

**UNIVERSITY OF BRADFORD**

**Council  
11<sup>th</sup> July 2008**

---

This paper contains a Briefing paper, to accompany the draft Schedule of Delegation and Statement of Primary Responsibilities, which we are required to have agreed and in place from 1<sup>st</sup> August 2008. The paper has been considered by Senate at its meeting on 25<sup>th</sup> June, and the minutes of this meeting, also on this agenda are confirmation of the recommendations of Senate in this respect.

It contains the following:

- |   |             |
|---|-------------|
| 1. Preface for Council members                                  | Page 2      |
| 2. Background and context                                       | Page 2      |
| 3. Statement of Primary Responsibilities ( of Council)          | Page 5      |
| 4. Revised Committee and Management Structure of the University | Page 6      |
| 5. Schedule of Delegated Powers (Council Powers) Table 1        | Pages 9-22  |
| 6. Schedule of Delegated Powers (Senate Powers) Table 2         | Pages 23-28 |
| 7. Updated preface considered by Senate                         | Page 29     |

**Actions now requested of Council members.**

**Council** is asked to:

- **Approve** both the Draft Schedule of Delegation and Statement of Primary Responsibilities.
- **To note** also that it will be re-presented at Council 1 2008/09, to reflect and report any final updates over the summer period.
- Any subsequent updates or amendments will be considered by Adrian Pearce University Secretary, email on [A.Pearce@bradford.ac.uk](mailto:A.Pearce@bradford.ac.uk) who will re-present the Schedule to meeting 1 of the 2008/09 session.

Prof. Jeff Lucas, Deputy Vice Chancellor  
Sally Dyson, Head of Strategic Planning

## Council Briefing on the Schedule of Delegation

### 1. Preface

The Council, as the University's Governing Body, has a collective responsibility to ensure the University's overall Mission and Strategy are delivered through an effective framework of both Governance and Management. Its principle powers are set out in Statute 17 and, as such, Council will be responsible for approving those parts of the Schedule of Delegation that relate to their principle powers.

Council will recognise that the University is Plan Led and Performance Managed. The five year Corporate Plan (2004/2009) will be replaced next year by an overarching strategy that includes Mission, Values and headline Corporate Objectives. This will be underpinned by a detailed five year Action Plan that includes key actions, targets, officer responsible and timelines. This Action Plan will be updated annually so that the business of the University going forward can be repositioned against a five year horizon. Council will be ultimately responsible for the overarching strategy and the five year rolling Action Plan.

The overarching Corporate Strategy will be supported by Framework documents. These primary documents will relate to academic purpose, namely, Learning and Teaching, Research and Knowledge Transfer and Student Experience, others will be enabling, including the Financial Strategy and Investment Plan, Information Systems Development Plan and Human Resource and Staff Development Plans. Where these plans require academic scrutiny before final approval, Senate will retain that right.

Council will recognise that the University uses Business Cases written and approved in accordance with the Bradford Method as a means to reassure Senate and Council that major aspects of proposed University business have been properly considered.

Developments identified in the Framework documents will be supported by Business Cases which have been recommended to Council from ASPC and will require Council approval

These Major planned initiatives are ones that may require significant investment, have consequences on, say, estates and staffing, may significantly alter/enhance the University's teaching and research footprint. The judgement of Major will fall to PVC/Directors, but will normally be initiatives that span framework documents and constitute significant corporate risk. Minor planned developments which do not carry significant risk and are already within approved Framework Documents will have their approval delegated through Business Case documentation to lower committees.

The key responsibilities of Council with regard to approving and reviewing the mission and strategic direction of the Institution are retained in full. Council will now have more opportunities to challenge and be reassured that the Key Performance Indicators are appropriate and being achieved. The effectiveness of the new Committee Structure, its associated decision making powers and the impact of the Schedule of Delegation will be reviewed annually at the last meeting of Council in July of each year. In this way the Schedule is to be perceived as a live document.

### In General Terms

Council will retain the rights 1-12 set out in the Statement of Primary Purpose but will delegate according to those 12 powers accordingly:

- 1.1 the drafting of the overarching Corporate Strategy and any proposed annual revisions to the five year rolling Action Plan to ASPC.
- 2.1 the approval of planning and budgeting guidance and the annual review of planning unit performance to plan to ASPC.

- 3.1 the review of performance of any Planning Unit to Key Performance Indicators to ASPC and, if required, to the Overview Group where performance requires a fundamental review against sector benchmarks.
- 4.1 the review of financial performance of any Planning Unit to Key Financial Performance Indicators to Financial Monitoring Group and ASPC.
- 4.2 the drafting of the Corporate Risk Register and Statement of Risk Appetite to ASPC and the acceptance of management and control processes to Audit Committee
- 4.3 expenditure approval limits against Council Approved Framework Document and, where appropriate, Approved Business Plans to Committees and Named Persons, as set out on Pages 11-19 of the Schedule of Delegation.
- 5.0 No delegation.
- 6.0 As set out in 3.1.
- 7.0 No delegation.
- 8.0 No delegation.
- 9.0 As set out in 4.1-4.3 above.
- 10 the power to grant the title Emeritus Professor or other University Distinctions to ASPC as set out on p22 of the Schedule of Delegation.
- 11 No delegation.
- 12 No delegation

In all other respects the power of Council, as set out in Statute 17 of the Charter, will remain unaltered.

## **2. Background and Context**

According to Statute 17(26) the Council is able “By Regulation to establish committees including representatives of the students and representatives of the Council and such other persons as the Council may determine and to prescribe the method of appointment of such representatives and the functions of such committees”.

This document presents to Senate for review and to Council for approval the following:

A Schedule of Delegation outlining the decision making powers which in accordance with our Charter and Statute are:

- Reserved for Senate or Council
- Delegates to others (either to Committees / Sub- committees or to individuals).

The Schedule has been revised, as part of an ongoing Governance Review, and follows the approval of Changes to the University’s Charter and Statutes in March 2006. The University has adopted the key principles outlined in the Governance Code of Practice of

the Committee of University Chairmen (CUC) in developing this schedule. This Schedule cannot claim to be totally comprehensive, but it aims to identify the main locus of responsibility for areas of decision making, where these be within the remit of committees or individuals. The Schedule will be reviewed and updated annually by the University Secretary in response to feedback from Council and Senate members, or other officers of the University.

- *The meetings of Senate on 2<sup>nd</sup> April 2008, and Council on 14<sup>th</sup> April 2008 respectively, approved revisions and updates to the Committee and management structure of the University. This structure is outlined on page 5, and represents the Committee route through which the institution will conduct its business throughout the academic year 2008/09 and beyond.*
- *Council will formally review the effectiveness of this overall structure on a regular basis. As part of the review of its own effectiveness following a published 'Best Practice' guidance, each Committee will be required to review its own sub-committees and working groups on an annual basis. For completeness, therefore and in line with CUC guidelines, the University's Statement of Primary Responsibilities, is also presented in an updated form for approval.*

Duration of Validity Statement of Primary Responsibilities: With effect from 1<sup>st</sup> August 2008 and reviewed on an annual basis.

Duration of Validity Schedule of Delegation: This Schedule is operational with effect from 1<sup>st</sup> August 2008 and reviewed on an annual basis

### **3. Statement of Primary Responsibilities**

The **Council** as the University's Governing Body has a collective responsibility to ensure that the University's overall Mission and Strategy are delivered through an effective framework of both Governance and Management.

