Bournemouth University

Owner:	The Clerk to the University Board
Version number:	6
Date of approval:	10 May 2019
Approved by:	University Board
Effective date:	13 May 2019
Date of last review:	March 2019
Due for review:	Annually

Scheme of Delegation

1. INTRODUCTION AND SCOPE

1.1 This Scheme of Delegation (referred to as *the Scheme*) seeks to outline where decision-making authority in the name of or on behalf of Bournemouth University (BU) resides and where this authority can and has been delegated.

1.2 No such scheme can be fully comprehensive, however, by identifying where authority lies or has been delegated the Scheme sets a framework through which other matters may be resolved. The Clerk to the University Board and the Chief Operating Officer will advise on matters which are not explicitly addressed in the Scheme.

1.3 The Scheme has been drawn up under the Instrument and Articles of Government for Bournemouth University. In the event of any inconsistency between the Scheme and the Instrument and Articles of Government, the Instrument and Articles take precedence. The Scheme is closely related to the University's Financial Regulations which are also approved by the University Board and this Scheme is not intended to address matters set out in detail in those Regulations. **The Financial Regulations contain delegations and authorities, including the Financial Authority Limits**. The Financial Regulations also set out responsibilities and delegations in relation to financial transactions, budgets, capital projects and property and must be consulted alongside this Scheme.

1.4 The University Board and those to whom powers are delegated shall at all times act within the requirements of the Office for Students (OfS) Terms & Conditions of Funding for Higher Education Institutions and the CUC Higher Education Code of Governance.

1.5 The Scheme identifies responsibility for the final approval stage of decision-making and the individual or body that this has been delegated to where appropriate. The Scheme does not identify the stages leading up to the decision-making stage, for example, responsibility for formulating strategic, policy and business proposals.

1.6 In the event of a major incident or crisis decisions may need to be made by exception outside normal practices. Specific authorities and responsibilities in such circumstances are set out in the University's Major Incident Plan.

2. DEFINITIONS AND TERMINOLOGY

2.1 The names of committees and the titles of posts may change from time to time. This shall not invalidate the powers of the equivalent successor committees or post holders.

2.2 *The "holders of senior posts" means the Vice-Chancellor, the Clerk and the holders of such other senior posts as the [University Board] may determine and "holder of a senior post" shall be construed accordingly (Article 1.1 of the Articles of Government).* This is applied within BU to the University Executive Team members and the Clerk to the University Board.

2.3 The University Executive Team (UET) is the Vice-Chancellor, the Deputy Vice-Chancellor, the Finance Director and the Chief Operating Officer.

2.4 It is custom and practice within the University to use the term *"Board Members"* and this phrase is used throughout this document. For these purposes it has the same meaning as *"Members of the Board of Governors", "Governors"* and/or *"Trustees"* which are found in the University's constitutional documents and elsewhere. *"The University Board"* means *"the Board of Governors"*.

2.5 "*The Corporation*" means the Bournemouth University higher education corporation.

3. CONDITIONS

3.1 Under exceptional circumstances, the University Board, Senate and the Vice-Chancellor reserve the right to approve any matter which would normally be delegated by them to others within the Scheme. Any such occurrences shall be recorded through the appropriate minutes.

3.2 Should a matter or decision arise which is within the delegated authority of an individual or body but to which a sensitive, political, reputational or other similar issue is attached, the decision should be referred to the appropriate (normally higher) level. If there is doubt as to the appropriate decision-making level, advice should be sought from the Clerk to the University Board in the first instance.

3.3 Actual or delegated powers shall only be granted provided financial provision has been made in the budget approved by the University Board.

3.4 Failure to adhere to the Scheme may lead to removal or restriction of authority and/or may result in disciplinary action.

4. COMMITTEES

4.1 The Scheme relates to the formal, deliberative, decision-making committees (including Executive Committees) of BU, which operate under the authority of the University Board, Senate, and/or the University Executive Team.

4.2 BU's committees, their relationships and reporting lines are set out in the committee structure document available on the Committees page of the Staff Intranet

4.3 The processes for establishing and administering University Committees are set out in the *University Board, Senate and Committee Policy and Procedures*.

