

## **SCHEME OF DELEGATION**

### **INTRODUCTION**

- 1 This scheme of delegation seeks to record where authority sits within the University for particular types of decisions made in the name of, or on behalf of, Ravensbourne University London.
- 2 No matter how comprehensive such a scheme is, it can never be a complete scheme of delegation and some principles may be open to interpretation. Where a matter is not clear, advice should be sought from the University Secretary, who may, at their discretion, seek support from the Director of Finance (DoF) for matters relating to financial conduct and to the University.
- 3 This scheme of delegation should be read in conjunction with the Articles of Government. Further, in addition to this scheme of delegation, the Board has approved Committee Terms of References and annually approves a Board Cycle with indicative business schedules for the board and its Committees which set out the specific papers and matters which are delegated to Committees or retained to the Board.
- 4 Members are reminded of their duty to declare any interests, personal or financial, that might relate to the business shown on a board or committee agenda

### **POWERS OF THE BOARD**

- 5 Under the Articles of Association, the Board has the following powers:
  - a. the determination of the educational character and mission of the University and for the oversight of its activities;
  - b. the appointment or dismissal of the Vice Chancellor;
  - c. the effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets;
  - d. approving annual estimates of income and expenditure;
  - e. keeping accounts and records, and appointing auditors, in accordance with the provisions of the Act;
  - f. the determination of 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 funding bodies, and to the provisions of the Education Acts, and any relevant regulations, orders or directions made by the Secretary of State);
  - g. the approval of 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 such senior posts as the Board may determine;
  - h. the approval of a framework for employing all other staff and regulating their employment;
  - i. ensuring that there are in place policies and procedures for the

- government and conduct of the institution, including, for all other staff, staff performance, discipline, dismissal and grievance, and for dealing with student discipline, complaints and academic appeals; and
- j. the appointment or dismissal of the Clerk to the Board who shall act as secretary to the Board of Governors.
- 6 The Board may delegate those functions outlined in para 5, save that the following functions may not be delegated:
- 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 institution and the Corporation and the safeguarding of their assets;
  - d. the appointment or dismissal of the Vice Chancellor;
  - e. the approval of the scheme of delegation setting out the delegations made by the Board of Governors; or
  - f. the varying or revoking of the Articles of Government.

## SCHEME OF DELEGATION

- 7 In pursuance of its authority to delegate certain matters, the Board resolves to delegate or reserve the following matters:

### Strategy

Approval of corporate strategy and associated strategies (including, finance, HR, estates, EDI and IT strategies)	Board
Academic strategies, including learning and teaching; and research, scholarship and knowledge exchange.	Academic Board
Delivery strategies (e.g. international strategy, recruitment strategy, etc.)	Exec

### Budgets and the Allocation of Resources

Approval of the annual budget	Board
Approval of faculty and professional services budgets.	Exec
Systems of internal financial management and control and accountability, including risk management, financial regulations and financial procedures.	FinCom
Appointment of bankers, opening of bank accounts and designation of bank account signatories.	Board
Keeping accounts and records.	DoF
Sale or licensing of IP.	VC
Approval of any financial transactions and contracts not otherwise specified elsewhere.	Board
Borrowing of any amount.	Board
Writing off debt above £50,000.	Board
Writing off debt between £5,000 and £50,000.	FinCom
Writing off debt below £5,000.	DoF
Disposal of fixed assets (excluding property) valued above £100,000.	Board

Disposal of fixed assets (excluding property) valued below £100,000.	DoF
--	-----

### Financial Transactions

Approval of capital projects/purchases above £100,000.	Board
Approval of capital projects/purchases below £100,000, where expenditure remains within the annual capital budget allocation.	VC/DoF
Approval of operating expenditure above £100,000, where expenditure remains within the annual operating expenditure budget allocation.	Chair
Approval of operating expenditure below £100,000, where expenditure remains within the annual operating expenditure budget allocation.	VC
Approval of operating expenditure below £20,000, where expenditure remains within the annual operating expenditure budget allocation.	Exec Members

### Other Financial Transactions

Bids for research grants and contracts, where expenditure to support delivery is below £50,000 and within budget.	Director of Innovation, Industry and Enterprise
Bids and Tenders (excluding research), where expenditure remains within the annual budget allocation.	DoF
Establishment and dissolution of subsidiary companies.	Fincom
Approval of establishment, equity distribution, equity sale and dissolution of spin-out companies.	FinCom
University cash investment into spin out companies.	Board
Approval of increases to capital projects above 10%, where the value of the increase is not more than £250,000 and expenditure remains within the annual capital budget allocation.	FinCom
Approval of increases to capital projects below £100,000 (where such increase represents less than 10% of the original budget) where expenditure remains within the annual capital budget allocation.	VC/DoF