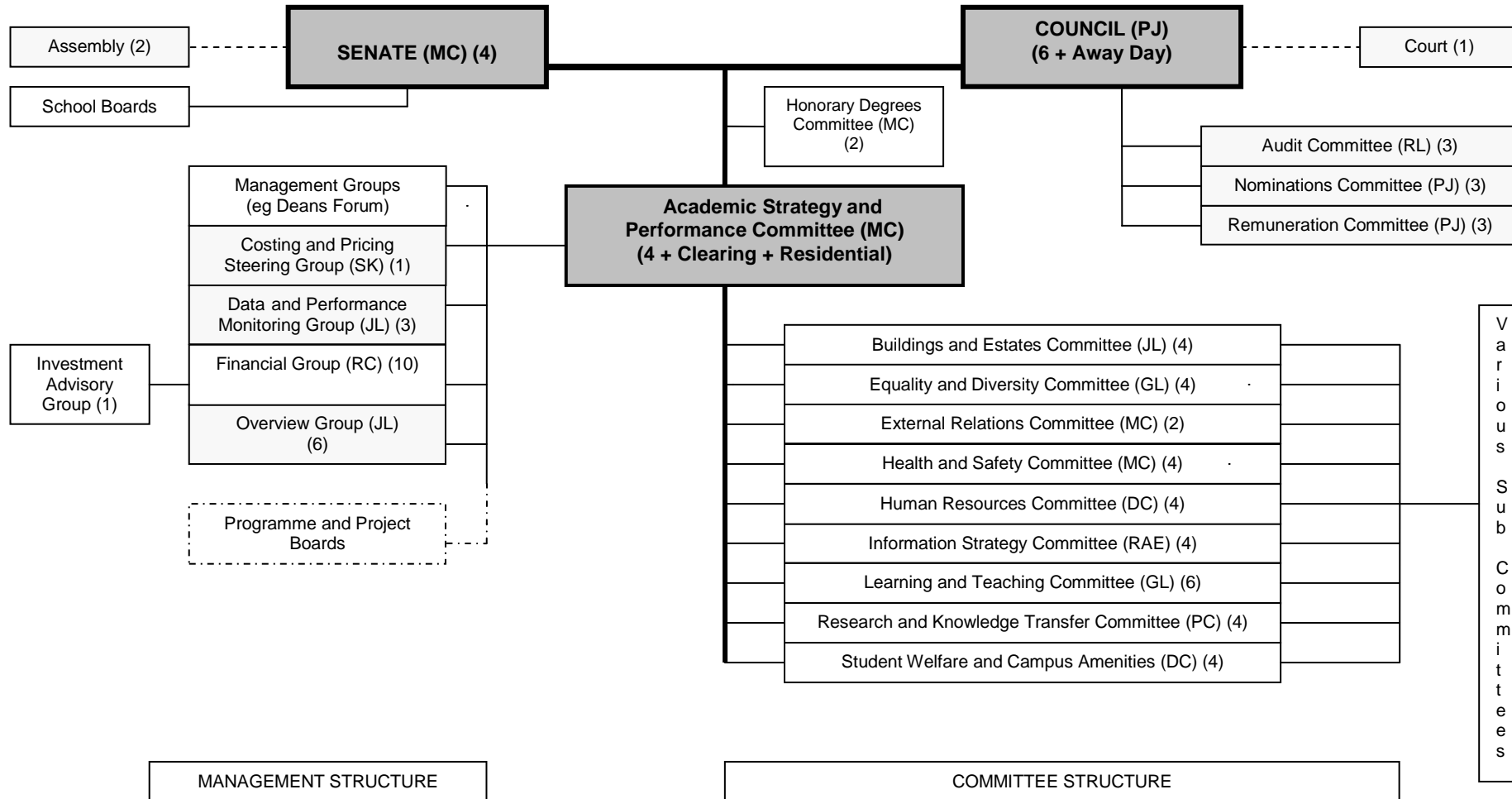
The principle powers of the University of Bradford Council are outlined in detail in Statute 17 and are summarised as follows:

1. To approve and review the mission and strategic direction of the institution, including its longer -term business plans, and funding strategies ensuring that these meet the interests of the University and its stakeholders, and that this is in line with the terms of our Charter and Statutes.
2. To oversee the University's strategic planning process and approve the Corporate Strategy.
3. To agree key performance indicators (KPIs), in order that the institution can effectively monitor its progress against targets set in its Corporate Strategy.
4. To agree annual budgets, financial statements and 5 year forecasts prior to the submission of appropriate documents to the Funding Council.
5. To approve the final accounts.
6. To monitor institutional performance against plans and approved KPIs, where possible and appropriate these will be benchmarked against other institutions.
7. To appoint the Vice Chancellor and Principal of the institution and put in place suitable arrangements for monitoring his/her performance.
8. To appoint the Secretary to Council, and the person with prime responsibility for learning resources.
9. To establish effective monitoring and systems of control and accountability, including financial and operational controls and risk assessment.
10. To determine, the conditions of appointment of all staff of the University
11. To appoint, subject to the provisions of the Statutes and on the recommendation of the Senate, all members of the academic staff of the University.
12. To establish clear procedures for handling internal grievances and for managing conflicts of interest

*According to Statute 17(26) the Council is able "By Regulation to establish committees including representatives of the students and representatives of the Council and such other persons as the Council may determine and to prescribe the method of appointment of such representatives and the functions of such committees".*

**From the 1<sup>st</sup> August 2008, the following Committee and Management Structure will exist to enable and support the University in carrying out its primary responsibilities.**

### 4. REVISED COMMITTEE AND MANAGEMENT STRUCTURE 2008/09



( ) Chair and number of meetings per year

## Membership of the Council of the University for 2008/09

### Ex-Officio Members:

Chancellor: Mr I Khan

### Pro-Chancellors:

Mr P Jagger (2009)

Mrs D Chambers (2010)

Vacancy

Vice-Chancellor & Principal: Professor M Cleary

Treasurer: Mr R Clark (2009)

Deputy Vice-Chancellor: Professor J Lucas

### Pro-Vice-Chancellors:

Professor P Coates (2010)

Professor R Earnshaw (2009)

Professor G Layer (2010)

### Deans of the Schools:

Health Studies Dr G Bradshaw (2010)

Life Sciences Professor D Coates (2010)

### Appointed Members:

by the City of Bradford:

Councillor J Godward (2011)

by the Court:

Ms R Pickard (2009)

Councillor K Hussain (2009)

Professor A Boylston (2009)

by the Senate:

Professor C Hope (2009)

Professor D Pankhurst (2009)

Professor A Vourdas (2009)

Vacancy

### Student Member:

SU Secretary - Treasurer (2009)

### Co-opted Members:

Mr A Reeves (2010)

Mr M Cole (2009)

Mr R Lumsden (2011)

Ms S Ullah (2011)

Ms L Ashman (2009)

Mr I Thompson (2009)

Ms V Steele (2011)

Mr A Singh (2011)

**Graduate of the University:** Mr J M K Dhutia (2009)

**Non-Academic Staff:** Mr J Sullivan (2010)

## The Governing Bodies

The composition of the Governing Bodies is set out below. In common with all chartered institutions, the University operates under a bicameral system in which two governing bodies, each with clearly defined functions and responsibilities oversee and manage its activities. The Charter and Statutes define the roles of the two bodies, which may be summarised as follows:

**The Council** is the executive governing body, responsible for the finance, property, investments and general business of the University, and for approving the general strategic direction of the institution. It is the Council's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct. Its powers are defined in Statute 17. It has a majority of members from outside the University (lay members), from whom its Chair must be drawn. Also included in its members are representatives of the staff of the University and the Student Body. None of the lay members receive any payment, apart from the reimbursement of expenses, for the work which they do for the University.

**The Senate** is the academic authority of the University and draws its membership primarily from the academic staff of the institution, with representation of other categories of staff and of students. Its role is, in summary, to direct and regulate the teaching and research work of the University. Its powers are defined in Statute 20.