4.4 The terms of reference of the committee should be consulted regularly to ensure that the committee is operating within its defined delegated authority. Committee terms of reference are approved by the relevant parent committee. The University Board approves all terms of reference for its committees and Senate.

4.5 Individual committee terms of reference are reviewed annually and should be consulted for full current details of the committees' responsibilities.

4.6 The Articles of Government for Bournemouth University note the following regarding committees:

Subject to the following provisions of this Article, the [University Board] may establish committees for any purpose or function, other than those assigned elsewhere in these Articles to the Vice-Chancellor or to Senate and may delegate powers to such committees or to the Chairman of the [University Board] or to the Vice Chancellor (Article 5.1).

5. RESPONSIBILITIES OF THE UNIVERSITY BOARD

5.1 Under Article 4.1 of the Articles of Government for Bournemouth University, the University Board (referred to within the Articles as the Board of Governors) shall be responsible for:

The determination of the educational character and mission of the University and for oversight of its activities	University Board
The effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets	University Board following consideration by the Audit, Risk & Governance Committee and/or the Finance & Resources Committee.
Approving annual estimates of income and expenditure	The annual budgets require approval of the University Board following consideration by the Finance and Resources Committee. The Annual Financial Statements require approval of the University Board following consideration by the Finance and Resources

	Committee and the Audit, Risk and Governance Committee. The Five Year Financial Forecasts require approval of the University Board following consideration by the Finance and Resources Committee.
The appointment or dismissal of the Vice-Chancellor and of the Clerk to the Board	University Board.
Approving policies and procedures relating to the appointment, grading, assignment of duties to, appraisal of, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts	University Board following consideration by the Nominations Committee and Remuneration Committee for matters within their respective terms of reference. The Board may also decide to delegate approval to those Committees in their respective terms of reference approved by the Board.
Approving the framework for employing all other staff	University Board Delegated to: Finance & Resources Committee
Ensuring that there are in place policies and procedures for the government and conduct of the institution, including, for all other staff, staff performance, staff capability, discipline, dismissal and grievance, and for dealing with student discipline, complaints and academic appeals.	Delegated to: Finance & Resources Committee (for staff related policies) Senate (for student and academic matters). Audit Risk & Governance Committee (for policies and procedures relating to corporate governance and other areas within its Terms of Reference) The approval of the Anti-Bribery Policy & Procedures rests with the University Board and cannot be delegated.
Approval of the Board, Senate and Committees Policy & Procedures	Delegated to: the Clerk to the Board and the Chief Operating Officer provided that any aspects requiring higher approval have been approved, for example, process for appointment of University Board Chair requires University Board approval; Membership of Senate requires University Board and Senate approval.

5.2 The University Board may not delegate the following (Article 5.4):

(a) the determination of the educational character and mission of the University;

(b) the approval of the annual estimates of income and expenditure;

(c) ensuring the solvency of the University and the Corporation and the safeguarding of their assets;

(d) the appointment or dismissal of the Vice-Chancellor and of the Clerk to the Board;

(e) the varying or revoking of these Articles;

(f) the appointment of members of the University Board;

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(g) the approval of the Scheme of Delegation setting out the delegations made by the University Board.

