

APPENDIX 1

University Council

SCHEME OF DELEGATION AND DECISION-MAKING POWERS

The Council has reserved specific powers to itself and delegated others as set out in this Scheme until such date as it may determine. The Scheme of Delegation should be read in association with the Statement of Primary Responsibilities and the University's Charter, Statutes and Ordinances (and in particular Ordinances 4 and 6).

Guiding Principles to accompany the scheme of delegation

The Scheme defines the decision-making powers reserved for specific levels of authority and does not seek to describe roles, remits and responsibilities of individual officers or committees.

All significant matters should be reported to the Council unless otherwise stated.

Any Committee or Officer may decide that a particular issue requires to be considered or ratified by a higher level of authority.

Where powers are reserved to individuals, it should be assumed that a nominated deputy or alternate may exercise the same power in the absence of that post-holder.

1. UNIVERSITY COUNCIL

The Council has reserved the following areas of business to itself for decision.

STRATEGIC AND FINANCIAL

- 1.1 Approval of the University's mission and strategic vision.
- 1.2 Consideration and approval of the University's strategic plans.
- 1.3 The review and approval of the University's financial targets and strategy, annual (revenue) budget, capital programme budget and financial statements including any such statements or forecasts required by external bodies such as OfS (Office for Students).
- 1.4 Approval in principle of major borrowing and leasing arrangements.
- 1.5 Approval of the principal strategies or strategic frameworks of the University (particularly in the areas of PoE (People and Organisational Effectiveness), estates, information technology and finance) and the Accounting Policies, Risk Management Policy, and Raising Serious Concerns at Work/Whistle-blowing Policy.
- 1.6 Approval of the establishment, disposal, transfer or other change of University companies, trusts and equivalent bodies, including approval of objectives, financial criteria and details of relationship with University.

- 1.7 Approval of the sale of share capital in a University Company to a third party which affects the University's controlling interest or with a risk profile requiring Council's consideration.
- 1.8 The establishment, withdrawal or alteration of the University's corporate membership of external organisations such as joint ventures, companies, trusts and partnerships of a scale or risk profile requiring Council's consideration.
- 1.9 The establishment of validation or other formal relationships with other institutions, when of a scale or risk profile requiring Council's consideration.
- 1.10 Acquisition and disposal of property, and commitments to other major capital projects as part of the approved capital programme, where the value of the transaction, or of a group of linked transactions of which it is part, exceeds £3,000,000.
- 1.11 Increases to individual Capital Projects of more than 5% where the Council approved original budget.
- 1.12 Approval of projects outside the capital programme previously approved by the Council, where the value of the transaction, or a group of linked transactions of which it is part, exceeds:
 - £1,000,000 for acquisition;
 - £3,000,000 for disposal, and
 - £1,000,000 for the project budget (noting this will include a 5 year total cost for IT projects).
- 1.13 Procurement of external consultancy advice, where the value of the contract exceeds £1,000,000.
- 1.14 The acceptance of Major Donations where required in accordance with the Ethical Giving Policy.

APPOINTMENTS

The approval of:

- 1.15 the appointment of the Vice-Chancellor of the University;
- 1.16 the appointment of the University Secretary;
- 1.17 the appointment of internal and external auditors;
- 1.18 the appointment or removal of lay members of Council and lay officers of the Council and Council Committees.

OTHER

- 1.19 Approval and amendment of Statutes and the Charter (for submission to the Privy Council) and Ordinances.
- 1.20 Determination of whether there should be significant redundancies or voluntary severances among employees of the University, whether across the institution as a whole or in specific areas, and for approving, if appropriate, a redundancy committee in accordance with Statute 20.

- 1.21 Decisions on participation in national negotiations on salaries and other staffing matters.
- 1.22 Determination of the major terms and conditions of all categories of employees, noting the advice of the Senate.
- 1.23 Approval and adoption of approved pension schemes and approval of arrangements for superannuation of employees.
- 1.24 Approval of the Constitution of the Lancaster University Students' Union (in accordance with the 1994 Education Act to review and approve the Students' Union constitution at intervals of not more than five years) and taking such steps as are reasonably practical to ensure the Students' Union operates in a fair and democratic manner.
- 1.25 Recognition of formal organisations representing alumni and former students of the University.
- 1.26 The establishment and terms of reference of the Council and joint Senate and Council Committees and dis-establishment as appropriate.
- 1.27 The establishment and dis-establishment of such faculties, departments, colleges and equivalent bodies as may be required, on the recommendation of the Senate.
- 1.28 The overarching framework for the management and governance of health and safety in the University.
- 1.29 Significant revisions to management structures for health and safety.
- 1.30 This Schedule of Delegation and any revisions to it.