**The Vice Chancellor** is the principal academic and administrative officer of the University who has a general responsibility to the Council and the Senate for maintaining and promoting the efficiency and good order of the University. The responsibilities are defined in summary in Statute 5. In addition, under the terms of the formal Financial Memorandum between the University and the Higher Education Funding Council for England, the Vice-Chancellor is the designated officer of the University and is thus formally responsible for ensuring that public funds are used for the purposes for which they are allocated; for their efficient and effective deployment and for reporting as required on their use. In this capacity, the Vice-Chancellor and Principal is publicly accountable for the University: ultimately he or she may be summoned to appear before the Public Accounts Committee of the House of Commons.

### **Frequency of Meetings**

The University is committed to exhibiting best practice in all aspects of corporate governance. The Council meets at least four times each academic year to consider its ongoing business. Additionally, it has at least two strategic meetings, during which it considers and discusses forward strategy. Much of its detailed work is initially handled by committees, in particular the Human Resources Committee, the Nominations Committee, the Remuneration Committee and the Audit Committee. The recommendations and decisions of these committees are formally taken to the Council. In respect of its strategic planning and development responsibilities, the Council and Senate receive recommendations and advice from the Academic Strategy and Performance Committee (ASPC) a joint committee of the two bodies, because the planning and budgeting processes involve matters falling within the powers of both bodies.

### **Internal control**

As the Governing Body of the University of Bradford, the Council has responsibility for ensuring that a sound system of internal control is in place, that supports the achievement of policies, aims and objectives, while safeguarding the public and other funds and assets for which we are responsible, in accordance with the responsibilities assigned to the Governing Body in the Charter and Statutes and in the Financial Memorandum with the HEFCE. The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The Secretary is responsible to the Council and Senate as appropriate for ensuring that all applicable procedures and regulations are complied with. The appointment and removal of the Secretary are matters for the Senate and Council as a whole.

### **Academic Strategy and Performance Committee (ASPC)**

The Academic Strategy and Performance Committee inter alia recommends to the Governing Body the University's annual revenue and capital budgets and, through sub-committees and monitoring groups, reviews performance in relation to approved budgets.

### **Audit Committee (AC)**

The Audit Committee meets three times a year, with the University's external and internal auditors in attendance. The Committee considers detailed reports together with recommendations for the improvement of the University's systems of internal control and management's responses and implementation plans. It also receives and considers reports from the Funding Council as they affect the University's business and monitors adherence to the regulatory requirements.

### **Remuneration Committee (RC)**

The Remuneration Committee determines the remuneration of the most senior staff, including the Vice-Chancellor.

### **Appointments to the Council**

The Nominations Committee considers nominations for co-opted vacancies in the Governing Body membership under the relevant Statute. Lay members are eligible for re-appointment by the relevant bodies when they retire by rotation.

### **Strategic Committees**

The following are deemed the Universities Strategic Committees. They are 'joint' committees of Senate and Council each having individual responsibility for developing and monitoring strategy in an area of the institutions business, and interests. This area is termed a **Framework Document** and within each Framework Document they will outline key priorities for action, commission activity and monitor performance. Their terms of reference outline their scope, and the schedule of delegation outlines the way in which they carry out their decision making, either through recommendation to Council via ASPC, or otherwise.

- **Building and Estates Committee (BEC)**
- **Equality and Diversity Committee (EDC)**
- **External Relations Committee (ERC)**
- **Health and Safety Committee (HSC)**
- **Human Resources Committee (HRC)**
- **Information Strategy Committee (ISC)**
- **Learning and Teaching Committee (LTC)**
- **Research and Knowledge Transfer Committee (RKTC)**
- **Student Welfare and Campus Amenities Committee (SWCA)**

**SCHEDULE OF DELEGATION**

**Table 1**

<b>POWERS RESERVED FOR COUNCIL</b>	<b>RECEIVES CONSULTATION OR RECOMMENDATIONS FROM</b>	<b>DELEGATES AUTHORITY FOR DECISIONS TO:</b>	<b>MONITORING OR REVIEW ARRANGEMENTS</b>
<b><u>STRATEGIC / GOVERNANCE</u></b>	Interpretation of this Schedule of Delegation	University Secretary on advice from the Legal Adviser as appropriate.	Annually in accordance with approval at Council on 25 <sup>th</sup> June 2008.
<b>To select a Seal and a Mace for the University and to have the sole custody and use of the Seal.</b>	In accordance with Financial Regulations the University Secretary being responsible for the safe custody of the seal.	In terms of sealed docs: 2 signatures are required from the following: <ul style="list-style-type: none"> <li>• VC</li> <li>• Chair of Council</li> <li>• PVC (including the DVC)</li> <li>• Treasurer</li> <li>• University Secretary</li> </ul>	
<b>To appoint the Vice Chancellor as head of institution as the ‘designated officer’, who will advise it (and HEFCE, if necessary) if the institution fails to comply with the terms of the Financial Memorandum.</b>	Advice to the Designated Officer as appropriate in accordance with terms of the Financial Memorandum from: <ul style="list-style-type: none"> <li>• Audit Committee</li> <li>• Remunerations Committee</li> <li>• ASPC</li> </ul>	None	
<b>To appoint a Chair and, at its discretion, a Vice-Chair</b>		None	
<b>To co-opt members of the Council as provided for under Statute</b>		None	
<b>To nominate jointly with the Senate appointment of Chancellor</b>		Appointment of Chancellor is by the Court	
<b>To authorise, the creation of academic posts in the University.</b>	On the recommendation of the Senate		
<b>To establish committees</b>	By Regulation, following advice from Senate as appropriate.		
<b>To exercise all the powers which by the Charter or the Statutes are conferred upon the University but which are not conferred specifically upon any other body or person within</b>			

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
<p>the University.</p> <p>To appoint, subject to the Charter and the Statutes,</p> <ul style="list-style-type: none"> <li>• the Pro-Chancellors,</li> <li>• the Vice-Chancellor and Principal,</li> <li>• the Treasurer,</li> <li>• the Deputy Vice Chancellor and Pro-Vice-Chancellors</li> <li>• the Deans,</li> <li>• the Registrar ( University Secretary)</li> <li>• the person with the prime managerial responsibility across the University for learning resources (Director of Learner Support Services)</li> </ul>	<ul style="list-style-type: none"> <li>• on the recommendation of the Senate.</li> <li>• Also considers appointments of Directors of Services.</li> </ul>		
<p>To approve the University's Corporate Strategy , agree Key Performance Indicators (KPI's) and to oversee the University's strategic planning processes</p>	<ul style="list-style-type: none"> <li>• ASPC considers drafts and recommends the Strategy to Council for approval.</li> <li>• Senate advises Council on any other aspects of the Corporate Strategy which has a bearing upon academic matters.</li> </ul>	<ul style="list-style-type: none"> <li>• The DVC co-ordinates the development and consultation on the Strategy.</li> <li>• ASPC develops and recommends to Council the overall Frameworks required to support delivery of the Corporate Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of the Corporate Strategy via the Balanced Scorecard.</li> <li>• DVC Reports to Council via ASPC.</li> <li>• Development of KPI's Informed by the Balance Scorecard Steering Group</li> </ul>
<p>To Approve Framework Documents in support of the Delivery of the Corporate Strategy.</p>	<ul style="list-style-type: none"> <li>• ASPC Recommends to Council and Senate as appropriate.</li> <li>• Framework Documents in relation to Teaching &amp; Learning, Research and Knowledge Transfer to be considered by Senate.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Committees develop Framework Documents according to their own area.</li> <li>• Terms of Reference outline the coverage of Frameworks, and levels of authority given to chairs, sub-committees and individuals in respect of delivery.</li> <li>• The commissioning of activity and monitoring of projects and programmes by Strategic Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Committees monitor the delivery of the Policies and Plans within their own Framework area, through:</li> <li>• KPI reports into the Balanced Scorecard at Corporate Level</li> <li>• Secondary Indicator Reports at Strategic Committee Level as appropriate</li> </ul>