5.3 The University Board is also responsible for the following:

A Students' Union shall conduct and manage its own affairs and funds in accordance with a constitution approved by the [University Board] and shall present audited accounts annually to the [University Board]. No amendment to or rescission of that constitution, in part or in whole, shall be valid unless and until approved by the [University Board] (Article 9.1)	University Board (approval of Students' Union Constitution and Bye Laws) Approval of budgets is delegated to: Finance and Resources Committee. Review of the audited financial reports is delegated to: Audit, Risk & Governance Committee. The Student's Union Code of Practice is approved by the University Board and sets out further details of responsibilities and principles.
The [University Board], after consultation with Senate and representatives of the students, shall ensure that there are procedures allowing students to raise matters of proper concern to them at all the appropriate levels in the University, (Article 9.2)	These procedures are set out in the Students' Union Code of Practice, approved by the University Board following consideration by the Audit, Risk & Governance Committee.
The [University Board] shall determine the tuition and other fees payable to the Corporation (subject to any terms and conditions attached to grants, loans or other payments paid or made by any appropriate funding authority). The [University Board] may delegate the determination of some or all of these tuition and other fees provided that the delegation is recorded and approved by the [University Board]. (Article 10.1)	The University Board retains responsibility for the solvency of the Corporation and University Board approval will be required for major changes to the fees proposed. Where delegations are made to UET such delegations will be recorded and agreed annually by the University Board. The Fees Group will make recommendations for UET and/or University Board approval.
The [University Board] shall keep accounts and records and appoint auditors. (Article 10.2)	The day to day responsibility for the keeping of accounts and records is delegated to: the Finance Director. The appointment of internal and external auditors is made by the University Board following consideration by the Audit, Risk and Governance Committee

6. OVERVIEW OF UNIVERSITY BOARD COMMITTEES

6.1 The University Board has the following Committees and their responsibilities are as set out in their terms of reference as approved by the University Board from time to time. The Terms of Reference are published on the Committee pages of the website so all staff have access to them:

- Audit, Risk and Governance Committee
- Finance and Resources Committee
- Nominations Committee
- Remuneration Committee

- Development Funding Committee *(currently subject to review)*
- Honorary Awards Committee (Joint with Senate)

7. RESPONSIBILITIES OF THE VICE-CHANCELLOR

7.1 Under Article 4.2 of the Articles of Government for Bournemouth University, the Vice-Chancellor shall be responsible to the University Board for the conduct of the University, including responsibility for:

Making proposals to the [University Board] about the educational character and mission of the University and for implementing the decisions of the [University Board]	Vice-Chancellor
The organisation, direction and management of the University and leadership of the staff	Vice-Chancellor
The appointment, assignment of duties, grading, appraisal, suspension, dismissal, and determination – within the framework set by the [University Board] – of the pay and conditions of service of staff other than the holders of senior posts	Vice-Chancellor Delegated to: The Chief Operating Officer
The determination, after consultation with Senate, of the University's academic activities, and for the determination of its other activities	Vice-Chancellor delegated to: the University Executive Team
Preparing annual estimates of income and expenditure, for consideration by the [University Board], and for the management of budget and resources, within the estimates approved by the [University Board]	Vice-Chancellor Delegated to: Finance Director
The maintenance of student discipline and, within the policies and procedures provided for within these Articles, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons	Vice-Chancellor Delegated as set out in the policies approved by Senate or Academic Standards and Education Committee

7.2 The Vice-Chancellor is designated by the University Board to be the **Accountable Officer** for the University and reports to OfS on behalf of the University. As such, he or she is personally responsible to the University Board for ensuring compliance with the terms of the OfS Terms & Conditions of Funding for Higher Education Institutions and providing OfS with assurances to that effect.

7.3 The Vice-Chancellor chairs the University Executive Team (UET) whose main purpose is to be the executive body with ultimate decision-making authority for the University in the areas of responsibility assigned to the Vice-Chancellor under articles 4.2 (a-f) in the Articles of Government for Bournemouth University.

7.4 The UET together with Executive Deans, Directors/Heads of Professional Services and other key members of staff comprise the University Leadership Team (ULT). The purpose of the ULT can be summarised as follows:

- To debate and scrutinise strategic priorities, resource allocations, and university policies and procedures, and to inform UET decision-making in order to ensure the delivery and implementation of the BU2025 Strategic Plan..
- Performance monitoring and management across the University, Faculties, Schools and Professional Services, including KPIs and the management of risk.
- Oversight, formulation and implementation of decision-making around operational activity across the University, including business and portfolio innovation and development.
- Horizon scanning of the HE sector and wider external environment.

8. OTHER KEY EXECUTIVE COMMITTEES

8.1 The Admissions Group is responsible for advising ULT of key developments in the HE sector in relation to student recruitment, admissions and numbers management, and of the potential impact for the University, and on behalf of ULT for managing admissions within the targets for admissions set by ULT.

