Queen Mary
UNIVERSITY OF LONDON

Governance Committee Report

Outcome requested:	Council is asked to **note** the executive summary of the meeting of Governance Committee held on 24 June 2015 and to **approve** the following recommendations from the Committee: [a] to appoint Stella Hall and Dr Annette Doherty as members of Council from 06 July 2015 and 01 October 2015 respectively; [b] to approve the role descriptions for the Vice-Chair of Council and the Secretary to Council [c] to approve the revised Delegation Framework.
Executive Summary:	**[a] Council Membership** Governance Committee recommends that Stella Hall should be appointed as a Council member for a term of office of four years, commencing on 06 July 2015. Stella has a background in arts administration, which has been previously identified as a priority area for Council, having co-founded the Green Room and held a range of positions including Director of the Warwick Arts Centre and Director of the Belfast Festival. Governance Committee recommends that Dr Annette Doherty should be appointed as a Council member for a term of office of four years, commencing on 01 October 2015. Annette is a PhD scientist with 27 years in the pharmaceutical industry and is currently Senior Vice President, Head of Product Development at GlaxoSmithKline. The external membership of Council will temporarily increase to 13 between October and December 2015 if both appointments are approved. Carolina Mantzalos will be President of the Students' Union during 2015–16. Advertisements were placed in the London Review of Books and the Guardian during April 2015 and a number of expressions of interest received. As two candidates have already been identified for membership of Council, the Committee agreed that the Chairman of Council would meet with the five most suitable applicants to discuss opportunities for involvement with QMUL until such time as further vacancies on Council become available. A further five candidates have skills and experience that could be beneficial to Audit and Risk Committee and Finance and Investment Committee and information will be passed on to the Chairmen of these committees as appropriate.

[b]   Role descriptions

Governance Committee recommends approval of a new role description for the Vice-Chair of Council, which has been developed based on the existing role descriptions for the Chairman and members of Council and with reference to other example descriptions taken from the higher education sector.

Governance Committee recommends approval of the revised Secretary to Council role description, which is based on the template provided by the CUC and has been subject to minor updating only.

[c]   Delegation Framework

The Delegation Framework was last reviewed and approved by Council in July 2012. It is a requirement that the document is reviewed every three years.

The following changes have been made:

i.   the Education Quality Board and the Partnerships Board have been referenced in the Framework, which have been introduced as Boards of Senate since the document was last reviewed;

ii.   the roles of the Chief Operating Officer and Chief Strategy Officer have been clarified;

iii.   responsibilities for the approval of collaborative partners and provision have been updated following the introduction of the Partnerships Board;

iv.   responsibilities within the President and Principal's Delegations to Vice-Principals and Senior Administrative Officers have been reviewed and updated, and now specify where responsibilities are held on an *ex officio* basis;

v.   references to the HEFCE Financial Memorandum have been replaced by the Memorandum of Assurance and Accountability;

vi.   approval of admissions criteria and criteria for the award of bursaries has been changed to the Marketing, Recruitment and Admissions Group for taught programmes and the Research Degrees Programmes and Examination Board for research programmes;

vii.   reference to the Access to Learning Fund, which was withdrawn, has been replaced with the Queen Mary Hardship Fund;

viii.   the titles of roles and documents have been updated.

The Academic Governance Review has recommended that the extent of the authority of Vice-Principals, Deans and Directors of teaching and research to make and implement decisions within the Academic Framework should be clarified. In light of this recommendation further changes may be required in due course to the Delegation Framework.