### Governance, Management and Control

Amendments to the Instrument of Government.	Privy Council
Amendments to the Articles of Government.	Privy Council
Approval of Regulations in relation to the provision of education courses.	Academic Board
General oversight of the University's activities.	Board
Specific oversight of the academic activities of the University.	Academic Board
Specific oversight of the effective and efficient use of resources.	FinCom
Specific oversight of HR policy and staff development.	ODRem
Appointment of the Chair of the Board.	Board
Appointment of the Deputy Chair of the Board.	Board

Appointment of Committee Chairs.	Board
Appointment of Independent Members of the Board.	Board
Appointment of Co-opted Members of the Board.	Board
Appointment of a Student Representative to the Board.	Board (following an election of the student body)
Appointment of Staff Representatives to the Board.	Board (following an election of the staff body)
Removal of Governors (of any type).	Board
Appointment of Governors to Committees.	Govs and Noms
Appointment of directors of subsidiary companies	FinCom
Appointment (and removal) of the Vice-Chancellor and determination of pay and conditions of service.	Board
Appointment (and removal) of the University Secretary and determination of pay and conditions of service.	Board
Appointment of members of the University Executive.	Vice-Chancellor
Appointment of the External Auditors.	Board (on recommendation of Audit)
Appointment of the Internal Auditors.	Board (on recommendation of Audit)
Approval of the Annual Accounts.	Board
Approval of IT protocols and regulations.	Exec
Establishment, dissolution and variance of academic department structures.	DVC
Establishment, dissolution and variance of professional services department structures.	VC
Approval of board or committee business which is: (a) unfinished in a meeting, or (b) business which is approved subject to certain conditions or (c) business requiring a signature to formal paperwork.	Chair or Chair of Committee
Urgent business between meetings (with the support of the VC), canvassing members where possible and reporting back to the Board. Decisions must not involve changes to Board policy and should only be taken where there is material risk to the University.	Chair of the Board or a Committee Chair, where the matter is delegated.
Interpretation of this Scheme of Delegation.	University Secretary
Authority for use of the Common Seal.	University Secretary

### Property

Acquisition, construction, refurbishment (above £100,000) and disposal of buildings.	Board (on recommendation of FinCom)
Leasing of properties by or from the University.	Board

### Staff

The main features of the terms and conditions of employment, including the framework for employing all staff and regulating their employment (subject to the specific points regarding senior post-holders elsewhere in this document).	ODRem
Approval of policies and procedures relating to staff performance, discipline, dismissal and grievance.	Board (on the advice of ODRem)
Minor adjustments to the terms and conditions of employment or to policies and procedures.	Director of HR
Recruitment to the professoriate.	Academic Titles Sub-Committee
Approval of new posts, where expenditure remains within the annual staff budget allocation.	Case for Staff Group
Appointment to posts not otherwise specified in this scheme of delegation.	Hiring Manager
Offers of appointment to all posts.	HR Director or nominee
Appraisal of the Vice-Chancellor.	Chair
Appraisal of University Secretary.	Chair and VC
Appraisal of all other staff.	Line Manager
Dismissal of staff.	HR Director or nominee
Termination of employment during probation.	Relevant Exec member
Imposition of a formal disciplinary warning.	Relevant Exec member
Approval of early retirement.	HR Director
Approval of extra payments to employees.	VC, DoF and Director of HR
Review of severance payments that exceed 6 months' salary.	ODRem
Approval for staff to travel overseas	VC/DoF
Approval for staff to hold a procurement card	Relevant Exec member
Approval for staff to hold a mobile phone	Relevant Exec member
Approval for a new cost centre	Exec
Approval for Budget Virements	Budget Holder
Staff expense claim forms	Head of Dept

### Students

Approval and modification of the General Academic Regulations.	Academic Board
Exclusion for non-payment of fees.	University Secretary or nominee
Determination of the tuition and other fees payable.	FinCom
Approval of policies and procedures for dealing with student discipline, student complaints and student appeals.	Academic Board.

Approval exceptionally to reduce or refund tuition fees or award compensatory payments to students.	University Secretary or Complaints Officer
---	--

### Education Agreements

Validation, franchise, dual/joint degree, establishment of overseas campuses (save that consideration of the academic merits of the proposal is reserved to Academic Board).	Board
Consideration of the academic merits and capability of potential partners in relation to validation, franchise, dual/joint degree, establishment of overseas campuses	Academic Board
Consideration of other education agreements (e.g. articulation arrangements, work placements, student and staff exchange)	Academic Board
Agreements with recruitment partners beyond the establishment of an agents' network.	Board
Approval of recruitment agents.	Director of Student Recruitment
Authority to submit OfS returns	Accountable Officer / University Secretary
Authority to submit ILR returns	Head of Registry

### Forward Commitments

Contracts that commit the University extending for 5 years or more.	Board
Contracts that contain unlimited liability clauses.	Board
Contracts that commit the University extending over 12 months, but less than 5 years.	Exec
Contracts that commit the University for 12 months or less.	VC or nominee