8.2 The Equality and Diversity Committee's role is to promote, develop and embed, throughout all its activities in partnership with staff, students and the wider community, BU's strategic commitment to Equality and Diversity.

8.3 The Sustainability Committee is responsible on behalf of ULT for providing strategic leadership and oversight for embedding sustainability at Bournemouth University.

8.4 The Access, Excellence and Impact Committee's purpose is to lead activities in relation to education access, excellence and impact, targeting the highest levels of achievement and benefits to applicants, students and the University.

8.5 The Fees Group is responsible on behalf of ULT for considering and, where appropriate taking action or recommending decisions on all matters relating to tuition fees, bursaries and scholarships.

8.6 The Fair Trade Steering Group is responsible on behalf of the University for ensuring continuous improvement in the five requirements of Fairtrade Status and maintaining the Fairtrade University accreditation.

8.7 The Health, Safety and Well-being Committee's role is to:

- Ensure an overview of Health, Safety and Well-being matters for all stakeholders, including staff and students, in line with legislation and best practice.
- Promote co-operation between the University and its employees by initiating, developing and implementing measures to ensure health and safety and wellbeing at work.
- Review the current health and safety performance within the University and monitor the development of health and safety plans and procedures for controlling risk across the University, at a strategic level.
- Perform an advisory role within the University and make recommendations to the University Leadership Team.
- Promote the regular review of the University's Policies and Procedures and communicate best practice wherever this has been identified.

8.8 The Major Incident Group has responsibility on behalf of the University Leadership Team (ULT) to manage major emergencies involving physical damage to University assets, incidents that threaten the health and safety of personnel, the operational structure and/or reputation of the University and incidents which require special measures to restore operations to normal.

8.9 The ULT has responsibility to identify, assess and manage risks that may threaten the University's ability to deliver its strategic objectives.

8.10 The Research Performance and Management Committee (RPMC):

- oversees the University's research performance in line with BU2025 objectives on behalf of ULT
- makes recommendations to ULT regarding the priorities and principles by which research activity and performance is driven and monitored
- is responsible for horizon scanning for significant policy changes that are expected to lead to major/strategic funding opportunities and collaborations for the University.

8.11 The Value for Money Steering Group has operational responsibility for developing the performance improvement and VfM arrangements and identifying resource requirements, co-ordinating and delivering work against the BU2025 Strategy.

9. RESPONSIBILITIES OF SENATE

9.1 Under Article 4.3 of the Articles of Government for Bournemouth University, Senate shall be responsible for:

General issues relating to research, education and professional practice at the University, including criteria for the admission of students	**Research** Senate *following consideration by the Research and Professional Practice Committee or the University Research Ethics Committee.* **Education and Professional Practice** Senate *following consideration by the Academic Standards and Education Committee* **Criteria for admission of students** Senate *following consideration by the Academic Standards and Education Committee* (as set out in the Standard Admissions Regulations and Admissions Policies and Procedures)
The appointment and removal of internal and external examiners	Senate **Delegated to:** Academic Standards and Education Committee
Policies and procedures for assessment and examination of the academic performance of students	Senate *following consideration by the Academic Standards and Education Committee* (as set out in the Standard Assessment Regulations and Assessment Policies and Procedures).
The content of the curriculum	Senate **delegated to** *Academic Standards and Education Committee* and within the framework set by the University Board.
Academic standards and the validation and review of courses	Senate **Delegated to:** Academic Standards and Education Committee

