

Schedule of Delegation

Policy control

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Approving Bodies	Governance and Nominations Committee, Board of Governors
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Author	Corporate Governance Office
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Benchmarking	Scottish Code of Good HE Governance (2023)

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. PRINCIPLES OF DELEGATION

- 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 Delegated authority may be sub-delegated where appropriate, but accountability remains with the original delegate.
- 2.6 Delegated authority must be exercised in accordance with approved budgets and School policies.
- 2.7 The use of delegated authority should be reported to the Board of Governors as appropriate.

3. MATTERS RESERVED TO THE BOARD OF GOVERNORS

- 3.1 Matters reserved to the Board of Governors are set out below and are described in full in the School's Statement of Corporate Governance.
 - i. Approval of the purpose, values, mission and overall strategy of the School
 - ii. Approval of the academic and business strategic plans
 - iii. Approval of the annual budget and audited financial statements
 - iv. Ensuring the solvency of the School and safeguarding of assets
 - v. Approval of major capital projects and property transactions
 - vi. Appointment, appraisal and removal of the Director and Principal
 - vii. Approval of senior management remuneration and severance
 - viii. Approval of amendments to governing instruments
 - ix. Oversight of risk management, audit and internal control
 - x. Approval of policies reserved to the Board

4. DELEGATION OF AUTHORITY

The Board of Governors has ultimate responsibility for the effective operation of the School, and, following common practice, delegates much of the detailed work as set out in the table below.

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TABLE 1: FINANCIAL TRANSACTIONS, BORROWING, LENDING AND INVESTMENTS			
Ref	Decision / Matter	Delegated Authority	Conditions / Notes
F1	Approval of annual budget	Board of Governors	Scrutiny provided by Finance and Resources Committee
F2	Novel or high-risk financial arrangements	Board of Governors	Reserved matter
F3	Expenditure within approved budgets	Heads of Schools or Service Areas, accountable to Chief Finance Officer (CFO)	Financial Regulations v1.1 (2021) include thresholds for financial delegated authority and procurement
F4	Approval of financial transactions and contracts relating to non-recurrent spending not within the approved annual budget that would result in an annual overspend	Up to £100k CFO Up to £207,719 SLG Up to £1m FRC £1M and over BoG	Scrutiny provided by Finance and Resources Committee / Senior Leadership Group
F5	Banking arrangements	Board of Governors	Scrutiny provided by Finance and Resources Committee
F6	Borrowing and Lending	Finance and Resources Committee	Executive decisions within Treasury Management policy parameters delegated to the CFO
F7	Approval and management of School investments and endowment funds (excluding spin-outs)	Finance and Resources Committee	In line with Endowment Investment Policy
F8	Approval of the formation, acquisition and disposal of companies, joint ventures or consortium arrangements (excluding spin-outs)	Board of Governors	Scrutiny provided by Finance and Resources Committee
F9	Administration and acceptance of gifts, benefactions and donations	Director of Development and Chief Financial Officer	In line with Gift Acceptance and Donor Relation Policy
F10	Settlement of tax matters with tax authorities	Chief Financial Officer	In line with GSA's Financial Regulations
F11	Approval of write-off or write-down of monies due to the School	Up to £100k CFO Up to £207,719 SLG Up to £1m FRC £1M and over BoG	Financial Regulations v1.1 (2021) section 20.12: requests in excess of £5000 must be authorised by the CFO

F12	Procurement and administration of insurance cover and negotiation of insurance claims	Chief Financial Officer	Financial Regulations v1.1 (2021) section 6.1
F13	Treasury transactions	Chief Financial Officer	In line with Treasury Management Policy
F14	Development trust funds	Finance and Resources Committee	Administered by Director of Development and Chief Financial Officer
F15	Appointment of external and internal auditors	Board of Governors	Scrutiny provided by Audit and Risk Committee

