

UEA Scheme of Delegation and key Decision-Making Authorities

The purpose of this document is to provide in a transparent and clear way detail on where authority rests within the University for particular types of decision made in the name of, or on behalf of, the University.

The principal responsibilities of Council, the University's governing body, are set out in the Statement of Primary Responsibilities which summarises the responsibilities set out in the University's Charter, Statutes and Ordinances and ensures the University's legal and regulatory responsibilities are covered.

	Action / Decision	Final authority	Delegated authority (if any)	Delegation limits, context and process
1	GOVERNANCE, MANAGEMENT AND CONTROL			
1.0.1	Being ultimately responsible for the affairs of the University	Council	none	Statute 2.1.1
1.0.2	Ensuring the establishment and monitoring of systems for the effective management of, and control of and accountability for the University's affairs, property and finances and to monitor institutional performance;	Council	Some to relevant Council Committee	Statement of Primary Responsibilities No.3. Whilst overall responsibility rests with Council, the monitoring of systems is delegated: <ul style="list-style-type: none"> • Finance – Finance Committee • Risk and Value for money – Audit Committee • Governance and periodic reviews of Council's effectiveness delegated to the Governance Committee • Academic performance – Senate • Remuneration of senior staff – SORC • Executive management - VC

1.1	COUNCIL			
1.1.1	The composition of Council	Council	none	Statute 1
1.1.2	The appointment of members of Council	Council	Recommendations to be made by Governance Committee	Statute 1.4. Ordinance 5.2. The processes of recruitment and selection are delegated to the Governance Committee who then make recommendations to Council
1.1.3	The appointment of a Chair of Council, and a determination of other Council roles and the appointment to these roles which may include a Deputy Chair, a Senior Independent Member, and a Treasurer	Council	none	Statute 1.7, Ordinance 5.5. The processes of recruitment and selection of independent members of Council with the necessary skills and experience to take on such roles is delegated to the Governance Committee.
1.1.4	The removal of members from Council	Council	none	The process of recommending removal of a Council member would be determined and undertaken by the Governance Committee and tailored to the circumstances. Statute 1.10.
1.1.5	On the Conduct of Council	Council	none	Ordinance 5
1.1.6	On the quoracy of Council	Council	none	Statute 1.11, Ordinance 5.10.
1.1.7	On the quoracy of Committees of Council	Council	none	Ordinance 5.18
1.1.8	Approval of the annual business plan and budget of the University	Council	none	Statute 3.3.1
1.1.9	Amending the Charter or making or amending University Statutes	Council	none	Statute 3.3.2 Council would make recommendations to the Privy Council if change to the Statutes are required
1.1.10	Making, revoking or amending such Ordinances as are required by the Charter or Statutes or as may otherwise be necessary for the conduct of the affairs of the	Council	none	Statute 2.1.5

	University and consistent with the Charter and Statutes.			
1.1.11	Exercising the powers and functions of Council subject always to the provisions of the Charter and Statutes.	Council	Chair of Council	In the case of business requiring urgent attention between meetings of Council, the Chair of Council, shall, when it is their opinion that it is not practical or proportionate to call a special meeting, have delegated authority to exercise the powers and functions of Council subject always to the provisions of the Charter and Statutes. The exercise of such delegated authority will be reported to a subsequent meeting of the appropriate body, but will not require ratification. Ordinance 5.27.
1.1.12	Appointing such and as many committees and other bodies consisting of either wholly or partly of members of the Council or otherwise as it may think fit and to delegate powers and functions to them.	Council	Some aspects are delegated to Governance Committee	Statutes 3.1 and 3.2.1, Ordinances 5.14. Ordinance 5.16. If membership has not been determined by Council, the Governance Committee can fill vacancies on Council Committees Governance Committee have delegated responsibility to appoint Council members to Council Boards and committees Governance Committee can establish working groups (of Council members) for particular purposes and co-opt additional members to such working groups.
1.1.13	Delegation of Council's powers and functions to a member of University staff	Council	none	Statute 3.2.3

