

Distinction between Governance and Management (adopted by Council with effect from 1/8/2004)

1. It is suggested that the following distinction between Governance and Management, discussed by Council in December 2003 and March 2004 and endorsed by senior lay and academic officers in June 2004, is used as a working definition, subject to any refinement necessary to improve it, should any apparent overlap occur.

Governance:	Management:
Ensuring that a policy framework is in place.	Determining the details of policy content and implementation.
Agreeing overall mission and goals for the University and monitoring progress against the goals.	Determining the means whereby goals might be met and putting these into effect.
Ensuring the existence of proper mechanisms for financial stewardship and legislative compliance.	Responsible for ensuring that Council is provided with monitoring and accountability information for its governance role.
Delegating to enable action between meetings.	
Appointment of the Vice-Chancellor and President.	

Governance hence determines

- **Overall corporate strategy**, i.e. which defines the strategic direction of the University, the context for the University's policy framework and the broad requirement for monitoring and review by Council. Management would be expected to bring forward proposals on these matters.
- **Policy framework**, i.e. within which management can take, implement, monitor and review decisions.
- **A requirement for monitoring and review**, i.e. of achievement of policy objectives and compliance, this to be undertaken as part of on-going management and operational processes.

The University's overall strategy and policy framework need to be sufficiently robust to enable the University management to manage the University effectively.

2. Governance, as defined above, gives Council a unique and important role which has implications for how it operates. In seeking to maximise the Council's contribution in this role and its effectiveness and efficiency, it is essential that this is appropriately reflected in the content and structure of meetings and relevant related matters.