2. CHAIR OF COUNCIL

- 2.1 The following individual transactions must be authorised by the Chair of Council prior to the formal signatory approval by the Vice-Chancellor, for subsequent report to the Council.
 - 2.1.1 Commitments for the purchase of goods or services in the normal course of business where the contract value is greater than £3,000,000.
 - 2.1.2 Commitments to provide teaching or other services to a third party where the contract value is greater than £5,000,000.

3. FINANCE AND GENERAL PURPOSES COMMITTEE

The approval of:

- 3.1 changes to Financial Regulations;
- 3.2 Secondary Financial policies [as per the schedule of delegations];
- 3.3 changes in capitalization of a University company;
- 3.4 the sale of share capital in a university company to a third party where this does not affect the University's controlling interest and/or the risk profile does not require Council's attention;
- 3.5 the establishment or extension of property lease arrangements (where the University or a University subsidiary is tenant) up to a value of £3,000,000 or five years in duration;
- 3.6 the appointment of Directors to University companies;
- 3.7 the Accounts, Budgets and Financial forecasts of the Lancaster University Students' Union budget and monitoring of its expenditure;
- 3.8 projects, within the approved capital programme, where the value of the transaction, or a group of linked transactions of which it is part, exceeds:
£1,000,000 but is not more than £3,000,000 total budget;
more than £250,000 but not more than £3,000,000 for disposal and to approve variances to approved individual capital project budgets where the request is greater than 5% of the approved original budget where FGPC approved original budget;
- 3.9 projects outside the capital programme previously approved by the Council, where the value of the transaction, or a group of linked transactions of which it is part, exceeds:
more than £250,000 but no more than £1,000,000 for acquisition;
between £250,000 and £3,000,000 for disposal and between £250,000 and £1,000,000 for the project budget (noting this will include a 5 year total cost for IT projects);
- 3.10 charges for residential accommodation;
- 3.11 Tuition Fees Policy;
- 3.12 Write off bad debts total above £100,000 per annum.

4. CHAIR OF FINANCE AND GENERAL PURPOSES COMMITTEE

4.1 The following individual transactions must be authorised by the Chair of FGPC prior to the formal signatory approval by the Vice-Chancellor, for subsequent report to FGPC.

4.1.1 Commitments for the purchase of goods or services in the normal course of business where the contract value is greater than £1,000,000 but not more than £3,000,000.

4.1.2 Commitments for other transactions outside the normal course of business and consultancy contracts worth more than £250,000 but not more than £1,000,000.

5. REMUNERATION COMMITTEE

5.1 Review and determine remuneration and (where appropriate) severance payments for the Vice-Chancellor.

5.2 Approve policy in relation to remuneration of senior staff (on and above the professorial range and equivalent grades) including:

- determination and approval of salary and remuneration;
- determination of salary reviews;
- eligibility for, and design of, performance-related pay schemes;
- criteria for the determination of individual performance-related payments.

5.3 Approve policies for early retirement and severance.

5.4 Approve recommendations from the Vice-Chancellor for performance-related pay and salary rises of the Vice-Chancellor's direct reports.

6. AUDIT COMMITTEE

6.1 Determine with the external auditors, the nature and scope of audit prior to commencement.

6.2 Review the internal auditors' audit risk assessment, strategy and the audit plan; to consider major findings of internal audit investigations and management's response; and promote coordination between the internal and external auditors. The committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the governing body as appropriate).

6.3 Form and express an opinion to Council on the effectiveness of internal control, risk management systems and governance arrangements.

6.4 Approve the Annual report from the Audit Committee to the Council for submission to OfS as part of the Annual Assurance return.

6.5 Approve the TRAC submissions to OfS as required.

7. ESTATES COMMITTEE

- 7.1 Approve policies related to estates and facilities activities and periodically monitor their efficacy.

8. KNOWLEDGE EXCHANGE AND COMMERCIAL AFFAIRS COMMITTEE

- 8.1 To approve the University's knowledge exchange strategy.
- 8.2 To approve the definition and adoption of a series of performance indicators to track University performance in the area of knowledge exchange.

9. COUNCIL SAFETY, HEALTH AND WELLBEING COMMITTEE (CSHaW)

- 9.1 The process of gaining assurance that the University is and has effective arrangements in place and that these arrangements are working by means of periodic review.
- 9.2 Approval of wholly new management arrangements and significant revisions to existing arrangements on the recommendation of the Vice-Chancellor.
- 9.3 Review of proposals for significant revisions to management and/or governance structures for health and safety, or the related overarching frameworks, prior to recommending these for Council's approval.
- 9.4 Review of an annual Health and Safety report prior to its submission to Audit Committee and Council.
- 9.5 Review of the Vice-Chancellor's exercise of his/her delegated authority in this area.
- 9.6 Review of reports of any significant health and safety incidents, accidents and known significant risks.
- 9.7 Advising on strategic matters and major initiatives where these may have health and safety implications.
- 9.8 Ensuring that the University's emergency planning arrangements are fit for purpose.
- 9.9 Review of the Lancaster University Students' Union Annual Health and Safety Report.
- 9.10 Receiving reports on the implementation of the University's Wellbeing Strategy.