1.1.14	Drawing to the attention of Council any instance in which a proposed action would exceed Council's powers. Drawing to the attention of the Chair of Council any concerns he or she may have for the well-being of the University	University Secretary	none	Ordinances 4.5 and 4.6
1.1.15	The appointment and dismissal of external and internal auditors	Council	none	On the recommendations from Audit Committee relating to the auditors, the provision of non-audit services, the fee and any questions of resignation or dismissal and following the annual monitoring of the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity by the Audit Committee. (Audit Cttee ToR) Statutes 3.3.5 and 5. Every such Auditor shall be a member of a recognised supervisory body (as defined in Part II of the Companies Act 1989) or other relevant Enactment who is eligible for the appointment under the rules of that body. No person shall be appointed Auditor who is or any one of whose partners is a member of the Council or Staff of the University. The Auditor or Auditors shall hold office for such period and shall receive such remuneration as may be determined by the Council.
1.1.16	To discuss with the external auditors the nature and scope of audits and any problems or	Audit Committee	none	Audit Cttee ToR

	reservations arising from interim and final audits			
1.1.17	To investigate any activity within its terms of reference seeking any information it requires from any employee	Audit Committee	none	All employees are directed to co-operate with any request made by the Audit Committee. Audit Cttee ToR
1.1.18	To obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise	Audit Committee	none	if the Audit committee considers this necessary, normally in consultation with the VC and/or Chair of the Council. Audit Cttee ToR
1.1.19	To monitor the implementation of agreed audit-based recommendations, from whatever source.	Audit Committee	none	Audit Cttee ToR
1.2	COURT AND ASSEMBLY			
1.2.1	Court composition, role and purpose	Council	none	Defined in Ordinance 2.1 – 2.3
1.2.2	The ceremonial presiding of Court	Chancellor	Pro-Chancellors	Ordinance 2.3 and Ordinances 2.15-2.17. The Chair of Council is a Pro-Chancellor and others can be appointed.
1.2.3	Assembly composition, role and purpose	Council	none	Ordinance 2.4-2.8
1.3	UNIVERSITY ORGANISATION			
1.3.1	Approval of the framework for the organisation of the University	Council	none	Ordinance 2.28. Currently – four Faculties: HUM, SSF, SCI and FMH each comprising a number of Schools of Study.
1.3.2	The number, titles and discipline coverage of Schools of Study and distribution of schools of study between Faculties	VC	none	The VC having consulted with Senate (Ordinance 2.31)

1.3.3	The academic and executive leader of each Faculty being a Pro Vice-Chancellor	Council	none	Ordinance 2.30
1.3.4	Departmental closures or significant organisational restructure giving rise to redundancy dismissals	Council	A Committee appointed by Council	Statute 7.7.4
1.3.5	Decision to withdraw from an area of study with the effect of closing a School	Council	none	Senate must be consulted. Ordinance 2.32. Consideration would need to be given to the University's Student Protection Plan and Refund and Compensation Policy
1.3.6	The structure of the administrative, technical and other services to support the delivery of teaching and research and other objectives of the University	VC	none	On the recommendation of the Heads of the University's Administration, the Chief Operating Officer and Chief Resource Officer. (Ordinance 2.34). And that the management structures and methods developed are responsive and efficient (Ordinance 4.3.8)
1.4	UNIVERSITY MANAGEMENT			
1.4.1	Executive management of the institution and its day-to-day direction including meeting all statutory and regulatory obligations of the University	VC	Provost (during any periods of the VC's absence)	The Vice-Chancellor advised by the Executive Team. Ordinance 4.1 and 3.1 Ordinance 2, paragraphs 18-24 (Executive Team) Role of Provost – Ordinance 2.27
1.4.2	VC's ability to delegate their authority further, in particular to members of ET and to Heads of Schools and Divisions. The VC's role as Chair of Senate	Council	none	Ordinances 4.2 and 4.3.2
1.4.3	Approving the composition of ET	Council	none	Normally on the recommendation of the VC (Ordinance 2.20)
1.4.4	Defining the role and purpose of ET	Council	none	Ordinance 2.18 and 2.19