The procedures for the award of qualifications	Senate *following consideration by the Academic Standards and Education Committee* Decisions to make awards are delegated as set out in the Academic Regulations, Policies and Procedures.*
Jointly with the [University Board], the procedures for the award of honorary academic titles	The procedures are approved by the University Board on the recommendation of the Honorary Awards Committee. The Honorary Awards Committee is a joint Senate and University Board Committee. The Committee shall make recommendations annually to the Senate and University Board on nominees to be invited to receive an Honorary Award of the University. The decision to confer an award, and the precise title of the degree, rests with the University Board.
The procedures for the expulsion of students for academic reasons	Senate *following consideration by the Academic Standards and Education Committee* (as set out in the Academic Regulations, Policies and Procedures)*.
Considering both the development of the academic activities of the University and the resources needed to support them and for advising the Vice-Chancellor and the [University Board] on those matters; and	Senate
Advising on such matters as the [University Board] or the Vice-Chancellor may refer to Senate	Senate
Approval of proposals for new academic collaborative partnerships	Senate **delegated to:** Academic Standards and Education Committee. (See also Financial Regulations regarding University Board approval for financial commitments and land transactions.)
Approval of research ethics policies and procedures.	Senate, **delegated to:** University Research Ethics Committee.
Review and approval of research ethics applications	Senate, **delegated to:** the University Research Ethics Committee and Research Ethics Panels.
To monitor and audit compliance with research ethics policies and procedures	Senate, **delegated to:** the University Research Ethics Committee.

* Note that as set out in the Academic Regulations, Policies and Procedures minor changes for example, clarification of existing information, name changes and correction of

typographical errors may be approved by relevant document owners outside of Senate or its Committees but will be recorded and reported by Academic Quality. The overall owner of the Academic Regulations, Policies and Procedures shall be the Head of Academic Services, as Secretary to Senate, who will liaise with other document owners.

10. OVERVIEW OF KEY SENATE COMMITTEES AND SUB-COMMITTEES

10.1 The Academic Standards and Education Committee is responsible on behalf of Senate for setting and maintaining the academic standards of University awards, and for monitoring and enhancing the overall student experience, education enhancement, pastoral, personal development and extra-curricular opportunities available to students in line with the BU2025 Strategy.

10.2 Assessment Boards are responsible on behalf of Senate and the Academic Standards and Education Committee for considering student progression and attainment in accordance with the University's assessment regulations and the conferment of awards.

10.3 Faculty Academic Standards and Education Committees are responsible for maintenance of academic standards, quality assurance and operational enhancement processes on all of the educational activity within each Faculty. They are responsible for monitoring and enhancing the overall student experience within the Faculty, including education enhancement, pastoral, personal development and extra-curricular opportunities available to students. Faculty Academic Standards and Education Committees report to the Academic Standards and Education Committee.

10.4 Faculty Academic Board reports to Senate and is the principal academic deliberative committee of the Faculty with responsibility for the nature and quality of the Faculty's academic provision. Subject to the general responsibility of Senate for the academic work of the University, each Faculty Academic Board shall take oversight of and academically debate the planning, co-ordination, and effective development of research, knowledge exchange, professional practice and education within the Faculty.

10.5 The University Research Ethics Committee is responsible on behalf of Senate for promoting best ethical practice in relation to research and research related activities. Beneath it sit Research Ethics Panels who review and approve research ethics applications on its behalf.

10.6 The Research and Professional Practice Committee is responsible on behalf of Senate for leading, promoting and monitoring the University's research, professional practice and knowledge exchange activity. Faculty Research and Professional Practice Committees report to the Research and Professional Practice Committee and have responsibility at Faculty level.

10.7 The Research Degrees Committee is responsible for the strategic direction, nature, quality, development and delivery of the University's research degree provision. The Research Degrees Committee is a sub-committee of the Research and Professional Practice Committee. Faculty Research Degrees Committees have responsibility at Faculty level.

11. OTHER AREAS OF AUTHORITY

11.1 Governance

Amendments to the Instrument of Government and/or Articles of Government for Bournemouth University (Article 11)	By request from the University Board to the Privy Council. Any proposed amendments to be presented to the Board after consideration by the Audit, Risk & Governance Committee and in consultation with others as appropriate (such as Senate and staff representatives). The process is overseen by the Clerk to the Board. Proposed changes must be approved by at least three quarters of the University Board members present.

