

Cranfield University

Scheme of Delegation

Section 1 Powers and principles of delegation

1. Introduction

This Scheme of Delegation is part of Cranfield University's governance framework. It is complementary to the University Laws (Charter, Statutes, Ordinances, Senate Regulations) and to other regulations such as the Financial Manual.

The Scheme aims to communicate concisely, within a single document, where authority rests for specified decisions. It aims to be useful to anyone with an interest in the governance of Cranfield University and the delegation of authority to make decisions.

The Scheme is subordinate to the University Laws. If in doubt, refer to the University Laws.

The Scheme avoids duplication of the University Laws or other regulations except in cases where restatement aids understanding.

The Scheme is not a comprehensive register of how and by whom decisions are made at Cranfield University. Its focus is on the powers of the Council and their delegation as permitted by Charter, Statute and Ordinance. Whereas principles of sub-delegation and high-level sub-delegations are referred to, there is no intention to record all sub-delegation arrangements in the Scheme.

The University Secretary is responsible to the Council for the maintenance, communication and periodic review of the Scheme and, for its publication on the university website.

2. The Council and the delegation of its powers

The Council is the supreme governing body of the University and must exercise all of the powers of the University as provided for in the Charter. The Council's functions (reproduced from Article 3 of the Charter) are to:

- a. be ultimately responsible for the affairs of the University;
- b. determine the strategic direction of the University;
- c. ensure the effective management and control of the University's affairs, property and finances;
- d. determine the structure, staffing and overall composition of the University;
- e. appoint the Pro-Chancellor; and
- f. appoint and dismiss the Vice-Chancellor.

The Council may not delegate its powers to:

- a. appoint and dismiss the Vice-Chancellor;
- b. approve the annual budget;

- c. amend the Charter
- d. make University Statutes or Ordinances;
- e. adopt the University's Annual Accounts; or
- f. appoint the University's Auditors.

Further detail on non-delegable powers of the Council are set out in section 2.2.2 of the Ordinances (Part A Governance Matters).

The Council may delegate its powers to an appropriately qualified:

- a. member of the Council;
- b. member of the University's staff; or
- c. a committee that contains one or more members of the Council.

The Council is responsible for the monitoring of its delegated powers and may revoke a delegation at any time.

Further detail on the delegation of Council's powers is set out in section 2 of the Ordinances (Part A Governance Matters).

The powers delegated to the Pro-Chancellor (section 2.2.3) include processes for the appointment and appraisal of the University Secretary, the Vice-Chancellor and members of the University Executive;

Specific powers are delegated to Council's committees:

- a. Finance Committee (delegated powers set out in Ordinance 3.1)
- b. Audit and Risk Committee (delegated powers set out in Ordinance 3.2)
- c. Remuneration Committee (delegated powers set out in Ordinance 3.3)
- d. Nominations Committee (delegated powers set out in Ordinance 3.4)

Subject to the Charter and Statutes, Council delegates to Senate the assurance of the quality and standards of all courses, degrees and other distinctions, the regulation of student affairs and the student experience. (Ordinance 4).

With the exception of non-delegable powers and those delegated to the Pro-Chancellor and Council's Committees and Senate, the Council delegates all remaining powers to the Vice Chancellor.

3. The role of the Vice Chancellor in the Scheme of Delegation

Notwithstanding the exceptions given above, as the Chief Executive Officer of Cranfield University, the Vice Chancellor is responsible to the Council for maintaining and promoting the efficiency and good order of the University. The Vice Chancellor is *ex-officio* the Chair of Senate and the Council's nominated accountable officer for the exercise of the regulatory responsibilities required by the Office for Students.

The Vice-Chancellor may delegate responsibility for specific aspects of Cranfield University's management to appointed Officers of the University (Ordinance 10.4) but remains ultimately accountable for the outcomes of their work.

University Executive is the principal operating body of the University. It is constituted to support the Chief Executive and Vice-Chancellor in exercising their delegated authority and responsibilities under the University Laws. Members of the University Executive work collaboratively and collectively to support the Chief Executive and Vice Chancellor in developing strategy and delivery of operational plans approved by the Council. Where a decision is reserved for Council or other body under the University Laws, the University Executive may make recommendations to that body. Neither the University Executive, nor any committee it may establish, is defined as a constitutional body of the University according to the University Laws.