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
		according to financial limits and project procedures	<ul style="list-style-type: none"> <li>Project performance reports</li> </ul>
<p><b>To approve Planning Unit delivery plans, in response to the Corporate Strategy.</b></p>	<ul style="list-style-type: none"> <li>ASPC recommends approval of Planning Unit plans to Council.</li> </ul>	<ul style="list-style-type: none"> <li>The DVC and Head of Strategic Planning Office consider responses and present to ASPC for consideration.</li> <li>Director of Finance and Commercial Services ensures that these are in accordance with financial projections.</li> </ul>	<ul style="list-style-type: none"> <li>Heads of Planning Units develop plans in response to Guidance issued by the Strategic Planning Office, in line with Corporate Objectives and Framework Documents.</li> </ul>
<p><b>To approve the institutions Risk Management Policy, annual risk register and Risk appetite</b></p>	<ul style="list-style-type: none"> <li>ASPC recommends Corporate Risk Register, updated policy and Risk Appetite for approval to Council</li> <li>Audit Committee satisfies itself that there is an appropriate risk identification, management and control process in place.</li> </ul>	<ul style="list-style-type: none"> <li>The Deputy Director of Finance and Head of Strategic Planning undertake combined planning process including reporting on new risks at PU level.</li> <li>Corporate Risks are aligned with BSC indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Heads of Planning Units monitor key risks and update risk registers as part of ongoing planning and monitoring of their business delivery.</li> </ul>
<p><b>Authority delegated to Strategic Committees</b></p> <p><b>n.b expenditure approval limits relate to</b></p> <ul style="list-style-type: none"> <li><b>Business cases for activities with the approved investment plan.</b></li> <li><b>Start –up costs – approved activity within the investment plan.</b></li> <li><b>Activity within the remit of the Committee, and in line with Framework documents</b></li> </ul> <p><b>Within their own Framework area, each committee is able to carry out the following:</b></p> <ul style="list-style-type: none"> <li>Final approval of design and initial fees up to £25k</li> <li>Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>Final approval of all business cases &lt;£50k</li> <li>Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>		<p>BEC</p>	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>Final approval of design and initial fees up to £25k</li> <li>Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>Final approval of all business cases &lt;£50k</li> <li>Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>Minor works and maintenance in accordance with financial limits</li> <li>To vary charges and fees in respect of activities within remit, i.e. car parking</li> <li>To approve policy changes i.e. issuing of car park permits, approval of new management information systems.</li> <li>Property acquisitions &amp; sales – see Chairs’ action in financial limits</li> <li>Property leases ( authority to sign Up to £200k annual rental per building to the Director of Estates and Facilities, and Director of Finance &amp; Commercial Services)</li> </ul>

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
<p><b>Authority delegated to Strategic Committees /ctd....</b></p>		<ul style="list-style-type: none"> <li>To provide and maintain the buildings, premises, furniture and apparatus and other means necessary for carrying out the work of the University ( in line with financial limits and procedures for projects/programmes and the investment plan)</li> </ul>	
	EDC	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>Final approval of design and initial fees up to £25k</li> <li>Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>Final approval of all business cases &lt;£50k</li> <li>Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	
	ERC	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>Final approval of design and initial fees up to £25k</li> <li>Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>Final approval of all business cases &lt;£50k</li> <li>Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	
	HSC	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>Final approval of design and initial fees up to £25k</li> <li>Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>Final approval of all business cases &lt;£50k</li> <li>Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	
	HRC	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>Final approval of design and initial fees up to £25k</li> <li>Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>Final approval of all business cases &lt;£50k</li> <li>Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
<p>Authority delegated to Strategic Committees /ctd....</p>	ISC	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>• Final approval of design and initial fees up to £25k</li> <li>• Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>• Final approval of all business cases &lt;£50k</li> <li>• Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	
	LTC	<ul style="list-style-type: none"> <li>• <b><u>Academic Authority - see table 2 authority delegated from Senate</u></b></li> <li>• Approval of phase 1 , initial approval, amendment and withdrawal of courses ( in line with financial limits)</li> </ul> <p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>• Final approval of design and initial fees up to £25k</li> <li>• Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>• Final approval of all business cases &lt;£50k</li> <li>• Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	
	RKTC	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>• Final approval of design and initial fees up to £25k</li> <li>• Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>• Final approval of all business cases &lt;£50k</li> <li>• Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul> <p>Other.</p> <ul style="list-style-type: none"> <li>• Acceptance of grants &amp; contracts ( in line with financial limits) <ul style="list-style-type: none"> <li>• &lt;£100k Director of RKTS and Contracts Manage</li> <li>• &gt;£100k VC and Director of Finance</li> </ul> </li> </ul>	
	SWCA	<p><b>Within their own Framework area</b></p> <ul style="list-style-type: none"> <li>• Final approval of design and initial fees up to £25k</li> <li>• Recommendation of design and initial fees &gt;£25k to ASPC</li> <li>• Final approval of all business cases &lt;£50k</li> <li>• Recommendation of all business cases &gt;£50k &lt;£500k to ASPC, &gt;£500k to Council.</li> </ul>	

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
<b>FINANCIAL</b>			
Approval of Financial Regulations and Standing Orders	<ul style="list-style-type: none"> <li>Audit Committee</li> <li>ASPC</li> </ul>	<ul style="list-style-type: none"> <li>None</li> <li>Advice from appropriate officers – i.e. Director of Finance and Commercial Services</li> </ul>	
Approves the University's Financial Strategy and associated KPI's	<ul style="list-style-type: none"> <li>ASPC recommends approval of Financial Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance and Commercial Services co-ordinates development as a component of the Corporate Strategy, and presents to ASPC for consideration.</li> <li>Approval of Financial Policies, Procedures and Guidelines <u>delegated</u> to the Director of Finance and Commercial Services, on Advice from ASPC, Audit.</li> </ul>	<ul style="list-style-type: none"> <li>Financial Strategy Monitored through the Balanced Scorecard at Institutional Level.</li> <li>Director of Finance and Commercial Services reports to ASPC as appropriate on exceptional items.</li> <li>All finance related policies, procedures and guidelines with due regard to limits specified by the Schedule of Delegated Authority.</li> </ul>
<p>Approval of the University's investment plan.</p> <p>Financial approval of <u>all</u> expenditure &gt; £500k * see note aside</p>	<p>ASPC <u>advises</u> Council on cross institutional strategic fit of all investment decisions including the consequences of new financial commitments and that they are consistent with</p> <ul style="list-style-type: none"> <li>Corporate Strategy</li> <li>Financial Strategy</li> <li>Represent good value for money.</li> </ul> <p>Relevant Strategic Committee advised Council <u>via</u> ASPC on Strategic importance and prioritisation of investment in their own Framework area.</p> <p>Senate <u>advises</u> Council on</p>	<p>ASPC to authorise Financial approval of phase 2 of the project workbook (business case)* &lt;£50k but &gt;£500k for expenditure (within the approved investment plan).</p> <p>Relevant Strategic Committee recommends approval of phase 2 of the project workbook (business case)* according to the financial threshold of activity, to</p> <ul style="list-style-type: none"> <li>Council, &gt; £500k</li> <li>ASPC. &lt;£500k.</li> </ul> <p>ASPC Delegates approval of phase 2 of the project workbook (business case)* to Relevant Strategic Committee Approves for approved</p>	<p>Strategic Committee monitors the delivery of projects and investments within their own area and reports by exception to ASPC</p>