	[d] Other matters discussed by Governance Committee
	External review of Council effectiveness
	Governance Committee reviewed progress with the issues and recommendations arising from an independent review of the operation and effectiveness of Council. Good progress has been made with the recommendations relating to member recruitment, induction and development. The Committee will review the action plan at each meeting and will provide an update on progress to Council in the autumn.
	The Committee agreed that the continuous professional development of members should be addressed primarily through internal training, with the following topics identified for 2015–16:
	- financial management, including the role of HEFCE and the Planning and Accountability Review process; - academic governance and activity; - impact and innovation; - business / research commercialisation; - sustainability.
	Where possible development opportunities will be built into existing activities, such as Council meetings.
	Remuneration of members
	The Committee discussed the remuneration of governing body members, which is the practice at only a small number of institutions across the sector, and reconfirmed the view that it was not desirable to remunerate members owing to the potential for changes in the relationship with the university to result. Instead the Secretariat will consider options and investigate practices at other institutions for reimbursing expenses in order to reduce the barriers that working unpaid had the potential to create.
	Involvement in senior appointments
	Members discussed the involvement of Council members and students in the recruitment of senior staff.
QMUL Strategy:	Effective governance supports the achievement of all strategic aims.
Internal/External regulatory/statutory reference points:	QMUL Charter QMUL Ordinance A
Strategic Risks:	N/A
Equality Impact Assessment:	N/A
Subject to prior and onward consideration by:	Governance Committee on 24 June 2015 Council on 30 June 2015

Confidential paper under FOIA/DPA:	No
Timing:	Amendments to take effect from the date of Council approval unless otherwise specified.
Author:	Sian Marshall, Assistant Registrar (Council and Governance)
Date:	25 June 2015
External Sponsor:	Sir Nicholas Montagu, Chairman of Council

Council Membership 2015-16

EX OFFICIO MEMBERS

The President and Principal: Professor Simon Gaskell
The President of the Students' Union 2015–16:   Carolina Mantzalos

NOMINEES OF THE PRINCIPAL   *Tenure ends*

Professor Morag Shiach, Vice-Principal (Humanities and Social Sciences)   23 January 2016†
Vacancy

ELECTED MEMBERS [STAFF]

4 persons elected by the academic staff of the College, one from each Faculty and one from all academic staff:

	Tenure ends
Professor Richard Ashcroft – Cross faculty	30 September 2018†
Professor Raymond Kuhn – Humanities and Social Sciences	30 September 2017
Professor Geraint Wiggins – Science and Engineering	30 September 2018†
Professor Paul Anderson – School of Medicine and Dentistry	30 September 2017†

One person elected by staff other than academic staff from amongst their number:

	Tenure ends
Cheryl Mason	17 July 2016†

EXTERNAL MEMBERS

Period of tenure: 4 years

12 persons, comprising a majority of the Council membership, who are neither staff nor students of the College, co-opted by the Council:

	Tenure ends
Kath Barrow	31 December 2016†
Dr Veronique Bouchet	31 December 2019
Dr Annette Doherty	01 October 2019†
Stella Hall	06 July 2019†
Elizabeth Hall (Vice-Chair)	12 December 2015
Richard Learwood	31 December 2016†
Simon Linnett (Treasurer)	28 October 2017
Sir Nicholas Montagu *(Chairman)*	18 January 2018
Bushra Nasir	31 August 2017†
Patricia Newton (nominee of the Drapers' Company)	31 August 2016†
Luke Savage (nominee of the Drapers' Company)	31 January 2018†
David Willis	31 December 2017†
John Yard	31 August 2017

† indicates provision for renewal of term of office for one further period of four years following the end of the current tenure.

<u>**VICE-CHAIR OF COUNCIL**</u>
<u>**Role Description**</u>

1. Leadership

a) The Vice-Chair is elected by Council from among the external members of Council on the recommendation of the Chairman of Council following self-nomination. The duration of appointment is four years or for the remainder of the member's term of office, whichever is shorter, with eligibility for re-election for one further period in accordance with his/her period of office.

b) The Vice-Chair shall act as the Chair during a vacancy in the office of the Chair and during the absence or disability of the Chair.

c) The Vice-Chair is expected to play an appropriate part in ensuring that the necessary business of the Governing Body (Council) is carried on efficiently, effectively, and in a manner appropriate for the proper conduct of public business. He/she is expected to make rational and constructive contributions to debate and to make his/her knowledge and expertise available to Council as opportunity arises.

d) The Vice-Chair shares with other members the responsibility for ensuring that Council acts in accordance with the instruments of governance of the College and with the College's internal rules and regulations, and should seek advice from the Council Secretary in any case of uncertainty.

e) The Vice-Chair will be formally and informally involved in the process for the recruitment of new members of Council, and will support and provide advice and guidance to new members.