4. Principles of delegation

In situations in which delegations are made to individual people, the delegate should be identified as the holder of a specified position of responsibility as opposed to by name. Where such delegations are made, an assessment must be undertaken to ensure that the delegate has the necessary skills and experience to exercise the delegated powers appropriately. The responsibilities and expectations of the position must be documented clearly and transparently.

Delegations may be made to a committee if there is clear justification for doing so. As stated earlier in the Scheme, Council delegates specific powers to its committees and to Senate. The Vice-Chancellor may also delegate their powers to committees. Where such a delegation is made the committee must be constituted and must conduct itself in accordance with its terms of reference. It must be clear in the terms of reference of the committee what responsibility it has for delegated powers. The role of the committee within the Scheme of Delegation should be clear and transparent.

Sub-delegations are permissible. Where they are made they must follow the principles set out in this section and be documented, monitored, reviewed and be subject to scrutiny.

In reaching a decision a delegate must:

- a. act in the best interests of Cranfield University;
- b. act in accordance with Cranfield University's Ethical Principles and the Seven Principles of Public Life;
- c. comply with the law and with due regard to the regulatory frameworks the University is subject to;
- d. comply with the University Laws, regulations, policies and procedures;
- e. act within the scope of their delegated powers;
- f. be prepared to give reasons for decisions made
- g. be subject to monitoring and scrutiny by the Council and the Vice Chancellor

Section 2 Delegations of Powers

Power	Authority	Delegate (if any)
Non-delegable powers of the Council		
Appointment and dismissal of the Vice-Chancellor	Council	None
Approval of the annual budget	Council	None
Amendment of the Charter	Council	None
Creation or amendment of ordinances	Council	None
Adoption of the University's annual accounts	Council	None
Appointment of the University's auditors	Council	None
Approval of the University mission, strategy and key performance indicators	Council	None
Approval of merger, incorporation and major institutional alliances	Council	None
Approval of the creation, closure and renaming of Faculties	Council	None
Appointment of the Pro-Chancellor	Council	None
Appointment of the University Secretary	Council	None
Approval of approved pension schemes and any associated material changes authorised by the university	Council	None
Any matter that would have a material impact on the University's financial position, liabilities, future strategy or reputation.	Council	None
Approval of changes to the University's coat of arms	Council	None
Powers delegated to the Pro-Chancellor		
Approval of the Vice Chancellor's expenses	Council	Pro-Chancellor
Appraisal of the Vice-Chancellor and University Secretary	Council	Pro-Chancellor
Approval of the process for appointment of members of University Executive	Council	Pro-Chancellor
Approval of the initial terms and conditions of appointment of new appointees to the University Executive on the recommendation of the Chair of Remuneration Committee	Council	Pro-Chancellor
Appointment of independent members of Council to appointment panels for members of the University Executive	Council	Pro-Chancellor

Powers delegated to Finance Committee		
Examination of financial matters and advise Council based on that examination	Council	Finance Committee
The discharge of Council's statutory responsibilities on financial matters by taking decisions and issuing instructions within stated limits of power	Council	Finance Committee
Powers delegated to Audit & Risk Committee		
Investigation of an activity in accordance with its duties	Council	Audit & Risk Committee
Seek any information it requires from any employee or Officer	Council	Audit & Risk Committee
Monitor and report to Council on the adequacy of the University risk register	Council	Audit & Risk Committee
Obtain legal or other independent advice (limited to £5000 without prior approval by Council)	Council	Audit & Risk Committee
Powers delegated to Remuneration Committee		
Determination and review of the salaries and other emoluments (including where appropriate severance payments) of the Vice-Chancellor, members of the University Executive, any other senior members of staff determined by the Council	Council	Remuneration Committee
Powers delegated to Nominations Committee		
Recommendation of appointees to Council and its committees	Council	Nominations Committee
Powers delegated to Senate		
Regulation of all of the academic work of the University	Council	Senate
Assurance of compliance with Office for Students conditions of registration, Ofsted expectations and any other academic regulatory requirements which may be in force from time to time	Council	Senate
Promotion of an active, reflective, academic community dedicated to continuous enhancement of its academic provision	Council	Senate