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
	appropriateness of academic related investment plans both in teaching and research.	investment plan expenditure <£50k. <b>* Note – the Project management procedures workbook, incorporates at phase 2, the business case documentation – these are signed off by the DVC/Director of Finance, prior to committee consideration</b>	
<b>Approval of all expenditure and projects &lt;£500k which are deemed high risk, or in new areas.</b>		Appropriate Strategic Committee recommends approval to Council via ASPC of High Risk Projects, and all <£500k.	
<b>Start up costs – approved investment.</b>		Approval of start up / design costs for spend within approved investment plan: <ul style="list-style-type: none"> <li>• &lt;£25k by Strategic Committee</li> <li>• &gt;£25k &lt;£50k Director of Finance and Deputy Vice Chancellor, reported to ASPC via strategic committee.</li> <li>• &gt;£50k ASPC approval, reported to Council.</li> </ul> <b>* Note – the Project management procedures workbook, incorporates at phase 2, the business case documentation – these are signed off by the DVC/Director of Finance, prior to committee consideration, and include the approval of initial start up costs</b>	
<b>Agrees the Periodic Review and Prioritisation of the Investment Plan, and inclusion of new activity.</b>  <b>Usually on an annual basis</b>	<ul style="list-style-type: none"> <li>• ASPC Recommends to Council any review or reprofile of the investment plan based on recommendations from Strategic Committee.</li> <li>• Recommends the reprioritisation of any revised or new activity across all areas.</li> <li>• ASPC <u>advises</u> Council on</li> </ul>	Strategic Committee <ul style="list-style-type: none"> <li>• Reviews progress and spend in their own area, highlighting any under or over spend.</li> <li>• Agrees any higher priority given to new initiatives within their own areas.</li> <li>• Reports this to ASPC.</li> </ul>	

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
	<p>cross institutional strategic fit of all investment decisions including the consequences of new financial commitments, and that they represent value for money.</p>		
<p>Agrees:</p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Five Year Financial Forecasts.</li> <li>• PU Delivery plans</li> </ul>	<p>ASPC</p> <ul style="list-style-type: none"> <li>• Considers and recommends the approval to Council</li> </ul>	<p>Director of Finance and Commercial Services</p> <ul style="list-style-type: none"> <li>• Considers the ‘fit’ of PU plans within the financial projections.</li> <li>• Undertakes Consultation with all heads of Planning Units</li> <li>• Prepares draft budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Group monitors at Institutional and Planning Unit level on a monthly basis.</li> <li>• KPIs reported at Financial Group, and via BSC.</li> </ul>
<p>Agrees the final Accounts and statements</p>	<p>ASPC</p> <ul style="list-style-type: none"> <li>• Considers draft outturn prior to presentation of year end accounts to Council.</li> </ul>		
<p>To govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University, and appoint Bankers and any other officers or agents.</p>	<ul style="list-style-type: none"> <li>• On consideration of any recommendation or report by the Senate as this relates to the educational Policy of the University.</li> </ul>	<p>See Financial Limits</p>	
<p>To invest any moneys belonging to the University, in line with the terms of the Charter and Statutes,</p>	<ul style="list-style-type: none"> <li>• Subject to the provisions of the law relating to investment by trustees</li> <li>• See Financial Limits</li> </ul>		
<p>To sell, buy, exchange, lease and accept leases of real and personal property on behalf of the University.</p>	<ul style="list-style-type: none"> <li>• BEC – see financial limits</li> </ul>		
<p>To provide and maintain the buildings, premises, furniture and apparatus and other means necessary for carrying out the work of the University</p>	<ul style="list-style-type: none"> <li>• BEC –in line with financial limits and guidance for projects ,programmes and the investment plan,</li> </ul>		

<b>POWERS RESERVED FOR COUNCIL</b>	<b>RECEIVES CONSULTATION OR RECOMMENDATIONS FROM</b>	<b>DELEGATES AUTHORITY FOR DECISIONS TO:</b>	<b>MONITORING OR REVIEW ARRANGEMENTS</b>																								
To borrow money on behalf of the University and for that purpose, if the Council thinks fit, to mortgage or charge all or part of the property of the University, whether real or personal, and to give such other security as the Council shall think fit	ASPC to <ul style="list-style-type: none"> <li>Consider any borrowing requirements as part of the recommendations to Council of the approval and or periodic review of the Investment plan</li> </ul>	<ul style="list-style-type: none"> <li>Prepared by the Director of Finance and Commercial Services</li> </ul>																									
<b>Financial and Purchasing Processes Delegated Activities and Limits</b>																											
<table border="1"> <thead> <tr> <th data-bbox="1115 496 1301 596"><b>Activity</b></th> <th data-bbox="1308 496 1525 596"><b>Overview or recommending Committees</b></th> <th data-bbox="1532 496 1697 596"><b>Delegated officers</b></th> <th data-bbox="1704 496 2175 596"><b>Limits</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="1115 601 1301 724">Appointment of External Auditors</td> <td data-bbox="1308 601 1525 724">Audit</td> <td data-bbox="1532 601 1697 724">None</td> <td data-bbox="1704 601 2175 724">Council responsibility following Audit Committee recommendation and periodic tender for service.</td> </tr> <tr> <td data-bbox="1115 729 1301 874">Appointment of Internal Auditors</td> <td data-bbox="1308 729 1525 874">Audit</td> <td data-bbox="1532 729 1697 874">None</td> <td data-bbox="1704 729 2175 874">Council responsibility following Audit Committee recommendation and periodic tender for service.</td> </tr> <tr> <td data-bbox="1115 879 1301 1034">Appointment of Bankers</td> <td data-bbox="1308 879 1525 1034">ASPC</td> <td data-bbox="1532 879 1697 1034">Director of Finance</td> <td data-bbox="1704 879 2175 1034">All bank accounts required for University &amp; subsidiary companies. Banks with approved AA ratings and above only.</td> </tr> <tr> <td data-bbox="1115 1038 1301 1219">Bank account set up, amendment and agree mandate</td> <td data-bbox="1308 1038 1525 1219">ASPC</td> <td data-bbox="1532 1038 1697 1219">Director of Finance</td> <td data-bbox="1704 1038 2175 1219">Set up of accounts with approved bankers Director of Finance or nominee.  All mandates to be approved by Council.</td> </tr> <tr> <td data-bbox="1115 1224 1301 1437">Appointment of Investment Brokers &amp; Advisors</td> <td data-bbox="1308 1224 1525 1437">Investment Advisory Group considers and recommends as appropriate to Financial Group</td> <td data-bbox="1532 1224 1697 1437">Vice Chancellor Director &amp; Deputy Director of Finance</td> <td data-bbox="1704 1224 2175 1437">All long term investment broker instructions. Short term investments to be placed with F1 rated institutions only limited to £4m per institution. University main bank account limit is extended to £5m.</td> </tr> </tbody> </table>				<b>Activity</b>	<b>Overview or recommending Committees</b>	<b>Delegated officers</b>	<b>Limits</b>	Appointment of External Auditors	Audit	None	Council responsibility following Audit Committee recommendation and periodic tender for service.	Appointment of Internal Auditors	Audit	None	Council responsibility following Audit Committee recommendation and periodic tender for service.	Appointment of Bankers	ASPC	Director of Finance	All bank accounts required for University & subsidiary companies. Banks with approved AA ratings and above only.	Bank account set up, amendment and agree mandate	ASPC	Director of Finance	Set up of accounts with approved bankers Director of Finance or nominee.  All mandates to be approved by Council.	Appointment of Investment Brokers & Advisors	Investment Advisory Group considers and recommends as appropriate to Financial Group	Vice Chancellor Director & Deputy Director of Finance	All long term investment broker instructions. Short term investments to be placed with F1 rated institutions only limited to £4m per institution. University main bank account limit is extended to £5m.
<b>Activity</b>	<b>Overview or recommending Committees</b>	<b>Delegated officers</b>	<b>Limits</b>																								
Appointment of External Auditors	Audit	None	Council responsibility following Audit Committee recommendation and periodic tender for service.																								
Appointment of Internal Auditors	Audit	None	Council responsibility following Audit Committee recommendation and periodic tender for service.																								
Appointment of Bankers	ASPC	Director of Finance	All bank accounts required for University & subsidiary companies. Banks with approved AA ratings and above only.																								
Bank account set up, amendment and agree mandate	ASPC	Director of Finance	Set up of accounts with approved bankers Director of Finance or nominee.  All mandates to be approved by Council.																								
Appointment of Investment Brokers & Advisors	Investment Advisory Group considers and recommends as appropriate to Financial Group	Vice Chancellor Director & Deputy Director of Finance	All long term investment broker instructions. Short term investments to be placed with F1 rated institutions only limited to £4m per institution. University main bank account limit is extended to £5m.																								