1.4.5	Ability of ET to delegate to members of administrative staff	Council	none	Ordinance 2.22
1.4.6	Safeguarding and promoting the reputation of the University	VC	none	Ordinance 4.3.3
1.4.7	The discharge of the University's statutory and regulatory obligations <i>including compliance with OfS Conditions of Registration</i>	VC	none	Ordinance 4.3.9
1.4.8	Decisions related to being the OfS "Accountable Officer" <ul style="list-style-type: none"> • systems of risk management • data and business intelligence to monitor performance • reporting to Council of material adverse developments • complies with audit requirements • make OfS and other statutory returns. 	VC	none	Ordinance 4.3.12 University Secretary supports the VC in their role as accountable officer (Ordinance 4.4)
1.4.9	Oversight of risk and ensuring Council is informed of risks and in particular financial risks	VC, CRO, ET members jointly	VC – risk management	Ordinance 2.21 Ensuring there is a comprehensive system of risk management is in place is delegated to VC as "OfS accountable officer" – Ordinance 4.3.12 Audit Committee's ToR task it with <ul style="list-style-type: none"> • reviewing the internal auditors' audit risk assessment and strategy; consider major findings of internal audit investigations and management's response.

				<ul style="list-style-type: none"> Reviewing the effectiveness of the risk management, control and governance arrangements, and in particular to review the external auditors' management letter, the internal auditors' annual report, and management responses.
1.4.10	<p>Establish safety policies and rules of applicability across the University and ensure their implementation</p> <p>Commission audits and determine levels of compliance</p> <p>Ensure regular consultation on health and safety matters in the University community</p>	University Health and Safety Executive	VC	<p>The University Health and Safety Executive currently has the same membership as the Executive Team and will recommend to Council the standards to be used for safety and security.</p> <p>The VC is able to take executive action on safety issues in the case of business requiring urgent attention between meetings of the University Health and Safety Executive and usually on the recommendation of the University Health and Safety Executive, or the Director of Safety Services.</p> <p>An annual report required by Council on compliance with standards set.</p>
1.4.12	The requirement for and the composition of and terms of reference of School Boards	Senate	None	Ordinance 2.33
2	STRATEGY AND POLICY DEVELOPMENT			
2.1	Approval of the mission, vision and values of the University	Council	none	Statute 2.1.2 does not currently include mention of values but they are covered in the Statement of Primary responsibility (2022)
2.2	Approval of the University's long-term plans	Council	none	Statute 2.1.2 VC is responsible for the proposal of sustainable and financially viable five-year strategies for

				approval by Council, and ensures that they are implemented. (Ordinance 4.3.5)
2.3	Implementation of approved long-term plans	VC	none	Ordinance 4.3.5
2.4	To approve Ordinances which apply the principles of justice and fairness and advance equality and diversity in University employment practice	Council	none	Statutes 7.4.3 and 7.4.4 relate this to the employment of academic* (*=ATR/ATS/ALC) staff. Ordinance 1 details appointment process for VC, University Secretary, ET members and all other staff and includes reference to “best practice and the obligation to promote equality of opportunity”.
3	APPOINTMENTS, DISMISSALS AND STAFFING MATTERS FOR SENIOR STAFF			
3.1	The processes for and the appointment of the Vice-Chancellor and to determine the role and terms and conditions at the time of appointment and any changes thereafter	Council	none	Statute 3.3.3 with some detail in Ordinance 1.1 – 1.3. Role of the VC detailed in Ordinance 4
3.2	The dismissal of the Vice-Chancellor and determination of the processes through which that may take place	Council	none	Statute 3.3.4.
3.3	The appointment of the Provost who will be the Deputy VC	VC	none	Ordinance 1.9 The recruitment panel for the Provost role will always include members of Council; at least one of whom will be the Chair, the Deputy Chair, the Treasurer or the Senior Independent member
3.4	The processes for and the appointment of University Secretary	Council	Process cannot be delegated but a recruitment panel	Council will agree the recruitment process, the salary and the terms and conditions. (Ordinances 1.4- 1.7)