2. Standards

a) The Vice-Chair shares with other members the responsibility for ensuring that Council conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

b) The Vice-Chair must make a full and timely disclosure of personal interests to the Council Secretary in accordance with the procedures approved by Council. He/she must as soon as practicable disclose any interest which he/she has in any matter under discussion and accept the ruling of the Chair in relation to the management of that situation, in order that the integrity of the business of Council and its Committees may be and may be seen to be maintained.

c) The Vice-Chair should provide support and assistance to the Chair in his/her duties, according to requirements, and as agreed between them.

d) If the Chair completes his/her term of office, or stands down for other reasons, during the Vice-Chair's period in office, he/she shall be responsible for arranging and leading the process for recruiting and appointing a new Chair. This is likely to include establishing and chairing the Search Committee.

e) Since the College is a charity, the Vice-Chair shall have a responsibility for ensuring that Council exercises efficient and effective use of the resources of the College for the furtherance of its charitable purposes, maintains its long-term financial viability, and safeguards its assets, and that proper mechanisms exist to ensure financial control and for the prevention of fraud.

3. The Business of the College

a) The Vice-Chair shares with other members the responsibility for ensuring that the Council exercises control over the strategic direction of the College, through an effective planning

process, and that the performance of the College is adequately assessed against the objectives which the Council has approved.

b) The Vice-Chair should endeavour to establish constructive and supportive but challenging working relationships with the President and Principal and the other College employees with whom he/she comes into contact, recognising the proper separation between governance and executive management, and avoiding involvement in the day-to-day executive management of the College.

c) The Vice-Chair is ex-officio member of the Remuneration Committee, and the Governance Committee, each of which meets once or twice per year, and should expect to serve as a member of either the Audit and Risk Committee or the Finance and Investment Committee.

d) The Vice-Chair is expected to attend some Graduation Ceremonies each year and to preside, by arrangement, in the Chair's absence. He/she is also encouraged to attend other key corporate events in the College's calendar.

e) The Vice-Chair shares with other members the responsibility for witnessing the use of the College Seal and may be called upon to do so on occasion.

f) In accordance with the College Ordinances, the Vice-Chair may be called upon to participate in at least one Panel hearing per annum, constituted on an ad hoc basis to hear a grievance case or an appeal involving a member of the academic and professional staff. In addition, the Vice-Chair may be asked to hear a case or an appeal involving a student.

4. The External Role

a) The Vice-Chair may be asked to represent the Council and the College externally, and will be fully briefed by the College to enable him/her to carry out this role effectively.

b) The Vice-Chair may be asked to use personal influence and networking skills on behalf of the College (the 'door-opening' role).

c) The Vice-Chair shall be asked to play a role in liaising between key stakeholders and the College, and in fund-raising. This role in particular should be exercised in a carefully co-ordinated fashion with the President and Principal, other officers of Council and staff of the College.

5. Personal

a) The Vice-Chair shall at all times act fairly and impartially in the interests of the College as a whole, using independent judgement and maintaining confidentiality as appropriate.

b) The Vice-Chair shall make him/herself available to attend induction/training events organised by the College or other appropriate bodies.

c) The Vice-Chair shall participate in procedures established by Council for the regular appraisal/review of the performance of individual members. The Vice-Chair should attend any induction activities arranged by the College and should participate in appropriate training events, which will be drawn to his/her attention by the Secretary to Council.

d) The likely, overall time commitment required of the Vice-Chair for the effective conduct of the duties of the post is up to 30 days per year.

e) The office of Vice-Chair is not remunerated, but the Vice-Chair is encouraged to reclaim all travelling and similar expenses incurred in the course of College business, via the Council Secretary. Directors and Officers Liability Insurance is in place.

SECRETARY TO COUNCIL

Role Description

1. Appointment and Reporting

a) The Secretary to Council is appointed to that role by Council itself, and in accordance with the provisions (if any) of QMUL's legal instruments of governance.

b) Irrespective of any other responsibilities the appointee may hold, in relation to his/her responsibilities as Secretary to Council they are responsible solely to Council and reports direct to the Chair of Council in relation to Council business (i.e. the preparation of agendas, papers, minutes, etc.).