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:			MONITORING OR REVIEW ARRANGEMENTS
Financial and Purchasing Processes Delegated Activities and Limits ctd.....		Activity	Overview or recommending Committees	Delegated officers	Limits
		Borrowing	ASPC	VC/Director & Deputy Director of Finance	Facilities to be approved by Council Drawdown within loan and overdraft facilities, VC, Director & Deputy Director of Finance.
		Purchase orders & Invoices including purchase & corporate credit cards.	ASPC Audit	VC Director and Deputy Director of Finance and specified nominated officers	Up to £10k nominated budget holders  Up to £25k PVC's Deans, HoPU's and Directors. Over £25k VC, Director of Finance and Deputy Director of Finance and specified nominated officers approved by the VC.  Invoices should be signed by a second signatory nominated by the Dean/HoPU and purchasing policy should be applied.
		Cheques and Automated bank payments	ASPC Audit	VC Director & Deputy Director of Finance and nominated officers	A list – VC, Deputy VC, Director of Finance, Deputy Director of Finance. B list – Senior Financial Accountants.  Transfers between University Accounts Up to £100k any one A or B list Over £100k two with at least one A list Supplier cheques & Automated payments Up to £10k any one A or B list Between £10k & £100k any two A or B list

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:			MONITORING OR REVIEW ARRANGEMENTS
<b>Financial and Purchasing Processes Delegated Activities and Limits /ctd.....</b>				Over £100k two with at least one A list.All payments subject to processing through normal financial control procedures.	
	Expense Claims	ASPC Audit	Director of Finance & nominated Officers	Up to £5k specified nominated officers approved by Dean/HoPU. Over £5k approval of VC, Director or Deputy Director of Finance.	
	Payroll additional payments	ASPC Audit	Director of Finance & nominated Officers	Up to £5k specified nominated officers approved by Dean/HoPU. Over £5k approval of VC, Director or Deputy Director of Finance.	
	Approval of initial costing for business cases, bids and projects	In line with project approval processes and authority levels.	Head of Management Accounts	Management Accountants as appropriate to the lead Planning Unit	
	Bad Debt Write off	ASPC	Director of Finance	Up to £5000 Director of Finance with Annual Report to CFSB Over £5000 CFSB	
	Gifts, donations and pledges	ASPC Audit	VC Director of Finance	Accept up to £1.0m	
	Disposal of assets ( Equipment )	ASPC	Director of Finance or nominee	Approval of all disposals and write offs	
	Property acquisitions & sales	BEC ASPC	None	Acquisitions to be approved by Council but Chairs action may be taken in consultation with the Treasurer, Vice Chancellor, Director of Estates and Director of Finance.	
	Property leases	BEC ASPC	Director of Estates & Director of Finance	Up to £200k annual rental per building	

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:			MONITORING OR REVIEW ARRANGEMENTS
<b>Financial and Purchasing Processes Delegated Activities and Limits /ctd.....</b>		Activity	Overview or recommending Committees	Delegated officers	Limits
		Contracts for goods & services	ASPC	VC Director & Deputy Director of Finance	<ul style="list-style-type: none"> <li>Up to £25k - PVC's Deans, HoPU's and Directors.</li> <li>Over £25k - VC, Director of Finance and Deputy Director of Finance and specified nominated officers approved by the VC.</li> </ul>
		Acceptance of grants & contracts	RKTC	VC/Director of Finance Director of R&KTS	<ul style="list-style-type: none"> <li>Up to £100k Director of RKTS and Contracts Manager.</li> <li>Over £100k VC and Director of Finance</li> </ul>
		Subsidiary companies	ASPC	VC/Director of Finance Nominated Company Boards	Approve set up and wind up of all subsidiary, and associate companies.
		Taxation Management	ASPC	Director of Finance	Approve policy and actions supported by tax advisors / external audit
		Insurance Management	Insurable Risks Review Group ASPC Audit	Director & Deputy Director of Finance	Approve policy and extent of cover in conjunction with brokers and risk advisors.
		Setting of Tuition Fees	Fees and Bursaries		

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
HUMAN RESOURCES			
To provide for the welfare of all persons in the employment of the University or formerly in the employment of the University (or of the Institute). and the wives, widows and dependants of such persons.			
To determine the conditions of appointment of all staff of the University.			
To set up or to dissolve, <ul style="list-style-type: none"> <li>• Consultative Panels to act as consultants to the Senate;</li> <li>• the School Boards;</li> <li>• the Vice-Chancellor and Principal; and such other members of the academic staff as may be determined by the Senate</li> </ul>	On the recommendation of the Senate and with such constitution and terms of reference as may be determined by the Senate		
To consider, adjudicate upon and if thought fit redress any grievance of the officers of the University, the staff of the University, whether academic or not, the graduates and the students who may for any reason feel aggrieved.	<ul style="list-style-type: none"> <li>• Except in cases for which other provision is expressly made or the Chair of Council takes the view that no grievance falling within the purview of the Council is evident.</li> <li>• Otherwise than by an act of the Court</li> </ul>		
To suspend or abolish, any academic post except any post named in paragraph (5) of Statute 17.	On the recommendation of the Senate		
To appoint, subject to the provisions of the Statutes all members of the academic staff of the University.	On the recommendation of the Senate,		
To regulate the appointment of all other members of the University staff, and to supervise the salaries and conditions of tenure of posts to which it appoints			

POWERS RESERVED FOR COUNCIL	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
ACADEMIC			
To institute Degrees	On the recommendation of the Senate		
To grant the title of Emeritus Professor or other University distinctions.	After report from the Senate	This power delegated to ASPC, reporting to Senate and Council through the minutes.	
To review the work of the University and, to take such steps as it thinks proper for the purpose of advancing the interests of the University	Subject to the powers of the Senate		
To regulate and superintend the conduct of the students of the University, and to determine by Regulation in what manner disciplinary powers shall be exercised			
To institute, Fellowships, Scholarships, Studentships, Prizes, Exhibitions/Bursaries and other aids to study and research	<ul style="list-style-type: none"> <li>• After consulting the Senate.</li> <li>• Subject to any conditions made by the founders.</li> </ul>		