			can be established to undertake the recruitment exercise	The University Secretary shall be Secretary to the Council and shall be responsible to Council for the proper conduct of the University's affairs. Statute 4.1. Role assigned to the Chief Resource Officer in the first instance. (Ordinance 1.4)
3.5	Dismissal of the University Secretary	Statute 7 panel		Statute 7
3.6	Variation to the terms and conditions of the University Secretary	Council	SORC	Ordinance 1.7
3.7	Appointment of senior role holders who will be part of the Executive team and the promotion of their development	VC	none	Council approves the composition of ET from time to time on the recommendation of the VC (Ordinance 2.20). SORC to agree with the VC the recruitment salary ranges for ET posts. If negotiations exceed the agreed range any offer shall be made in consultation with the Chair of SORC. (SORC ToR) VC should promote the development of ET members and other senior staff (Ordinance 4.3.7)
3.8	Amendment to the terms and conditions of ET members appointments	VC	none	Ordinance 1.10 (proposed change)
3.9	Dismissal of senior role holders who are members of the Executive Team	Statute 7 panel		Statute 7
3.10	To offer a University salary up to £150k	VC	Recruiting managers	Ordinance 1.8

3.11	To offer a University salary in excess of £150k (excluding clinical excellence awards or other exceptional awards funded by third parties)	SORC	Chair of Council (for University Secretary) Chair of SORC (for other posts)	SORC approval is required if Vice-Chancellor wishes to offer a starting salary in excess of £150,000 Ordinance 1.12
3.12	Remuneration of the VC, and University Secretary	SORC	none	Ordinance 1.3 and 1.7
3.13	Remuneration of the Provost, PVCs, Directors of Professional Services	SORC	none	SORC ToR
3.14	Remuneration policy approval for those staff exceeding the limit set by the OfS (currently £150k)	Council	none	SORC to recommend to Council (SORC ToR)
3.15	Remuneration and terms and conditions for other staff	VC	Director of People & Culture	National pay structures and pay negotiations
3.16	The role and purpose of the Chancellor	Council	none	Ordinance 2.11-2.13
3.17	The appointment and removal of a Chancellor	Council	none	Ordinances 2.11 and 2.14
3.18	The appointment of Pro-Chancellors	Council	none	The Chair of Council is a Pro-Chancellor (Ordinance 2.15) Others can be appointed (Ordinances 2.16)
3.19	A requirement for Directors of Professional Services to report to a member of ET	Council	none	Ordinance 2.24
4	APPOINTMENTS, DISMISSALS AND STAFFING MATTERS FOR ACADEMIC* STAFF (*=ATR/ATS/ALC)			
4.1	Approval of the processes for approving the establishment of all other posts and the process and authority for the making of appointments.	VC	University Secretary	Terms and Conditions and the procedures for promotion are established following consultation with the recognised trades unions. ET would be consulted. (Ordinance 1.11)

4.2	Approval of Ordinances covering <ul style="list-style-type: none"> • handling of disciplinary cases including dismissal, • dismissal for reasons of redundancy, for reasons of incapability, on grounds of ill-health or medical incapacity, unacceptable progress during a probationary period, or any other reason. • handling of grievances 	Council	none	Statute 7.6. Ordinance 6
4.3	Decisions in cases where dismissal is a possibility	Internal panel		Statute 7.7.3. Panel to be a Chair, one senior manager; and one member of the Senate, or a member of the academic staff nominated by the Senate.
4.4	Appeals against dismissal from academic staff (ATR, ATS, ALC)	Internal panel		Statute 7.7.5. Panel of three persons to include an independent member of Council and a member of senate or a member of academic staff nominated by Senate
5	ACADEMIC AND STUDENT MATTERS			
5.0.1	Oversight of the academic performance of the University including the delivery and assurance of academic standards	Senate	LTC can appoint examiners on behalf of Senate	Charter, and Ordinances 3 and VC's role as Chair of Senate established Ordinance 4.3.2 LTC ToR
5.0.2	The award of degrees to those who are qualified to receive them at UEA or at our Academic Partners. Plus the award of Honorary degrees and the title of	Senate	Boards of Examiners	Ordinance 3.4.5 Boards of Examiners are appointed on behalf of Senate on the recommendation of a responsible body or School of Study.

