the Council to make the annual assurance statement on academic matters as part of the Annual Accountability Return.
- 15.2. A note of the abbreviations used is given in Appendix 3.
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## Appendix 1

# Statement of Primary Responsibilities

## Council statement of primary responsibilities (as of June 2017)

### Introduction

The principal responsibilities of the Council of the University of Gloucestershire are set out in this Statement of Primary Responsibilities. Article 13 of the Articles of Association, which forms the constitution of the University, stipulates that the 'affairs of the University shall be conducted by the Council who may exercise all such powers of the University as are not by the [Companies] Act or by these Articles required to be exercised by the University in General Meeting'.

The Council has also agreed a detailed Scheme of Delegation whereby it has given authority for certain areas of its responsibilities to other individuals or groups within the University. Any delegated authority is in line with the Articles of Association, in which certain powers are reserved exclusively for the Council specifically those stated in Article 14 as the following.

- The determination of the educational character and mission of the University;
- The approval of the annual estimates of income and expenditure (the budget);
- Ensuring the solvency of the University and the safeguarding of its assets;
- The appointment and dismissal of the senior staff (the Vice-Chancellor, the Deputy and Pro Vice-Chancellors, the Secretary and the Senior Chaplain); or
- The varying or revoking of the Articles of Association of the University.

### Statement of Primary Responsibilities

1. To approve the mission and strategic vision of the University, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.
2. To delegate authority to the Vice-Chancellor, as chief executive, for the academic, corporate, financial, estate, and people management of the University. And to establish and keep under regular review the policies, procedures, and limits within such management functions as shall be undertaken by and under the authority of the Vice-Chancellor.
3. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
4. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
5. To establish processes to monitor and evaluate the performance and effectiveness of the Council itself as the governing body of the University.

6. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
  7. To safeguard the good name and values of the University.
  8. To appoint the Vice-Chancellor, as chief executive, and to put in place suitable arrangements for monitoring their performance.
  9. To appoint the Secretary of the University and to ensure that, if the person appointed has managerial responsibilities in the University, there is an appropriate separation in the lines of accountability.
  10. To appoint other senior staff as described in the Articles of Association.
  11. To be the employing authority for all staff in the institution and to be responsible for employment policy, including such provision as it thinks fit for the general welfare of staff and the promotion of diversity, equality, and inclusion.
  12. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the University's assets, property, and estate.
  13. To be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the University's name.
  14. To ensure that processes are established to maintain the University's legal and regulatory compliance.
  15. To make such provision as it thinks fit for the general welfare of students, in consultation with the Academic Board, and the promotion of equality, diversity, and inclusion.
  16. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University.
  17. To ensure that the University's Articles of Association are followed at all times and that appropriate advice is available to enable this to happen.
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## Appendix 2

# Memorandum of assurance and accountability between HEFCE and institutions

### Accountable officer

31. The head of an HEI is first and foremost responsible for leadership of the academic affairs and executive management of the HEI. The appointment (or dismissal) of the head of an HEI is governed by employment law, and this is clearly the responsibility of the governing body. HEFCE has no role, rights or responsibilities in relation to the appointment (or dismissal) of the head of an HEI, and has no wish to change this position. We presume that in a case where a head of an HEI does not discharge his or her duties or acts improperly the governing body will take appropriate action.
32. Under this memorandum of assurance and accountability, the governing body is responsible for the use of public funds. To assist and enable it to discharge this responsibility and to provide clear accountability, the governing body will designate a senior officer, normally the head of the HEI, as the 'accountable officer': that is, the officer who reports to HEFCE on behalf of the HEI. On being notified by, or on behalf of, the governing body of a new accountable officer, HEFCE will write to that individual explaining what the responsibilities of an accountable officer involve.
33. The accountable officer is personally responsible to the governing body for ensuring compliance with the terms of this memorandum of assurance and accountability and for providing HEFCE with clear assurances to this effect.
34. The head of an HEI as the accountable officer is also required to report to HEFCE on behalf of the HEI in relation to the requirements set out in paragraph 29. In exceptional circumstances HEFCE may take the view that the accountable officer is failing to meet these responsibilities. Faced with this position HEFCE would be obliged to respond in a fair, reasonable and proportionate way.
35. If, in the judgement of the HEFCE chief executive, there is evidence of serious failure in relation to the oversight and management of public funds, (s)he will raise this as appropriate with the accountable officer concerned, the chair of the governing body or both; provide the relevant evidence; and seek and consider a response. Experience suggests that most difficulties can be resolved through this process.
36. In extremis, and after all due process has been exhausted, the HEFCE chief executive may conclude that the accountable officer is unable or unwilling to meet his or her responsibilities under this memorandum of assurance and accountability. HEFCE may then ask the governing body to appoint someone else to report to HEFCE on behalf of the HEI. In taking this action HEFCE will not seek to influence the employment relationship between the governing body and the head of the HEI. The governing body is clearly entitled to maintain the head of the HEI in post. However, the governing body would then have to designate another senior officer as the accountable officer, and adjust the roles and responsibilities of the head of the HEI accordingly.

37. The HEI's accountable officer, the chair of the governing body or both may be required to appear before the Public Accounts Committee alongside the chief executive of HEFCE in his or her role as accounting officer, on matters relating to grants to the HEI.
  38. In the event of a prolonged absence from work or a sudden departure by the accountable officer, the clerk to the HEI's governing body must ensure that HEFCE is made aware immediately of the identity of the interim accountable officer.
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## Appendix 3

# Scheme of Delegations

## Abbreviations used in the scheme

AB	Academic Board
DFP	Director of Finance and Planning
DSS	Director of Student Support
Exec Mbr	Appropriate member of Executive Team
F&GPC	Finance and General Purposes Committee
PABs	Progression and Award Boards
PVC (O)	Pro Vice-Chancellor (Operations)
RHRC	Remuneration and Human Resources Committee
UEC	University Executive Committee
Uni Sec	University Secretary
URDC	University Research Degrees Committee
VC	Vice-Chancellor

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