



### **Statement of Primary Responsibilities**

The Board of SRUC is the governing body of the College and, as such, is responsible for overseeing the management and administration of the whole of SRUC. The **Scottish Code of Good HE Governance** (the “HE Code”) states that the “governing body shall adopt a Statement of Primary Responsibilities”.

As the governing body, the Board collectively determines the vision, mission and strategy of SRUC. The Board has collegiate responsibility to ensure that it retains the necessary balance of experience, skills and attributes in order to oversee the activities of the institution and discharge its responsibilities effectively with proper regard to its stakeholders, wider society and its overriding purposes. The Board will establish the institution’s appetite and tolerance for risk, recognising that delivering upon ambitious strategic objectives involves a degree of calculated risk taking and uncertainty.

In honouring its responsibilities, the Board will endeavour to set institutional values, operate ethically, safeguard academic freedom and ensure the long term sustainability of the institution.

The primary responsibilities of the Board, as the governing body of SRUC, are:

#### **Strategy**

1. to approve the mission and the strategic vision of SRUC, setting out its teaching, research, commercial and social or wider impact objectives and to identify the financial, physical and staffing resources to achieve these aims. The Board will determine the shaping of the mission and strategic vision, drawing on its collective experience and skills;
2. to ensure the quality of the educational provision of SRUC and, in consultation with the Academic Board, to make such provision as it thinks fit for the general welfare of students;
3. to oversee the management of all of the revenue and property of SRUC and to exercise general control over its affairs, purposes and functions, taking all final decisions on matters of fundamental concern to the institution;
4. to safeguard the reputation and values of SRUC, ensuring that the institution is responsive to the interests of its stakeholders, including students, staff, the local community and funding bodies;
5. to assist the institution in the promotion and development of its activities in Scotland, the UK and internationally, in a way which enhances the financial sustainability, visibility and reputation of SRUC;
6. to approve a financial strategy, long-term strategic business plans and annual budgets for SRUC, ensure its solvency and safeguard its assets;

7. to monitor the institution's performance against approved plans and key performance indicators, benchmarking these where appropriate;
8. to approve an estates strategy for the management and development of land and buildings in support of SRUC objectives;
9. to approve a human resources strategy and to ensure that reward arrangements for its employees are appropriate to the needs of the institution;
10. to approve a communications and marketing strategy in support of SRUC objectives.

### **Governance and Control**

11. to ensure compliance with established principles of good governance in higher education, ensuring SRUC conducts its affairs in accordance with its Articles of Association, relevant legislation, the Scottish Code of Good Higher Education Governance (2017 edition) and other rules and regulations where applicable;
12. to appoint the Principal & Chief Executive including the terms and conditions of appointment, and to put in place suitable arrangements for monitoring his or her performance;
13. to appoint a Company Secretary and to ensure that he or she has separate lines of accountability for the provision of services to the Chair and Board and for the fulfilment of other responsibilities within the institution;
14. to make clear and to review regularly the executive authority and other powers delegated to the Principal & Chief Executive, to other senior officers and to other bodies including the Academic Board and Board Committees;
15. to ensure the proper use of public funds awarded to SRUC as well as adherence to the funding requirements of the Scottish Funding Council in its Financial Memorandum and any other documents, subject to the responsibilities of the Principal & Chief Executive as Accountable Officer to ensure compliance with the terms of said Memorandum or with any other relevant documents;
16. to establish and monitor effective systems of internal control and accountability throughout the institution, oversee arrangements for internal and external audit and to approve annual financial statements;
17. to ensure that arrangements are in place for the proper management and assessment of risk and that appropriate arrangements are in place in respect of the health and safety of students, staff and other persons;
18. to act as trustee for any legacy, endowment, bequest or gift in support of the institution's activities;
19. to provide active leadership, direction and example in its commitment to equality and diversity across SRUC, promoting the necessary strategies, policies, actions, targets and cultures to achieve successful outcomes;

### **Effectiveness and Transparency**

20. to ensure, through the appointment of co-opted lay persons in accordance with the Articles of Association, a balance of skills and experience amongst the membership of the Board sufficient to meet these primary responsibilities;
21. to ensure that the proceedings of the Board and Committees are conducted in accordance with the nine principles of public life;
22. to ensure that the Board takes effective steps to communicate its decisions and its work to the staff and students of the institution, and to other stakeholders as appropriate;
23. to ensure that procedures are in place in SRUC for dealing with internal grievances, conflicts of interest and public interest disclosure; and
24. to monitor its own performance and that of its Committees through annual internal reviews of effectiveness, with a formal, externally facilitated evaluation of

effectiveness undertaken not less than every five years and to ensure that the Academic Board reviews its own effectiveness on a regular basis.

**Approved by the Board of SRUC on 5<sup>th</sup> June 2018**