	emeritus professor or other distinctions			Recommendations for honorary awards are recommended to Senate by the Honorary Degrees and Awards Committee.
5.0.3	Revocation of a degree or award (including Honorary awards)	Senate	VC as Chair of Senate	Ordinance 3.4.7
5.0.4	Regulation and supervision of the education of students	Senate	VC as Chair of Senate	Charter, and Ordinance 3
5.0.5	ensure appropriate provision is made to promote the welfare of students;	Senate	Student Experience Committee develops policies and practice to secure the student experience	Ordinance 3.4.10 SEC has responsibility to implement and review University strategies for the student experience and to develop policy and practice. SEC reports on matters concerning the equality of opportunity for students to Senate (SEC ToR)
5.0.6	the alumni experience	Student Experience Committee	none	SEC ToR
5.0.7	Academic freedom	VC	none	OfS Condition E2. Statute 7.4.1 - Council ensures “ <i>academic staff have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges</i> ” <i>This also applies to R&A staff and Associate tutors.</i>
5.0.8	Conferment of degrees at Congregation or other occasions	Chancellor	VC who may further delegate to members of ET	Ordinance 2.9 and Ordinance 2.10
5.0.9	Congregation arrangements including the conferment in absentia	Senate	VC as Chair of Senate	Ordinance 2.9.

				The VC can exceptionally agree for awards to be conferred outside of Congregation – Ordinance 2.10
5.1	SENATE OPERATIONS			
5.1.1	the appointing body for all members of Senate other than ex officio members	Senate	VC as Chair of Senate	Ordinance 3.2
5.1.2	Senate's Terms of Reference and the ability of Senate to delegate powers and functions	Council	none	Ordinance 3
5.1.3	to exercise the powers and functions of Senate subject always to the provisions of the Ordinances	VC/Chairs of Senate's sub-committees	none	Ordinance 3.6. VC to act on behalf of Senate and the Chairs of Senate's sub-committees or other bodies on their behalf. Ordinance 3.6.
5.1.4	The appointment of such sub-committees of Senate and other bodies consisting either wholly or partly of members of the Senate or otherwise as it may think fit.	Senate	none	Ordinance 3.5
5.1.5	Approval of additional Standing Orders for Senate	Senate	none	Ordinance 3.8 Providing they are not in conflict with Ordinance 3 and are considered to be necessary.
6	BUDGETARY AND FINANCIAL MATTERS			
6.1	approve the University's long-term plans and annual budgets	Council	none	Statute 2.1.2. Finance Committee will consider the budget prior to its submission to Council.
6.2	adopt the annual financial statements.	Council	none	Statute 3.3.6
6.3	Development of annual operating plans	VC	none	Ordinance 4.3.6
6.4	Virement between expenditure headings of the revenue budget	VC jointly with the	none	Ordinances 4.3.10, 4.3.11 and 4.4

	and between years of the capital programme with no future liabilities having a material impact on UEA plus the use of any contingencies or other discretionary funds within the revenue and capital budgets;	CRO/University Secretary		
6.5	Virement between expenditure headings of the revenue budget and between years of the capital programme where this could lead to future liabilities which could have a material impact on the University;	Finance Committee	none	The Vice Chancellor jointly with the University Secretary must seek the approval of the Finance Group or Council where their recommended changes could lead to future financial liabilities with a material impact. Ordinance 4.3.10
6.6	Monitoring estimated outturn for the year (revenue, capital, cash), the University's cash position and compliance with banking covenants	Finance Committee	none	At least four times per year
6.7	Monitor the University's cash position and compliance with banking covenants.	Finance Committee	none	2017 Finance Committee ToR
	To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with OfS Accounts Directions.	Audit Committee	none	Audit Committee ToR

