

## **Council: Statement of Primary Responsibilities**

*All members should exercise their responsibilities in the interests of the School as a whole and not as a representative of any constituency. Members are expected to attend most meetings in order to fulfil responsibilities*

### **Strategy**

1. To oversee the development of and approve the mission, strategic vision and long-term academic and business plans of the School.
2. To delegate authority to the Director, as chief executive, for the academic, corporate, financial, estate and personnel management of the School and to keep under regular review the policies and procedures established under the authority of the Director.
3. To oversee and facilitate where appropriate proactive and productive relationships with the School's major stakeholders.

### **Corporate Governance**

4. To ensure that the School operates in accordance with its Charter and the requirements set out in the HEFCE Financial Memorandum.
5. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, governance and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
6. To oversee the solvency of the School, safeguard its assets; ensure that systems are in place to secure value for money (economy, efficiency and effectiveness) in relation to all School activities; and to advise on the allocation of those resources necessary for the School to maximize its performance.

### **Performance**

7. To monitor and evaluate the performance and effectiveness of the School against its strategic plans through review of approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
8. To establish processes to monitor and evaluate the performance and effectiveness of the School and the Council itself.

### **Values**

9. 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 (i.e. selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

10. To safeguard and actively promote the reputation and standing of the School.

### ***Conflicts of Interest***

11. To declare any interests (personal, financial and other) in matters under discussion and routinely record such interests in the School register.

### ***Core Responsibilities***

12. To act in accordance with the following principles:

- understand individual/collective responsibilities within the School
- act honestly, reasonably and in good faith without being bound by commitments to any other persons or bodies
- act with skill and care to safeguard the assets of the School
- be satisfied that any course of action proposed is in accordance with the School's Charter and Regulations
- not bind the School to a course of action which it cannot carry out
- ensure that the School does not continue to operate if it is insolvent or there is no reasonable prospect of avoiding an insolvency
- ensure that sufficient financial and other information is made available and properly considered on a regular basis
- seek to persuade colleagues by open debate, and register dissent where concerned that the action would be contrary to any of the above
- avoid situations where there is actual or potential conflict of member interests and those of the School
- ensure that professional advice is taken by the School wherever appropriate

This is general guidance and not a statement of the law.

### ***Membership and Committees***

13. To appoint external members to Council, including a Chairman, Deputy Chairman and Honorary Treasurer (who shall be Chairman of Planning & Finance Committee), and Court.

14. Appoint standing and ad hoc committees as required, determining both compositions and terms of reference.

### ***Academic***

15. To ensure that systems are in place to monitor, and to maintain or improve, the quality of the School's teaching, training, learning and research activities and to receive reports and recommendations from Senate on all academic matters.

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

### ***Staff***

17. To be responsible for the appointment, suspension and dismissal of the Director as chief executive, to determine the conditions of appointment and to put in place suitable arrangements for monitoring his/her performance.

18. To appoint a secretary to Council and to ensure that, if the person appointed has managerial responsibility in the School, there is an appropriate separation in the lines of accountability.
19. To be the employing authority for all staff in the School, including undertaking an annual review of senior staff, and to ensure the establishment of a human resources strategy.
20. To ensure that strategies are in place for succession planning of the School's senior management posts.
21. To make such provision as it thinks fit for the general welfare of staff.

### ***Safety***

22. To ensure that the School carries out all activities safely and with regard to the health and safety of all its students, staff and those who may be affected by its activities.

### ***Equality and Diversity***

23. To ensure that the School provides an inclusive and supportive environment, and that members of staff, students and visitors are not in any way disadvantaged on grounds of religion and belief, race, political affiliation, marital or parental status, socio-economic background, sexual orientation, age, sex, gender identity or disability.

### ***Financial***

24. To be the principal financial and business authority of the School, to ensure that the conditions of the Financial Memorandum with HEFCE are met, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the School's assets, property and estate.
25. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the School.

### ***Estates***

26. To be the principal authority for holding land and property, and accountable for its appropriate acquisition, maintenance and disposal.

### ***Legal Compliance***

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

Amendments agreed by Council on 9 October 2014