2. The Business of Council

a) The Secretary to Council is required to provide Council with authoritative guidance about its responsibilities under the Charter, Ordinances and Regulations to which it is subject, including legislation and the requirements of HEFCE, and on how these responsibilities should be discharged.

b) The Secretary to Council should ensure that new or revised responsibilities for Council (e.g. arising from new legislation) are drawn to Council's attention.

c) The Secretary to Council has a responsibility to alert Council if he/she believes that any proposed action would exceed Council's powers or be contrary to legislation or to the memorandum of assurance and accountability between HEFCE and institutions.

d) The Secretary to Council has sole responsibility for providing legal advice to or obtaining it for Council and shall be provided with a budget for that purpose, and for advising Council on all matters of procedure.

e) The Secretary to Council shall ensure that all documentation provided to members of Council is concise and its content is appropriate.

f) The Secretary to Council or their nominee will act as secretary to or be responsible for ensuring that adequate clerical support is provided to the committees of Council, with the exception of the Remuneration which will be supported by the HR Department, and shall be provided with a budget for that purpose.

g) The Secretary to Council shall maintain the Register of the Interests of the members of Council and of any other persons from whom Council requires a statement of interests.

h) The Secretary to Council shall be responsible for the custody of the College Seal and for its proper use.

i) The Secretary to Council shall be responsible for arranging an induction programme for new members of Council, and shall draw the attention of Council members to training activities arranged by appropriate providers.

j) The Secretary to Council shall arrange for the re-imbursement to Council members of the expenses they incur in carrying out Council business, and shall be provided with a budget for the purpose.

3.   Working Relationships and Conflict of Interest

a) The Secretary to Council may combine the function of Secretary to Council with a senior administrative or management role at QMUL. He/she must exercise care in separating these two functions.

b) If the Secretary to Council perceives any conflict of interest between his/her separate functions, he/she should report it forthwith to Council. If Council believes it has identified a conflict of interest of this nature, the Secretary to Council will be offered an opportunity to respond to any such question.

c) The Secretary to Council will be required to form effective working relationships with the Chair of Council and the President and Principal. The Secretary to Council is required to consult the President and Principal and keep him/her fully informed on any matter relating to Council business (other than in relation to the Remuneration Committee's consideration of the President and Principal's emoluments).

d) The Secretary to Council is required to advise the Chair in respect to any matters where conflict, potential or real, may occur between the Council and the President and Principal.

e) The Secretary to Council will be required to form effective working relationships with other senior managers at QMUL in order to facilitate the effective conduct of Council business.

f) The Secretary to Council shall make a full and timely disclosure of his/her personal interests in the Register.

g) Council will safeguard the Secretary to Council's ability to carry out his/her duties.

4.   Personal

a) The Secretary to Council has a responsibility for ensuring Council conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership. They must at all times regulate their personal conduct as members of Council in accordance with these standards.

b) The Secretary to Council will at all times regulate his/her personal conduct in relation to Council and QMUL in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership, and maintain confidentiality as appropriate.

c) The Secretary to Council will participate in procedures established by Council for the regular appraisal/review of his/her performance as Secretary to Council. These procedures will be separate from procedures for the appraisal/review of any other responsibilities the Secretary to Council may hold.

DELEGATION FRAMEWORK

Date approved by Council: 10 July 2012
Number of years to next review: 3 years
Annexe 3 to be updated annually

Delegation Framework

Introduction

1. This delegation framework sets out the location of authority within Queen Mary University of London (QMUL) for particular types of decision made in QMUL's name and on its behalf. It provides a reference point to inform the locus of responsibility for categories of decisions. The delegation framework supports the governance arrangements for Council, Senate and the Queen Mary Senior Executive (QMSE). These arrangements identify the responsibilities of individuals as being key to the achievement of QMUL's strategic aims.

2. Within the Framework, lines of delegation are either through the line management hierarchy or operate through functional relationships where there is a senior lead for a key strategic theme, and through associated roles at different levels within QMUL. There are examples of functional relationships for the strategic themes of knowledge creation and knowledge dissemination.

