

Schedule of Delegation

October 2023

Policy control

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Approving Bodies	Audit and Risk Committee, Board of Governors
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THE GLASGOW SCHOOL OF ART

SCHEDULE OF DELEGATION

1. INTRODUCTION

- 1.1 The Board of Governors is the governing body of the Glasgow School of Art. This Schedule records the delegated authority for decisions taken in the name of or on behalf of the Board of Governors. The Schedule is reviewed and formally approved by the Board of Governors on an annual basis as is required by the Scottish Code of Good HE Governance.
- 1.2 In the case of any ambiguity, uncertainty or conflict, the provisions of the School's Order of Council and Articles of Association will always take precedence over the Schedule.

2. GENERAL PRINCIPLES

- 2.1 All delegated powers must be exercised in accordance with relevant current procedures and policies of the School, including the financial regulations and supporting policies, and applicable statutory requirements.
- 2.2 Having delegated authority to other bodies or individuals to act on its behalf, the Board of Governors is nevertheless still ultimately accountable and assumes collective responsibility for the actions taken under delegated authority.
- 2.3 The Board of Governors has the power at any time, subject to any statutory restrictions to the contrary, to vary, extend, restrict or recall any power or function delegated by it.
- 2.4 In potentially contentious matters, or for decisions of strategic importance to the School, or where the Board of Governors would be reasonably expected to have a significant interest, it may be appropriate to seek the approval of the Board of Governors, even where authority has been delegated.
- 2.5 The use of delegated authority should be reported to the Board of Governors as appropriate.
- 2.6 A list of reserved matters which may not be delegated by the Board of Governors is detailed in the School's Statement of Corporate Governance and may be accessed via the following link. <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

3. DELEGATION OF AUTHORITY

3.1 Committees

The Board of Governors has ultimate responsibility for the effective operation of the School, and, following common practice, delegates much of the detailed work to Board committees. The extent of that delegation is detailed within the document entitled GSA Board Committee Remits and Memberships, which is reviewed and approved by the Board of Governors on an annual basis and which may be accessed via the following link. <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

3.2 **Academic Council**

The Academic Council is the principal academic body of the School and is responsible for all academic matters including academic standards and quality. The remit of the Academic Council is specified in the School's Articles of Association and represents delegated functions from the Board of Governors, namely:

- the function of advising the Director in relation to the overall planning, co-ordination, development and supervision of the academic work of the institution; and
- such other functions of the Board of Governors as may be assigned to the Academic Council by the Board of Governors.

The functions specified shall be discharged by the Academic Council subject to the general control and direction of the Board of Governors (though in practice, the Board shall be expected to supervise and oversee the work of the Academic Council). In discharging the functions specified, the Academic Council shall have all the powers and duties of the Board of Governors in relation to those functions and shall have the power to make any recommendation to the Board of Governors on such matters relating to those functions as the Academic Council may think fit.

This remit and the membership of the Academic Council is detailed within the document entitled GSA Academic Council Remit and Membership, which is reviewed and approved on an annual basis by the Board of Governors and which may be accessed via the following link. <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

3.3 **The Chair of the Board of Governors**

The remit of the Chair of the Board of Governors is prescribed by the Higher Education Governance (Scotland) Act 2016, namely responsibility for:

- presiding at meetings of the Board of Governors (including holding a casting and deliberative vote);
- the leadership and effectiveness of the Board of Governors; and
- ensuring that there is an appropriate balance of authority between the Board of Governors and the Director of the School.

Further detail on the role of the Chair is set out in the Statement of Corporate Governance which may be accessed via the following link. <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

3.4 **The Director**

The Director is responsible for all matters relating to the effective working and good order of the School and, in terms of the governing instruments, the Director shall discharge the functions of the Board of Governors relating to:

- the organisation and management of the School and the discipline therein, and
- with the advice of the Academic Council, the overall planning, co-ordination, development and supervision of the academic work of the School.

In discharging these functions, the Director shall be subject to the general control and direction of the Board of Governors but otherwise shall have all the powers and duties of the Board of Governors in relation to those functions.

The Board of Governors delegates full authority to the Director to act on its behalf in order to exercise these responsibilities, subject to the following principles:

- The Director will act within the terms of their appointment.
- The Director will act at all times in accordance with the best interests of the School, its staff and students, and will be mindful of the importance of preserving and enhancing the School's reputation.
- The Director's actions will be consistent with the School's budget and its strategic plan as approved by the Board of Governors.
- The Director is responsible for ensuring decisions of the Board of Governors are properly implemented.
- The Director's actions will be consistent with relevant legislation and externally prescribed conditions such as those set out in the Scottish Funding Council's Financial Memorandum, and is the School's accountable officer to the Scottish Funding Council in respect of the use of SFC funds.
- The Director's actions will be consistent with accepted standards of behaviour in public life and with the Nine Principles of Public Life in Scotland.
- The Director will report to each meeting of the Board of Governors all significant actions taken on its behalf, and will be accountable to the Board of Governors for such actions.
- The Director will consult with the Chair of the Board of Governors, whom failing the Vice-Chair(s) of the Board or an appropriate independent member of the Board, in respect of any potentially contentious, novel or controversial matters prior to exercising their delegated authority.
- In their absence, the Director may delegate authority to the Deputy Directors of the School or other appropriate senior executive officers of the School.

3.5 **The Senior Leadership Group**

The Senior Leadership Group is responsible to the Director and ensures the effective leadership, direction and management of the activities at the School. The Group's remit shall be published on the GSA website.