Providing assurance of due diligence on significant risks.	University Board, **delegated to** UET, following consideration by ULT
Oversight of high risk partnerships.	University Board.
The appointment, terms of office and duties of the Chancellor and Pro-Chancellor(s)	University Board *following consideration by the Nominations Committee.*
The appointment of external members of the University Board	University Board *following consideration by the Nominations Committee.*
The appointment of the Clerk to the University Board	University Board *following consideration by the Nominations Committee.*
Authentication by signature of the application of the Seal.(10.1 of the Instrument of Government)	Two people being members of the University Board or employees of the Corporation who are authorised generally or specially by written resolution of the University Board to act for that purpose. The Clerk holds written resolutions made under this section of the Instrument and should be consulted to ensure the proposed signatories are authorised.
Approval of the systems of internal financial management, control and accountability (including risk management and Financial Regulations and procedures)	University Board *following consideration by the Audit, Risk & Governance Committee* Approval of the Risk Management Policy is **delegated to:** Audit, Risk and Governance Committee.
Institutional management structure	Vice-Chancellor
Execution of contracts on behalf of the University	Delegated authorities are set out in the Financial Regulations and Financial Authority Limits, as approved by the University Board. See also the Contract Signing Procedures and use of the Seal where contracts are under seal.
Approval of policies and procedures concerning the stewardship and management of donated funds, including a code of ethics for fundraising and the determination of the authority to accept donations and sponsorship.	University Board, **delegated to** the Development Funding Committee.[*currently under review].*
Approval of the policy and procedures in relation to the offering and acceptance of gifts and hospitality.	University Board
Approval of establishment of, or investment in, oversight of and exit from related companies	University Board, following consideration by the Audit, Risk & Governance Committee and the Finance & Resources Committee in accordance with the requirements of the University's *Related Companies Policy and Procedures* approved by the University Board.

Interpretation of this Scheme of Delegation	University Board, with advice from the Clerk to the Board.

11.2 **Staffing Matters**

Minor adjustments to terms and conditions of employment	Vice-Chancellor **Delegated to:** Chief Operating Officer
Responsibility for staff establishment	Vice-Chancellor **Delegated to:** Chief Operating Officer
Approval of changes to staff establishment	Vice-Chancellor **Delegated to:** Chief Operating Officer and Finance Director (approval of both required)
The appointment of members of University Leadership Team	Vice-Chancellor **Delegated to:** Appointment Panel (which must include the Vice-Chancellor and may include an external member of the University Board).
The appointment of Holders of Senior Posts	As set out in the Terms of Reference of Nominations Committee approved by the University Board
The appointment of all other staff members	Vice-Chancellor **Delegated** as set out in the Recruitment Policy and Procedures approved by the Vice-Chancellor
Approval of other staff policies and procedures	Vice-Chancellor **Delegated to:** Chief Operating Officer and Associate Director of Human Resources
Recognition of Trade Unions	University Board **Delegated to:** Finance and Resources Committee
Suspension or dismissal of staff other than the Holders of Senior Posts	Vice-Chancellor **Delegated to:** Suspension or dismissal during probation period: a member of the University Leadership Team Dismissal by reason of ending of fixed term contract or redundancy: a member of the University Leadership Team Other suspension or dismissal: any member of the University Leadership Team outside of the employing Faculty or Service.
Suspension or dismissal of the Holders of Senior Posts	As set out in the policy approved by the University Board

12. RESPONSIBILITIES OF MEMBERS OF THE UNIVERSITY EXECUTIVE TEAM

12.1 Individual members of the University Executive Team (UET) are responsible to the University Board (through the Vice-Chancellor) for the leadership and overall management of the Faculties and Professional Services in accordance with their job descriptions and the policies and Financial Regulations of the University.

12.2 They may delegate responsibility for specific aspects of management to Executive Deans of Faculty or Directors/Heads of Professional Services, but retain ultimate responsibility for the management of their service groups.

13. RESPONSIBILITIES OF EXECUTIVE DEANS OF FACULTY AND DIRECTORS/HEADS OF PROFESSIONAL SERVICES

13.1 The Executive Deans of Faculty and Directors/Heads of Professional Services are responsible to the Vice-Chancellor (through the appropriate UET member) for the leadership and overall management of their respective Faculty or Professional Service in accordance with their job descriptions and the policies and Financial Regulations of the University.

13.2 They may delegate responsibility for specific aspects of management as appropriate to other individuals or bodies of the Faculty or Professional Service, but retain ultimate responsibility for the management of their Faculty or Professional Service.