Overarching Framework of delegation

3. The Council is responsible for approving the Strategy. The President and Principal is responsible for implementing the Strategy, reporting to Council on progress towards achievement of the Strategy. The President and Principal is responsible for ensuring that relevant associated strategies and budgets are developed and approved in support of the Strategy. The Council monitors institutional performance in the delivery of the Strategy and holds the President and Principal to account for its implementation. The Charter sets out the areas that cannot be delegated by Council. In addition, some matters are reserved to Council to ensure its effective functioning and oversight. The Memorandum of assurance and accountability between HEFCE and institutions also sets out particular areas of responsibility for governing bodies. Council has adopted a Statement of Primary Responsibilities which is set out in Ordinance A3 (attached as an Annex 1).

4. As the Chief Executive and 'Accountable Officer' under the terms of the Memorandum of assurance and accountability, the President and Principal is appointed by, and is responsible to, the Council for the operational management of all aspects of QMUL's work within the framework set out by the Charter and Ordinances, Memorandum of assurance and accountability between HEFCE and institutions and the wider statutory environment with which QMUL is required to comply along with QMUL's internal control environment which includes risk management and adherence to the QMUL Financial Regulations. The President and Principal delegates responsibility for specific aspects of QMUL's management to Vice-Principals and senior administrative officers.

5. The Queen Mary Senior Executive (QMSE) is QMUL's senior management team and comprises the President and Principal, the Vice-Principals, the Chief Operating Officer and the Chief Strategy Officer. QMSE, in conjunction with senior administrative officers, makes day-to-day business decisions and also ensures that strategic issues are directed to the relevant committee, group or board for detailed scrutiny. It meets weekly and is responsible for: planning, co-ordinating and managing teaching, research and support services; scanning the external environment and analysing its impact on QMUL; and considering and planning for the future. QMSE undertakes regular reviews of the financial position of QMUL and adjusts activities accordingly. QMSE members, individually and collectively, advise the President and Principal on the management of day-to-day business as well as its long-term future. Typical

meetings review ongoing developments as well as considering specific topics arising from external stakeholders such as HEFCE and the Department for Business, Innovation and Skills. QMSE also receives, for consideration, substantive agenda items for Council and its committees and for Senate.

6. The senior academic authority at QMUL is the Senate which is responsible, under the general superintendence of Council, for academic governance. The Senate has specific responsibility for matters relating to academic standards and academic freedom and is established in the Charter with its membership and terms of reference approved by Council through Ordinance A15. The operational responsibilities of Senate are delegated to individual members of the Senior Executive who are charged by Senate and the President and Principal with the development and implementation of academic policy. Matters relating to the establishment of academic standards and agreement of students' achievement of academic standards are managed by boards of Senate, including the Education Quality Board, the Taught Programmes Board, and the Subject and Degree Examination Boards.

7. A Vice-Principal provides leadership on matters related to risk management.

8. The Vice-Principal and Executive Dean of each faculty is responsible to the Council, through the President and Principal for the leadership and overall management, including financial management, of their respective faculties in accordance with their remits and the policies and the financial regulations. They may delegate specific aspects of faculty management to Deans for Taught Programmes and Research and to Heads of School, but retain overall responsibility for their faculty.

9. The Vice-Principals for Student Experience, Teaching and Learning, for Research, for International, and Public Engagement and Student Enterprise provide leadership across QMUL in relation to their remits. They are accountable, through the President and Principal, for the delivery of the Strategy as it relates to their responsibilities and collectively through their contributions to QMSE.

10. The Chief Operating Officer (COO), Chief Strategy Officer, (CSO) and other senior administrative officers are responsible to the Council, through the President and Principal for the oversight and leadership of the professional administrative and support services in accordance with their remits and the financial regulations. The Academic Registrar and Council Secretary is responsible, through the COO and the President and Principal, for the administration of corporate and academic governance and for student administration and record keeping, and, by convention, acts as the Secretary to Council, with approval of the appointment by Council. The Director of Finance is responsible through the COO and the President and Principal for the financial management of QMUL.

11. Deans for Taught Programmes have cross-cutting responsibilities within their faculties for providing leadership on matters related to student experience, teaching and learning, academic standards and the quality of the student experience on taught programmes. They have a functional relationship to the Vice-Principal Student Experience, Teaching and Learning and contribute to cross-institution consideration of matters related to taught programmes.

12. Deans for Research have cross-cutting responsibilities within their faculties for providing leadership on matters related to research and postgraduate research students. They have a

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functional relationship to the Vice-Principal Research and contribute to cross-institution consideration of matters related to research and PGR students.