TABLE 2: PROPERTY TRANSACTIONS AND CAPITAL PROJECTS

Ref	Decision / Matter	Delegated Authority	Conditions / Notes
P1	Approval of property acquisitions or disposals	Up to £100k CFO Up to £207,719 SLG Up to £1m FRC £1M and over BoG	The disposal of an exchequer-funded asset where the proceeds are likely to exceed £3 million requires prior approval from the Scottish Funding Council.
P2	Approval of leases where the University acts as tenant or landlord	Market value up to £100k per annum*, less than 5 years break point - CFO Market value over £100k per annum*, duration less or more than 5 years - SLG Note: The lease of an exchequer-funded asset for 5 years' duration or more requires prior approval from the Scottish Funding Council. *This is the per annum value, not cumulative value, of the lease.	Once approved, the Director of Estates and Infrastructure has delegated authority to sign leases.
P3	Approval of major capital projects within the approved estates strategy (business case and authority to proceed)	Up to £100k CFO Up to £207,719 SLG Up to £1m FRC £1M and over BoG	In line with agreed financial approvals.
P4	Approval of capital projects funded from revenue	Finance and Resources Committee	On recommendation of Chief Financial Officer
P5	Approval of variations to previously approved capital projects	In accordance with original approval noted in P3 above	
P6	Approval of student rental charges	Senior Leadership Group	

TABLE 3: HUMAN RESOURCES

Ref	Decision / Matter	Delegated Authority	Conditions / Notes
HR1	Approval of HR policies and procedures	<p>Board of Governors: approval of overarching HR policy framework and any material / strategic policies</p> <p>People & Culture Committee: approval of new policies and significant revisions under delegated authority</p> <p>Senior Leadership Group: approval of minor updates and periodic refreshes</p>	<p>All policies must align with legal and regulatory requirements and institutional strategy.</p> <p>Significant changes include those impacting terms and conditions, financial commitments, or institutional risk profile.</p> <p>Trade union consultation required where applicable.</p> <p>The Board retains ultimate accountability for HR policy and governance.</p>
HR2	Approval of staff appointments and issue of formal offers of appointment	<p>Authority to Appoint (ATA): Strategic Workforce Oversight Group (SWOG)</p> <p>Non-SLG roles: Head of School / Director (post-ATA approval); Recruiting Manager leads process; HR issues formal offers</p> <p>SLG roles (excluding Board-designated roles): Director and Principal (appointment authority); HR leads and manages recruitment process</p> <p>Board involvement (panel representation): Deputy Directors and Chief Financial Officer</p> <p>Board approval required: Director and Principal and Secretary to the Board</p>	<p>All appointments subject to SWOG approval via the ATA process and must align with workforce planning and budget.</p> <p>Recruitment must follow the Staff Recruitment Policy and Procedure, including panel constitution and equality requirements.</p> <p>HR is responsible for managing recruitment campaigns, advising panels, issuing formal offers, and ensuring pre-employment checks.</p> <p>For Board-level and designated senior roles, appointment processes must comply with governance requirements, including Board-approved selection processes and panel representation.</p> <p>The Board retains ultimate accountability for senior appointments and institutional governance.</p>