6.8	Ensuring value for money	VC (as Accountable Officer)	none	OfS condition E2. Senate has a responsibility (Ordinance 3.4.15 d) to promote efficiency and coherence of operation across the University and ensure unnecessary complexity Audit Committee has a responsibility to satisfy itself and so assure Council, that satisfactory arrangements are in place to promote economy, efficiency and effectiveness. (Audit Cttee ToR)
6.9	Oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.	Audit Committee	none	Audit Committee ToR
6.10	ensure that the resources made available for internal audit are sufficient to meet the institution's needs	Audit Committee	none	Making a recommendation to the Council as appropriate.
6.11	To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE accounting officer, have been informed.	Audit Committee	none	Audit Committee ToR
6.12	In the event of the merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.	Audit Committee	none	Audit Committee ToR

6.13	Acceptance or refusal of donations over £5m	Council	none	Full detail and commentary can be found in the University's Donations and Due diligence policy https://www.uea.ac.uk/about/university-information/university-policies
6.14	Acceptance or refusal of donations less than £5m	ET	With delegated authority for donations >£100k given to VC, Director and Development and CRO and for donations < £100k to the Director of Development.	Full detail and commentary can be found in the University's Donations and Due diligence policy https://www.uea.ac.uk/about/university-information/university-policies
7	CAPTIAL PROJECTS, ESTATES AND IT MATTERS			
7.1	Approve acquisition or disposal of land, assets and property or borrowing of value less than £500,000	VC	none	Finance Committee ToR
7.2	Approve acquisition or disposal of land and property or borrowing of value greater than £500,00 but less than £1,000,000	Finance Committee	none	Finance Committee ToR
7.3	Approve University fees and fees for UEA residential accommodation	Finance Committee	none	Finance Committee ToR
7.4	Approve nursery fees	Finance Committee	none	Finance Committee ToR
7.5	Delivery of the Capital Programme as approved by Council	University Secretary with members of ET	none	Ordinance 2.24 says "delivery of the capital programme" is the responsibility of the ET

		to whom Directors of Professional Services report		members to whom Directors of Professional Services report.
8	CONTRACTS, AGREEMENTS AND LICENCES			
8.1	A decision to enter into a joint Venture	Council	none	UEA Joint Venture policy (2012)
8.2	Joint Venture agreements	Council	VC	the negotiation and final approval of the necessary agreements, shall normally be delegated to the Vice-Chancellor and an independent member of Council (or larger group).
8.3	A decision to enter into a new Academic Partnership	VC	none	Assurances are required from Senate regarding the quality and standards of awards on courses delivered by Academic Partners. Detailed scrutiny of the academic provision being undertaken by LTC. ET considering the risk elements and business case.
8.4	Re-approval of an existing Academic partnership	Senate	VC as Chair of Senate	On the recommendation of LTC
9	MEDIA AND INFORMATION MATTERS			
9.1	The application of the common seal	witnessed by the University Secretary and the Vice-Chancellor or the Provost or the Pro Vice-Chancellor Research & Innovation.	In the absence of the University Secretary, the seal may be witnessed by the Vice-Chancellor and the Provost or the Pro Vice-Chancellor Research & Innovation or the	

			Chief Operating Officer.	
9.2	Confidentiality of Council papers	Council	none	Usually on the recommendation of the authors. Ordinance 5.23 – 5.26
9.3	Determination of Council business being “Confidential and Reserved”	University Secretary	none	Ordinances 5.23
9.4	Use of the UEA Crest	University Secretary	none	Crest is reserved for use on degree parchments only. This is a security measure.
9.5	Use of the UEA logo	University Secretary	All staff	Branding guidelines should be followed.

Approved by Council 10th October 2022