13. Heads of School and Directors of Institutes are responsible to Faculty Vice-Principals and Executive Deans for the activities, in particular relating to knowledge creation and dissemination, within their school/institute.

14. School/institute Directors for Taught Programmes and Research are responsible to the Head of School/Director of Institute for leadership on matters related to taught programmes and research, including postgraduate research studies respectively. They have a functional relationship to their faculty's Dean for Taught Programmes and Dean for Research as appropriate for cross-faculty matters and contribution to institution-level discussions of matters related to academic strategy and policy. Within schools and institutes, the Head/Director may appoint other staff as they see fit to lead specific areas of activity, examples of which include graduate studies, taught programme directors, examinations, admissions, external affairs and so forth.

15. For financial decisions, Council is responsible for approval of the Scheme of Delegation of Financial Authority on the recommendation of the Finance and Investment Committee (see Annex 2).

16. For matters related to academic standards, awards and students, a series of delegations are made by the Senate as set out in the Academic Regulations Delegation Framework (see Annex 3).

17. Except as otherwise provided, individuals and bodies in whom authority is vested by the delegation framework may sub-delegate to others provided that such sub-delegation is consistent with the financial and other regulations. While authority and responsibility can be delegated where appropriate, accountability remains with the individual or body making the delegation.

18. Where sub-delegation occurs and there is further delegation, it should take place on the basis of a cascade i.e. the person with authority delegates it to the next person who may then delegate to another and so on. Sub-delegation should not bypass management tiers in the interests of clarity of responsibility and ensuring that individuals remain accountable even when others further along the chain are performing the task. Wherever feasible, sub-delegations should be recorded.

Jonathan Morgan
Academic Registrar and Council Secretary
May 2015

Strategy

Activity	Responsible Body or Individual
Approval of the QMUL Strategy	Council
Approval of faculty strategies for HSS, S&E and SMD	QMSE
Approval of enabling strategies (e.g. Finance, Estates, HR, IT)	QMSE
Approval of the Student Experience, Teaching, Learning and Assessment Strategy	QMSE
Approval of the Research Strategy	QMSE
Approval of the International Strategy	QMSE
Approval of the Public Engagement Strategy	QMSE
Reporting to Council on the approval of strategies and progress towards achieving them.	The President and Principal

Accountability to HEFCE

Activity	Responsible Body or Individual
The proper use of public funds received through HEFCE	Council
Designated accountable person for HEFCE	The President and Principal
Compliance with charity law	Council
Compliance with the integrated public sector equality duty	Council
Ensuring that there is an adequate system for the management of risk	Council through Audit and Risk Committee
Setting Value for Money (VfM) targets	The President and Principal
Approving and monitoring progress against the Value for Money (VfM) Strategy and targets	Council through Finance and Investment Committee
Reviewing the effectiveness of the systems for obtaining VfM	Council through Audit and Risk Committee
Compliance with HEFCE Audit Code of Practice	Council through Audit and Risk Committee
The quality of data returned in HESA and HESES returns	The President and Principal
Ensuring effective arrangements for the management and quality assurance of data submitted in HESA and HESES returns	Council through Audit and Risk Committee
Ensuring an effective framework to manage the quality of learning and teaching and to maintain academic standards	The President and Principal as Chair of Senate, subject to review by Council

Budgets and the allocation of resources

Activity	Responsible Body or Individual
Financial Regulations	Finance and Investment Committee recommends, Audit & Risk Committee reviews, Council approves
Scheme of Delegation of Financial Authority	Finance and Investment Committee recommends, Audit & Risk Committee reviews,

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	Council approves
Approval of the annual budget	Finance and Investment Committee recommends, Council approves
Ensuring the adequacy of QMUL's insurance arrangements as risk mitigation	Council through Audit and Risk Committee
Ensuring the quality of insurance arrangements	Council through Finance and Investment Committee

For further information see the Financial Regulations and Scheme of Delegation of Financial Authority

Forward commitments

Activity	Responsible Body or Individual
Agreements that lock QMUL into significant contractual commitments of over 5 years and over a value of £5m per year other than contracts of employment	Council