HR3	Approval of remuneration	<p>Board of Governors: approves remuneration policy framework and oversight of Remuneration Committee</p> <p>Remuneration Committee: determines and reviews remuneration (salary, benefits, and terms and conditions) for the Director and Principal and Senior Leadership Group</p> <p>Director and Principal: approval of remuneration within approved frameworks for all other staff</p> <p>HR: operational implementation of pay, grading, and starting salaries</p>	<p>Remuneration of senior staff must be determined in line with the Remuneration Committee Framework, including benchmarking, affordability, and equality considerations.</p> <p>The Remuneration Committee undertakes an annual review of the salary of the Director and Principal and Senior Leadership Group, informed by performance, benchmarking data, and institutional affordability.</p> <p>Salary for new senior roles must be approved (or a range agreed) by the Remuneration Committee prior to appointment.</p> <p>All other roles are graded using the HERA job evaluation scheme, which determines salary ranges in line with national frameworks and equal pay principles.</p> <p>Starting salaries are normally set at the minimum point of the grade, with any variation requiring appropriate approval in line with policy.</p> <p>Cost of living increases and national pay awards are applied in line with sector agreements, with Remuneration Committee approval required for senior staff.</p> <p>The Board retains ultimate accountability for remuneration governance.</p>
HR4	Implementation of nationally negotiated annual pay awards	<p>Board of Governors: oversight through approval of institutional budget</p> <p>Finance and Resources Committee: oversight of affordability through budget setting and financial monitoring</p>	<p>Pay awards are determined through national sector negotiations and applied in line with sector agreements.</p> <p>Implementation must be affordable within the approved institutional budget, as overseen by the Finance and Resources Committee.</p>

		<p>Director and Principal (on behalf of the Senior Leadership Group): approval of implementation across the institution</p> <p>Remuneration Committee: approval of application to the Director and Principal and Senior Leadership Group</p> <p>HR: operational implementation</p>	<p>The Chief Financial Officer provides advice on affordability and financial impact to inform decision-making.</p> <p>Application of cost of living increases to senior staff requires Remuneration Committee approval.</p> <p>HR is responsible for applying pay awards to payroll and ensuring consistency with national frameworks.</p> <p>The Board retains ultimate accountability for financial sustainability and pay strategy.</p>
HR5	Approval of terms and conditions of service	<p>Board of Governors: approval of overarching terms and conditions framework and any material changes</p> <p>People & Culture Committee: scrutiny and approval of significant policies and changes relating to terms and conditions under delegated authority</p> <p>Remuneration Committee: approval of any variation to standard terms and conditions for the Director and Principal and Senior Leadership Group</p> <p>Principal / Senior Leadership Group: approval of implementation and application of terms and conditions</p> <p>HR: operational implementation and advice</p>	<p>Terms and conditions must comply with employment legislation, national agreements, and institutional policy.</p> <p>GSA recognises Trade Unions for the purposes of negotiation and consultation on terms and conditions, with formal engagement through the Trade Union Forum (TUF).</p> <p>Changes to terms and conditions are subject to consultation and, where appropriate, negotiation with recognised Trade Unions in line with the Trade Union Recognition Agreement and associated procedures.</p> <p>Trade Union representatives are supported to undertake these duties, including participation in consultation and negotiation processes.</p> <p>Any non-standard contractual arrangements for senior staff require Remuneration Committee approval.</p> <p>The Board retains ultimate accountability for employment frameworks and associated risks.</p>

HR6	Approval of staff development and performance measurement systems	<p>Board of Governors: oversight through approval of People Strategy and monitoring of delivery</p> <p>People & Culture Committee: oversight and scrutiny of staff development, performance frameworks, and delivery of the People Strategy</p> <p>Director and Principal / Senior Leadership Group: approval and ownership of implementation of staff development and performance systems</p> <p>HR: design, development and operational delivery of frameworks and processes</p>	<p>Staff development and performance systems are aligned to the People Strategy and support delivery of the Institutional Strategic Plan.</p> <p>This includes the development and implementation of a Career Framework, regular Career Review discussions, leadership development, and workforce capability planning.</p> <p>Performance and development approaches must reflect GSA values and ethical leadership behaviours and support a positive employee experience.</p> <p>Systems are co-developed with staff and Trade Unions, with mechanisms in place to support employee voice and engagement.</p> <p>Progress and impact are monitored through defined indicators and reported through governance structures.</p>
HR7	Termination of employment	<p>Board of Governors: involvement in termination of employment for the Director and Principal and other Board-designated roles</p> <p>Remuneration Committee: approval of severance arrangements for the Director and Principal and Senior Leadership Group</p> <p>Director and Principal / Senior Leadership Group: authority to approve dismissal of staff in line with policy</p> <p>Director and Principal, CFO and Secretary: approval of severance agreements up to £75,000 (non-SLG roles)</p>	<p>Termination of employment must be conducted in accordance with GSA policies and procedures, including the Disciplinary Procedure, Capability Policy, and relevant employment legislation.</p> <p>Formal processes must include investigation, disciplinary hearing, and right of appeal, with appropriate separation of roles in decision-making.</p> <p>HR must be involved throughout to ensure fairness, consistency, and compliance, and will attend formal hearings in an advisory capacity.</p> <p>Employees have the right to be accompanied by a Trade Union representative or colleague at formal stages.</p>