**Table 2**

<b>POWERS RESERVED FOR SENATE</b>	<b>RECEIVES CONSULTATION OR RECOMMENDATIONS FROM</b>	<b>DELEGATES AUTHORITY FOR DECISIONS TO:</b>	<b>MONITORING OR REVIEW ARRANGEMENTS</b>
<b><u>Policy and Regulation</u></b>			
To prescribe the requirements of the University for matriculation	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee	<p><b>The following will be resolved by the Learning and Teaching Committee, acting under powers of delegated authority from the Senate, unless there are issues of strategy/policy or requests for waivers from University Ordinance or Regulation which will continue to be recommended to the Senate, via the Academic Strategy and Performance Committee.</b></p> <ul style="list-style-type: none"> <li>• To consider and, when satisfied as to their academic validity, to recommend to the Senate, or to approve as appropriate, proposals for the establishment of new courses and major and minor revisions to taught courses and research degrees leading to awards of the University.</li> <li>• To ensure a regular process of self-review of all programmes leading to awards of the University through Annual Course Monitoring and Periodic Review.</li> <li>• To consider the requirements of internal and external professional and statutory bodies relating to quality assurance and enhancement and make recommendations as to their implementation.</li> <li>• To formulate procedures and guidelines and to respond to QAAHE Codes of Practice relating to award-bearing taught courses and research degrees with a view to assuring and enhancing quality and standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of pedagogical issues which emerge at School level considered via Quality Enhancement Sub-Committee of LTC</li> </ul>
Academic Policy ( courses, teaching and assessment and research degrees)	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee		<ul style="list-style-type: none"> <li>• Monitoring of the University's Quality Enhancement Strategy, via Quality Enhancement Sub-Committee of LTC</li> </ul>
Changes to Regulations, Ordinances or new regulations ( award- bearing taught courses and research degrees)	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee		
Academic Footprint	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee		
Codes of Practice, guidance and procedures, in response to QAAHE ( award-bearing taught courses and Research degrees)			

<b>POWERS RESERVED FOR SENATE</b>	<b>RECEIVES CONSULTATION OR RECOMMENDATIONS FROM</b>	<b>DELEGATES AUTHORITY FOR DECISIONS TO:</b>	<b>MONITORING OR REVIEW ARRANGEMENTS</b>
Learning and Teaching issues of Good Practice	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee	None	<ul style="list-style-type: none"> <li>Dissemination of good practice through LTC, via Quality Enhancement Sub-Committee of LTC</li> </ul>
To lead on the development of the strategy for institutional quality assurance, enhancement and learning support activities, with a view to assuring the security of awards and the quality and standards of the University's provision both on and off-campus, including in relation to QAAHE audits.	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee		
To encourage and promote good academic, teaching and assessment practice, through the dissemination of its programme of work; the sharing of good practice; and the encouragement of innovative teaching delivery methods	Reports from Learning and Teaching Committee via Academic Strategy and Performance Committee		
To recommend to the Council the institution of Degrees	To approve the names of persons upon whom the Council proposes to confer an Honorary Degree pursuant to Statute 31		
To make recommendations to the Council on the conferment of the title Emeritus Professor and other distinctions			

POWERS RESERVED FOR SENATE	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:					MONITORING OR REVIEW ARRANGEMENTS
<u>Course Approval, Monitoring and Review; powers delegated as aside.</u>		Approval Required By					
	Course approval, monitoring and review	School Board	CART	LTC	ASPC	Senate	
	Phase 1 - initial approval; amendment; withdrawal	Yes	No	Yes	*Yes	No	*Authority delegated from Council, to ASPC as long as this remains in line with financial limits for projects and investments.
	Phase 2 - initial academic approval; major changes	Yes	Yes	Yes	No*	*No	* Authority delegated to Learning and Teaching Committee except where major issues arise or waivers are recommended
	Minor course changes	Yes	Yes	Yes	No	No	Excluding the following fields which can be approved in new modules or amended within existing modules by the School Board ( or their Academic Programmes Committee, where such authority is delegates) without further approval from University higher committees: <ul style="list-style-type: none"> <li>• Provider and Related Subject Area</li> <li>• Principle Co-ordinator and additional tutors.</li> <li>• Pre and Co-requisites.</li> <li>• Aims</li> <li>• Study Hours</li> <li>• Outline Syllabus.</li> </ul>
	Withdrawal/Suspension of an Award	Yes	Yes	Yes	*	*	* Determined by the PVC L&T
	External Expert appointment & reappointment	Yes	Yes	Yes	No	Yes	
	Annual monitoring reports	Yes	No	Yes	No*	No*	*Except where major or strategic issues arise.
	Periodic review outcomes	Yes	Yes	Yes	No*	*No	*Except where major or strategic issues arise.

POWERS RESERVED FOR SENATE	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:					MONITORING OR REVIEW ARRANGEMENTS
<p><u>Assessment, Progression and Award: Powers Delegated as aside</u> To confer and grant Degrees and other academic awards on and to persons who shall have pursued in the University a course of study approved by the Senate and shall have passed the examinations of the University To appoint examiners on the recommendations of the School Boards. To determine what formalities shall attach to the conferment and grant of Degrees and other awards On what the Senate shall deem to be good cause, to deprive any person of any Degree, Diploma, Certificate or other award conferred upon or granted to him or her by the University</p>		Approval Required By					
		School Board	CART	LTC	ASPC	Senate	Under the conditions laid down in the Regulations and as prescribed by Ordinance
	Examination Results :UG Stage One	Yes	No	No	No	No	
	Examination Results: Foundation Year, UG Stages Two & above, taught PG (inc. new route PhD), assessed industrial placement	Yes	No	No	No	Yes	
		Approval Required By					
		School Board	CART	LTC	ASPC	Senate	
	Appointment/reappointment, of External Examiners, change of responsibilities.	Yes	No	Yes	No	Yes	
	Regulation of all University Examinations.	No	No	Yes	Yes	Yes	
<p><u>Matters relating to individual Students : Powers Delegated as aside</u> To regulate and control, all teaching, courses of study and the conditions qualifying for admission to the various titles, degrees and other awards offered by the University. To regulate the admission of persons to courses of study or research and their continuance therein</p>		Approval Required By					
		School Board	CART	LTC	ASPC	Senate	
	Special course arrangements (e.g. part-time routes for individual students)	Yes	Yes	Yes	No	No	

POWERS RESERVED FOR SENATE	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:					MONITORING OR REVIEW ARRANGEMENTS
<p>To accept examinations and periods of study at such Universities and places of learning including the Institute as the Senate may approve as equivalent to such examinations and periods of study in the University as the Senate may determine</p> <p>To accept courses of study in any other institution which in the opinion of the Senate possesses the means of affording the proper instruction for such courses as equivalent to such courses of study in the University as the Senate may determine.</p>	Special approval for examinations taken overseas	No	No	Yes	No	No	
		<b>School Board</b>	<b>CART</b>	<b>LTC</b>	<b>ASPC</b>	<b>Senate</b>	
	Special examination arrangements for disabled students	Yes	No	Yes	No	No	
	APL: admission to a course of study	Yes	No	Yes	No	No	
	APL-related: permission to base classification only on study at Bradford; permission to import credit gained during an exchange visit but not at a European Erasmus Charter holder	Yes	No	Yes	No	No	
	Appeal outcomes; exceptional referrals	Yes	No	Yes	No	No	
	Re-entry to a course of study	Yes	No	Yes	No	No	
To oversee the general administration of the University's learning resources.		(Outstanding Action required ) Clarification of relationship and responsibility in this area between ISC ( E-strategy and SAINT) and LTC through QE sub-Committee ( University Secretary to take this forward )					(Extract from QE sub committee of LTC) Monitoring of the University's Learning Support needs e.g. physical ( equipment and capital) services (e.g. the Library and Computer Centre) and projects ( e.g. Student Success) via Quality Enhancement Sub-Committee of LTC, but TOR of ISC refer also to Learning resources.
To nominate persons for appointment as Chancellor	<ul style="list-style-type: none"> <li>Jointly with the Council</li> </ul>						