Governance and organisation

Activity	Responsible Body or Individual
Amendments to the Charter	The Privy Council on the recommendation of Council by Special Resolution
Approval of Ordinances and amendments	Council
Approval of significant QMUL policies and HR codes of practice (i.e. those that have a material impact on the working conditions of members of QMUL or materially affect reputation)	QMSE
Approval of other non-academic policies designed for operational purposes which do not determine the terms and conditions of staff or materially affect reputation. However, they may be developed in support of terms and conditions and to protect and enhance reputation.	QMSE
Appointment of Officers of Council and the Secretary to Council	Council on the recommendation of the Governance Committee
Appointment of external members of Council	Council on the recommendation of the Governance Committee
Appointment of Auditors	Council on the recommendation of Audit and Risk Committee
Conferment of Honorary Degrees and Fellowships	HDFC recommends, Senate advises and Council approves
Queen Mary Medal	HDFC recommends Council approves
Appointment of the President and Principal	Council
Establishment/disestablishment of academic schools and institutes	Council following consideration by Senate

Appointment of Vice-Principals and Deans	The President and Principal on the recommendation of the appointment panel
Appointment of Heads of School, Directors of Institutes and Heads of Professional Services	The President and Principal
Major capital projects (a capital project with a spend in excess of £5m to be led by a Project Working Group)	Chaired by: • an external or internal member of Council who is independent of the project OR • a nominee of the Finance and Investment Committee who is not a member of Council but who is independent of the project and who the Committee considers holds sufficient experience and expertise

Academic governance, management and control

Activity	Responsible Body or Individual
Codes of practice relating to Students (as referenced in Ordinance A10)	Senate
Academic Regulations (as referenced in Ordinance A10) and regulations for the conduct of students (as referenced in Ordinance C4).	Senate
Policies and procedures for the approval of programmes and modules	Senate
Approval of taught programmes and modules	Taught Programmes Board
Approval of research programmes and modules	Research Degrees Programmes and Examinations Board
Operational documents for the approval of programmes and modules (description of process, forms etc)	Academic Registrar
Conferment of academic awards for taught programmes	Degree Examination Boards under authority from Senate
Conferment of research degrees	Research Degrees Programmes and Examinations Board under authority from Senate
Approval of collaborative partners	Partnerships Board under authority from Senate
Approval of collaborative provision	Partnerships Board, Taught Programmes Board or Research Degrees Programmes and Examinations Board under the authority of Senate (depending on the type of activity)

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Staff

Activity	Responsible Body or Individual
Setting the framework for determining the pay and conditions of service of staff	Council
Main features of terms and conditions of employment	Council
Process for the approval to recruit to a vacancy	QMSE
Decision to initiate recruitment to posts	Vice-Principal and Executive Dean; Chief Operating Officer
Appointment of staff to vacancies.	Appointing panel constituted in accordance with the relevant HR Code of Practice
Appointment of non-contracted staff	Head of School/Institute or Professional Service department
Promotion of academic staff	QMSE through an Academic Promotions Group established for that purpose

Students

Activity	Responsible Body or Individual
Admissions Policy	Senate
Admissions criteria	Marketing, Recruitment and Admissions Group (taught programmes) Research Degrees Programmes and Examinations Board (research programmes)
Selection of students	HOS/HOI/SMD[1] Dean for Education for the MBBS, often delegated to admissions tutors and officers
Award of prizes	SEBs or HOS/HOI in accordance with the procedure for the prize
Criteria for the award of bursaries and the Queen Mary Hardship Fund	Marketing, Recruitment and Admissions Group
Award of research degree scholarships and studentships	VP & Executive Dean of Faculty in accordance with the relevant criteria
Policy for the allocation of student accommodation	QMSE
Interface with the Students' Union	VP for Student Experience, Teaching and Learning

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[1] HOS – Head of School (HSS and S&E); DOI – Director of Institute (SMD); MBBS - Bachelor of Medicine and Bachelor of Surgery

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The President and Principal's Delegations to Vice-Principals and Senior Administrative Officers[2]