Prescription of academic dress and times when it may be worn	Council	Senate
Appointment of Visiting Professors and Fellows	Council	Senate
Powers delegated to the Vice-Chancellor		
Council delegates all of its authority and responsibility to the Vice-Chancellor with the exception of (i) non-delegable powers, (ii) those delegated to its committees, (iii) those delegated to the Pro-Chancellor, and (iv) those delegated to Senate. The Vice-Chancellor in turn may delegate authority to other staff while remaining accountable for decisions taken under delegated authority.	Council	Vice-Chancellor
Powers delegated by the Vice-Chancellor (see Appendix 1 for summary descriptions of powers delegated by the Vice-Chancellor)		
Academic (Education and Research & Innovation) policy & practice	Vice-Chancellor	Pro-Vice-Chancellor Education & Research
Management of principal academic units	Vice-Chancellor	Deputy Vice-Chancellors & Director of MK:U
Management of professional service units	Vice-Chancellor	Chief Operating Officer
Financial	Vice-Chancellor	Director of Finance
People	Vice-Chancellor	Director of People & Culture
Estate and infrastructure investment strategy	Vice-Chancellor	Capital Planning Committee
Health & safety	Vice-Chancellor	Health & Safety Committee
Safeguarding and Prevent	Vice-Chancellor	University Secretary
National security	Vice-Chancellor	National Security Committee
Energy & environment	Vice-Chancellor	Energy & Environment Committee
Information assurance	Vice-Chancellor	Information Assurance Committee

Appendix 1 – Summary descriptions of powers delegated by the Vice-Chancellor

Academic (Education and Research & Innovation) policy & practice

The Vice-Chancellor, as *ex-officio* Chair of Senate, delegates the power for setting academic policy and associated academic decision-making to the Pro-Vice-Chancellor Education & Research. The Pro-Vice-Chancellor Education & Research is responsible for ensuring that the conduct of the University's academic business accords with the Senate Regulations and supporting handbooks. The Pro-Vice-Chancellor Education & Research is supported in delivering their academic responsibilities by Senate's Education and Research Committees. The Pro-Vice-Chancellor Education & Research has delegated responsibility for policy and practice on innovation arising from the intellectual property generated by Cranfield academics and is supported in this by the University Executive's Innovation Committee.

Management of principal academic units

The Vice-Chancellor delegates the power for the management of the postgraduate faculties and their operation as budgetary units to the Deputy Vice-Chancellors and for the management of MK:U and its operation as a budgetary unit to the Director of MK:U. The Deputy Vice Chancellors are supported in delivering their management responsibilities by their Faculty Executives, committees of the University Executive. The Director of MK:U is supported by their Executive Team.

Management of professional service units

The Vice-Chancellor delegates the power for the management of the professional service units and their operation as budgetary units to the Chief Operating Officer. The Chief Operating Officer is supported in delivering their management responsibilities by the Professional Service Executive, a committee of the University Executive.

Financial

The Council, through its Finance Committee, delegates the financial management of the University to the Vice-Chancellor. The Vice-Chancellor, as the University's accountable officer, is responsible for the financial relationship with the Office for Students, including ensuring all submitted financial information is accurate, complete and timely. The Vice Chancellor is responsible for reporting any weaknesses, failures or frauds to the Pro-Chancellor and to the Office for Students. The Vice-Chancellor, in turn, delegates the responsibility for ensuring that the University operates a secure and robust finance system and for the establishment and monitoring of systems of financial control to the Director of Finance. The Director of Finance is also responsible for the maintenance of the Financial Manual which has the authority of Council and is reviewed and approved by Council's Finance Committee every 3 years. The Financial Manual plays a critical role in cohering financial authorities including Council's reserved powers and delegations (as described in the Ordinances) and describing sub delegations of financial power from the

Vice Chancellor to Officers of the University and other senior managers and, establishes the University's financial standards and control procedures. This Scheme of Delegation does not seek to reproduce the standards and systems of control set out in the Financial Manual. Compliance with the Financial Manual is a requirement for all members of staff