		<p>Line Managers: management of disciplinary and capability processes (with HR support)</p> <p>HR: advisory role and oversight of process and compliance</p>	<p>Dismissal decisions must be taken by appropriately senior managers, depending on the severity of the case.</p> <p>Severance agreements must be supported by a documented business case and approved through the appropriate governance route prior to finalisation.</p> <p>For agreements up to £75,000*, approval is required from the Director, CFO and Secretary prior to sign-off.</p> <p>For senior staff, Remuneration Committee approval is required prior to agreement of final terms.</p> <p>The Scottish Funding Council must be consulted for any severance payment exceeding £100,000*.</p> <p>*The thresholds relate to individual severance arrangements and not cumulative totals across multiple posts.</p>
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TABLE 4: RESEARCH, KNOWLEDGE EXCHANGE AND COMMERCIALISATION			
Ref	Decision / Matter	Delegated Authority	Conditions / Notes
R1	Approval of applications for research grants, tenders for research contracts and standalone contracts for research	Research Office	Financial Regulations v1.1. (2021) Section 21
R2	Approval of research, consultancy and knowledge exchange contracts	Research Office	Financial Regulations v1.1 (2021) Sections 21 and 22

TABLE 5: STUDENT AND ACADEMIC MATTERS

Ref	Decision / Matter	Delegated Authority	Conditions / Notes
S1	The organisation and management of the School and the discipline therein	Academic Council	
S2	Overall planning, co-ordination, development and supervision of the academic work of the School	Academic Council	
S3	Approval of tuition fees	Senior Leadership Group (for minor changes) Finance and Resources Committee (for major changes)	Minor changes are routine changes following annual review activity. Major changes are changes to fee structures, pricing models or proposed changes in strategic direction.
S4	Approval of changes to tuition Fees	Senior Leadership Group (for minor changes) Finance and Resources Committee (for major changes)	
S5	Admissions policies	Academic Council	
S6	International collaboration agreements	Academic Council	

TABLE 6: INFORMATION AND DIGITAL SERVICES			
Ref	Decision / Matter	Delegated Authority	Conditions / Notes
IT1	Digital Strategy	Board of Governors	
IT2	Information Services-related projects - approval of detailed business case and to proceed (items of non - recurrent spending not within approved budget)	Up to £100k CFO Up to £207,719 SLG Up to £1m FRC £1M and over BoG	
IT3	Development and approval of policies, guidance or procedures on the use of computing facilities and resources	Senior Leadership Group	

TABLE 7: LEGAL, GOVERNANCE AND OTHER MATTERS

Ref	Decision / Matter	Delegated Authority	Conditions / Notes
LG1	Approval of the School's Governance Policies and oversight of compliance with Scottish Code of Good HE Governance	Board of Governors	With scrutiny via Governance and Nominations Committee and Audit and Risk Committee
LG2	Decisions relating to compliance with Scottish Charity Regulator (OSCR) requirements	Board of Governors	
LG3	Approval of responses to significant legal claims, litigation, or settlement agreements	Board of Governors	
LG4	Approval of policies governing data protection, freedom of information, and records management	Senior Leadership Group	