POWERS RESERVED FOR SENATE	RECEIVES CONSULTATION OR RECOMMENDATIONS FROM	DELEGATES AUTHORITY FOR DECISIONS TO:	MONITORING OR REVIEW ARRANGEMENTS
	<ul style="list-style-type: none"> <li>To advise the Council on the appointment a Dean of each School as provided in Statute 22(1).</li> </ul>		
	<ul style="list-style-type: none"> <li>To recommend to the Council the establishment of new academic posts in the University</li> </ul>		
	<ul style="list-style-type: none"> <li>To recommend to the Council the suspension or abolition of academic posts in accordance with Statute 17(10).</li> </ul>		
To make recommendations or nominations to the Council concerning the appointment of key positions.	In relation to: <ul style="list-style-type: none"> <li>the Vice-Chancellor and Principal,</li> <li>the Deputy Vice Chancellor and the Pro-Vice-Chancellors</li> <li>the Registrar ( University Secretary)</li> <li>the person with the prime managerial responsibility across the University for learning resources (Director of Learner Support Services)</li> <li>Professors, Readers, Senior Lecturers and Lecturers and all other members of the academic staff of the University</li> </ul>		
To appoint members of the Senate to be members of the Council as provided for under Statute 15(I)(viii).			
To establish committees composed of representatives of the students and of the	Reports from Learning and Teaching Committee via Academic Strategy		

<b>POWERS RESERVED FOR SENATE</b>	<b>RECEIVES CONSULTATION OR RECOMMENDATIONS FROM</b>	<b>DELEGATES AUTHORITY FOR DECISIONS TO:</b>	<b>MONITORING OR REVIEW ARRANGEMENTS</b>
academic staff for the School Boards and for the Senate.	and Performance Committee		

## Senate Briefing on the Schedule of Delegation

(amended in the light of Senate on 25 June 2008)

### Preface

Senate is ultimately responsible for the academic purpose of the University and the Schedule of Delegation is designed to safeguard that role; as such the Senate will be responsible for approving those parts of the Schedule of Delegation that relate to academic purpose.

Senate will recognise that the University is Plan Led and Performance Managed. The five year Corporate Plan (2004/2009) will be replaced next year by an overarching strategy that includes Mission, Values and headline Corporate Objectives. This will be underpinned by a detailed five year action plan that includes key actions, targets, officer responsible and timelines. This Action Plan will be updated annually so that the business of the University going forward can be repositioned against a five year horizon. Senate will be ultimately responsible for those aspects of the five year rolling Plan that relate to academic purpose.

Senate will recognise that the University uses Business Cases written and approved in accordance with the Bradford Method as a means to reassure Senate and Council that major aspects of proposed University business have been properly considered.

Such business cases relate to Plans which, where appropriate, Senate would have already approved. These will be termed Framework Documents. The primary documents will relate to academic purpose, namely, Learning and Teaching, Research and Knowledge Transfer and Student Experience, others will be enabling including the Financial Strategy and Investment Plan, Information Systems Development Plan and Human Resource and Staff Development Plans. Where these plans require academic scrutiny before final approval, Senate will retain that right, for example, starting a new course, or closing an existing course that is considered a major element within Framework Documents. Starting Law and Psychology, closing Chemical Engineering and suspending Modern Languages, building a Knowledge Exchange or new School of Health Studies building would fall in this category.

Developments identified in the Framework documents will be supported by Business Cases which have been recommended to Senate from ASPC and will require such Senate approval.

These Major planned initiatives are ones that may require significant investment, have consequences on, say, estates and staffing, may significantly alter/enhance the University's teaching and research footprint. The judgement of Major will fall to PVC/Directors, but will normally be initiatives that span framework documents and constitute significant corporate risk. Minor planned developments which do not carry significant risk and are already within approved Framework Documents will have their approval delegated through Business Case documentation to lower committees.

Senate will need to have adequate opportunity to debate the proposed content of academic framework documents, eg the case for Research and Knowledge Transfer Centres or the rationale for major revisions to our academic regulations regarding course structure and progression. Senate agendas, therefore, will need to be constructed with this in mind. In this way Senate will retain its primary responsibility for academic purpose and be reassured that delegation has not reduced its authority.

## In General Terms

- 1 Senate will retain the right to recommend to Council for its approval, all matters within the University Five Year Rolling Plan that relate to Learning and Teaching, Research and Knowledge Transfer, Information Systems Development, the Learning and Teaching and Knowledge Transfer elements of the Investment and Estates Plans and those Human Resource matters that relate to Academic Staff Workloads and Titles.
- 2 Senate will retain the right to approve all academically related framework documents, including Learning, Teaching and Assessment Strategies, Research and Knowledge Transfer Strategies, Quality Assurance Framework Documents and any annual variations.
- 3 Senate will retain the right to approve any Major change to the University's Taught Course Prospectus, and delegate Minor change to Learning and Teaching Committee.
- 4 Senate will retain the right to approve any Major change to the University's Research and Knowledge Transfer Plans, including for example, new Research and Knowledge Transfer Centres, and delegate Minor changes to ASPC or RKTC, as appropriate.
- 5 Senate will retain the right to approve or vary overarching academic regulatory frameworks that relate to course approval, taught course design, delivery and student experience, annual monitoring, periodic review, progression and award including title. This right will include associated Policies on Access, Recruitment and Admissions.
- 6 Senate will delegate to Learning and Teaching Committee, course approval, annual monitoring, periodic review and changes to approved taught course arrangements that fall within Senate Framework Documents.
- 7 Senate will retain the right to approve or vary overarching academic regulatory frameworks that relate to research course design, delivery and student experience, quality assurance, progression and award including title. This right will include associated Policies on Research, Governance, Ethics, Scholarships, Recruitment and Admissions.
- 8 Senate will also retain the right to approve or vary overarching academic regulatory frameworks that relate to Knowledge Transfer, including Intellectual Property Rights, Consultancy and Indemnity.
- 9 Senate will delegate to Learning and Teaching Sub-Committee, on the advice of the Research Degrees Committee, changes to specific research degrees that fall within Senate Approved Framework Documents.
- 10 Senate will retain their involvement in the appointment of Senior Staff, namely; Chancellor, Vice-Chancellor, Deputy Vice-Chancellor(s), Pro Vice-Chancellor(s), Dean(s), Director(s), Legal Adviser, University Secretary and Emeritus Professor(s).
- 11 Senate will delegate to ASPC the approval of visiting Professors and Research Fellows.
- 12 Senate will retain the right to receive and action summary academic related data as it relates to the University Learning and Teaching and Research and Knowledge Transfer performance and associated League Tables.
- 13 Senate will delegate to ASPC, L&T or R&KT Committees as appropriate, action to be taken with regard to specific teaching, research or knowledge transfer performance.

- 14 Senate will retain the right to receive and act on other summary performance related information, for example, Institutional Audit, Research Assessment Exercise, Collaborative Provision Audit, In Country Audits and other Summary Reports, for example, Student Appeals, Annual Monitoring, Student Satisfaction Surveys etc.
- 15 Senate will delegate the right to receive and act on specific teaching, research and knowledge transfer reports to ASPC, Teaching and Learning or Research and Knowledge Transfer Committees as appropriate, for example, Professional and Statutory Body Reports, Research Council Reports etc.
- 16 Senate will retain the right to require a student to withdraw from the University on the advice of the Vice-Chancellor.
- 17 Senate will delegate the right to suspend a student from the University, to the Vice-Chancellor.
- 18 In all other respects, the power of Senate as set out in Statute 20 of the Charter will remain unaltered.

**Jeff Lucas**  
**27 June 2008**