10. NOMINATIONS COMMITTEE

- 10.1 To identify and appoint suitable individuals and organisations to membership of Court on behalf of the Senate and Council (as appropriate).

11. VICE-CHANCELLOR

The Vice-Chancellor is responsible for the management of the University and acts as its Chief Executive. The Vice-Chancellor is also the designated Accountable Person to OFS in accordance with the requirement set out in the Financial Memorandum. The Vice-Chancellor may delegate his or her delegated authority as s/he determine in accordance with the management structure of the university. Where the Vice-Chancellor delegates his or her authority, s/he still remains accountable to the Council. In cases of doubt, the Vice-Chancellor shall seek clarification from the Chair of the Council.

The Vice-Chancellor is responsible for:

- 11.1 the organisation, direction and leadership of the University and its staff and is advised by the University Executive Board (UEB) in this undertaking;
- 11.2 preparing the annual forecasts of income and expenditure for consideration by the Council and for the management of budgets and resources, within the estimates approved by Finance and General Purposes Committee and the Council, advised by the Director of Finance and the University Planning and Resources Group;
- 11.3 overseeing the deployment of resources in the University and approving the medium-term plans and budgets of departments and faculties, advised by the University Planning and Resources Group;
- 11.4 creating or abolishing any post in the University, except those posts specifically created by the Charter, Statutes or Ordinances or other duly approved constitutional documents and subject to following any relevant procedures specified in the Charter, Statutes and other approved documents;
- 11.5 the recruitment, selection, reward, development, promotion, performance management, equality of opportunity, discipline and dismissal and remuneration of staff on appointment (within the UK market rates for comparable posts, and within the agreed range for direct reports as agreed by Remuneration Committee) within the human resources strategic framework approved by Council and/or specified in the Statutes;
- 11.6 acting as the most senior representative of the University on all occasions save where specific powers have been reserved to Council, when the Chair of Council shall so act, or where the Chancellor is identified as the senior University representative;
- 11.7 approve returns to HESA and HESES;
- 11.8 approve returns to OfS for Annual Assurance, the Annual Monitoring Statement and other OfS annual accountability returns where higher level approval is not required;
- 11.9 approve Operational Policies [within the strategic policy framework approved by Finance and General Purposes Committee and/or the Council];
- 11.10 approve student recruitment targets for courses of study;
- 11.11 approval of the tuition fees schedules;
- 11.12 approve research and non-research grant proposals and contracts (including OfS, UKRI, ERDF) within the approved fEC delegations schedule;

- 11.13 the sale, assignment and licensing of registered IPR, having consulted with FGPC where this is of a scale of significance or risk profile for the University and as set out within the approved delegations schedule;
- 11.14 the acceptance of major donations (in accordance with the framework approved in the Ethical Giving Policy);
- 11.15 the operation of fundraising campaigns, including the decision to launch, amend or terminate a campaign;
- 11.16 submit bids to the OfS/UKRI for institutional level funding (such as additional student numbers, strategic development funding) and to OfS/UKRI or other relevant funding agencies for capital funding;
- 11.17 the approval of individual capital project budgets up to a value of £1,000,000 where this is within the approved capital programme and disposal of assets up to a value of £250,000;
- 11.18 the approval of individual capital project budgets, disposal of assets and other transactions outside the normal course of business where this is not within the approved capital programme up to a value of £250,000, on the recommendation of the Capital Planning Group;
- 11.19 the commitment for purchase of goods or services in the normal course of business to a contract value of up to £1,000,000. Where this is requested outside the course of normal business, the Vice-Chancellor can approve contracts for the purchase of goods or services, including consultancy contracts, up to a value of £100,000 and, with advice from the University Planning and Resources Group, up to a value of £250,000;
- 11.20 management responsibility for compliance with Health and Safety legislation (in accordance with the approved Council Schedule of Delegation for Health and Safety), including arrangements with the Lancaster University Students' Union and the adequate resourcing of such (within the context of the current financial delegations);
- 11.21 the approval of minor amendments to existing Health and Safety/Wellbeing policies;
- 11.22 the approval of the format and content of regular and annual reports to CSHaW regarding Health and Safety;
- 11.23 the approval of drafts of new arrangements and/or significant revisions to existing policy or arrangements prior to their recommendation to CSHaW;
- 11.24 the approval of proposed revisions to management structures for health and safety or the related overarching frameworks, prior to discussion at CSHaW;
- 11.25 the approval of wellbeing policy and plans.
- 11.26 Granting Emeritus appointments.