Area of Responsibility	Delegated to Whom	
	Ex-Officio Responsible Role	Responsible Individual
The executive management of faculties, including budgetary control and staffing matters.	VP & Executive Deans	
Leadership of cross-QMUL student experience, teaching and learning matters, including academic standards and delivery of the QMUL Student Experience, Teaching and Learning Strategy	VP Student Experience, Teaching and Learning	
Leadership of cross-QMUL research and research degree matters, including academic standards, the Doctoral College and the development and delivery of the QMUL Research Strategy.	VP Research	
Leadership of cross-QMUL International matters, including collaborative provision and the development and delivery of the QMUL International Strategy.	VP International	
Leadership of cross-QMUL public engagement matters and the promotion of student enterprise and entrepreneurship.	VP Public Engagement and Student Enterprise	
Leadership of central Professional Services functions and ensuring co-ordination with administrative activity in Faculties.	Chief Operating Officer	
Strategic oversight of the estate, including the development and delivery of the QM estates strategy.		Professor Rebecca Lingwood, Vice-Principal (Student Experience, Teaching and Learning)
Strategic oversight of information technology services, including the development and delivery of the QM IT strategy.		Professor Peter McOwan, Vice-Principal (Public Engagement and Student Enterprise)
Strategic oversight of human resources, including the development and delivery of the QMUL HR strategy.		Professor Morag Shiach, Vice-Principal and Executive Dean (Humanities and Social Sciences)
Strategic oversight of health, safety and wellbeing issues.		TBC
Strategic oversight of risk management.		TBC
Strategic oversight of QMUL's promotion of equality and diversity issues.		Professor Simon Gaskell, President and Principal

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[2] This section will be updated on an annual basis as these areas of responsibility may be subject to change.

The Vice-Principal & Executive Deans' Delegations to Deans and Heads of School/Institute:

Activity	Responsible Body or Individual
Area of responsibility	**Delegated to whom**
The executive management of schools in HSS and S&E and of institutes in SMD, including budgetary control and staffing matters.	Heads of School Directors of Institute
Leadership of cross-faculty research and research degree matters, including academic standards and the development and delivery of the faculty Research Strategy.	Faculty Deans for Research
Operational responsibility for the Doctoral College[3] is delegated by the Vice-Principal (Research) to the Director of the Doctoral College	Appointed from one of the Faculty Deputy Deans for Research
Leadership of cross-faculty student experience, teaching and learning matters, particularly the delivery of taught programmes and the faculty Teaching and Learning Strategy	Faculty Deans for Taught Programmes
Appointment of individuals to roles of Director of Taught Programmes and Director of Research in schools and institutes	Heads of School Directors of Institute
Appointment to other roles in a school or institute	Heads of School Directors of Institute

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[3] The Doctoral College provides support to all Queen Mary PhD students and Early Career Researchers to enable them to reach their full potential and be prepared for life beyond Queen Mary. It enhances the postgraduate research student experience by cultivating a lively and innovative cross- and inter-disciplinary community of researchers. The Doctoral College works in partnership with schools, institutes and Professional Services to offer a wide range of flexible training and development activities, careers support and social events.

Ordinance A3: Statement of Primary Responsibilities of the Council

The Primary Responsibilities of the Council are:

1. To approve the mission and strategic vision of the institution, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.

2. To establish the authority of the President and Principal, as chief executive, for the academic, corporate, financial, estate and personnel management of the institution.

3. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made.

4. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.

5. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators.

6. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.

7. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.

8. To safeguard the good name and values of the institution.

9. To appoint the President and Principal who will be chief executive, and to put in place suitable arrangements for monitoring his/her performance.

10. To appoint a secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there shall be an appropriate separation in the lines of accountability.

11. To be the employer of all staff in the institution and to ensure that there is a human resources strategy.

12. To be the principal financial and business authority of the institution, to ensure that proper accounts are kept, to approve the annual budget and financial statements, and to have overall responsibility for the institution's assets, property and estate.

13. To make such provision as it thinks fit for the general welfare of students, in consultation with Senate.

14. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.

15. To ensure that the institution's constitution shall be followed at all times.

Scheme of Delegation of Financial Authority

The Scheme of Delegation of Financial Authority was approved by Council on TBC. This document is located: http://qm-web.finance.qmul.ac.uk/procedures/index.html

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Academic Regulations 2015 – 16 - Senate Delegations

To be updated in July with the Academic Regulations for 2015-16

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