People

Ordinance 21 describes the responsibility for staff resourcing. Wording from Ordinance 21.1.3 is reproduced here: "*The Vice-Chancellor, following proposals from the Director of People and Culture will be responsible for reviewing and setting staff pay and reward, conditions of employment, People and Culture policy and procedures and the constitution of interview and promotion boards. The Director of People Culture...will be responsible for approving offers of employment, promotions, rewards payments, contractual changes and other associated staff matters*". Ordinance 21 goes on to describe responsibilities of all staff and specifically the "*Heads of School*" for the management of staff and the delivery of the University's business in accordance with the University's Laws. In the delivery of their delegated powers, the Director of People Culture is required to pay due regard to national legislation, policy and practice affecting employment. The Director of People and Culture is responsible for maintaining and updating a suite of policy documents on staff matters which are complementary to the Ordinances on Staff Matters and are informed by national employment legislation and sector best practice. The University Executive has a Staff Equity, Diversity and Inclusion Committee which develops policy on and monitors compliance with equality legislation.

Estate and infrastructure investment strategy

The Ordinances set out the authorities for significant capital investment / disinvestment that are reserved by Council, those delegated to its Finance Committee, and those delegated to the Vice Chancellor. Beyond those authorities, the decision-making powers for budget setting, capital expenditure and the associated systems of control are set out in the Financial Manual. The Vice Chancellor delegates authority to lead the strategic development of the Capital Returns and Investment Plan (CRIP) including the Cranfield Masterplan to the Capital Planning Committee, a committee of the University Executive.

Health & safety

The Health, Safety & Wellbeing Policy Statement (updated annually) sets out the roles, responsibilities and accountabilities for managing Health, Safety and Wellbeing. It states that the Council is ultimately responsible for Health, Safety and Wellbeing at Cranfield University. The Council delegates management responsibility for Health, Safety and Wellbeing to the Vice-Chancellor. The Vice-Chancellor, in turn, delegates the day-to-day executive authority for Health, Safety and Wellbeing matters to the PVC Research and Innovation (this post has now become the PVC Education & Research). The PVC Education & Research chairs the University's Health, Safety and Wellbeing Committee, a committee of the University Executive. The Policy Statement emphasises that Health,

Safety and Wellbeing is a collective responsibility and sets out in detail the specific responsibilities of University Executive members, senior managers, line managers and supervisors, employees, students, contractors, and volunteers working in university premises or on university business.

Safeguarding and Prevent

Council delegates authority to the Vice Chancellor to ensure compliance with the statutory duties on safeguarding children and vulnerable adults and preventing people from becoming involved in violent extremism and terrorism. The Vice Chancellor delegates responsibility for leadership on safeguarding and compliance with the Prevent duty to the University Secretary. The University Secretary is Cranfield's designated Safeguarding and Prevent Lead. Having a designated Safeguarding Lead is a statutory requirement for education institutions. Whereas there is no mandated requirement for a designated Prevent Lead, such a designation is commonplace. The University Secretary chairs the University Executive's Safeguarding and Prevent Committee and is responsible for the upkeep of the Safeguarding policy.

National security

The Vice Chancellor delegates responsibility for the development and implementation of policies and practices to ensure compliance with national security legislation to the National Security Committee, a committee of the University Executive. The Committee is chaired by the Pro-Vice-Chancellor for Education and Research and reports annually to Council's Audit & Risk Committee.

Energy & environment

The Vice Chancellor delegates responsibility to the Energy and Environment Committee for the development and implementation of policies and practices designed to ensure compliance with energy and environmental legislation, reduce the costs of utilities, and enhance the University's reputation for sustainable operation. The Committee is chaired by the Director of Finance and is a committee of the University Executive.

Information Assurance

The Vice Chancellor delegates responsibility to the Information Assurance Committee for the development and implementation of policies and practices designed to ensure compliance with legislation on information security, data protection, and freedom of information. The Committee is chaired by the University Secretary (who is the nominated Data Protection Officer) and the Chief Operating Officer and is a committee of the University Executive.