# Delegations Stocktake – Implementation Plan

**Introduction**

The Delegations Stocktake 2026 will have two areas of focus, with an end goal of implementing fundamental improvements to the core design of the Delegations Framework, as well as facilitating a much-needed review of delegation assignments in business units across the University.

The Chief Operating Officer will receive regular update/progress reports for each area of focus as denoted in the roadmaps outlined below.

**Focus One – Implementation of Responsible Officers for Delegations**

**Background**

In simple terms, this focus is the content of the delegations themselves – e.g. do the delegations within the framework appropriately match the intent of the underlying legislation/instrument/policy.

The *Delegations Framework Review* internal audit carried out in 2022 found that the current informal process, which places the responsibility on the University Governance Office (UGO) to ensure complete and accurate updates to delegations when source policies are updated, was not appropriate and had led to inconsistencies between policy and delegations.  It cited the risks associated with the lack of subject owner accountability for the accuracy of delegations in the Framework and recommended that Responsible Officers be identified for delegations based on ownership of processes or policies.

The audit further recommended that the Delegations Framework be brought into alignment with the University's Policy Governance Framework, which already uses a system of Responsible Officers for policy documents.

*This first area of focus for the stocktake aims to finalise and deliver the work associated with the final recommendation of the 2022 delegations audit and introduce a Responsible Officer mechanism as a key improvement to the Delegations Framework.*

**Approach**

UGO will take the following approach to implement a system of Responsible Officers (ROs) for delegations:

- UGO will develop a recommended list of ROs for delegations, in consultation and with the agreement of relevant stakeholders, for approval by the Interim Vice-Chancellor.  This list would be based on the following **RO principles**:

    - **Delegations based on policy** = ROs will be established within the Delegations Framework that are directly linked to that ROs assigned policies in the Policy Library

    - **Delegations based on Council decisions** = UGO (specifically, the University Secretary) will be the default RO custodian for Council delegations/business

    - **Delegations based on ANU legislation** = UGO (specifically, the University Secretary) will be the default RO as the coordinator of legislative instruments through approval and registration

- o **Delegations based on external legislation** = the head of the responsible area for the implementation and compliance with a piece of legislation will be assigned as the default RO.
- o **All other delegations** = the head of the responsible area for the subject matter of the delegation will be assigned as the default RO.

- ROs will be responsible for ensuring that their delegations are up to date and aligned to their source document, consulting on changes and endorsing final versions of new and changed delegations as part of the development process coordinated by the Delegations Administrator in UGO.

- Review of delegations will be expected to be an exercise that takes place as part of every update to an existing policy document, or the creation of a new one. Doing this will ensure that delegations remain accurate, relevant and effective whilst removing a significant administrative burden from UGO.

- The Delegations Administrator in UGO will continue to provide advice/guidance and manage the approval process through to implementation in HRMS, the Delegations Framework and the Policy Library.

- The RO (or their area) will be responsible for the communication of changes to relevant stakeholders.

**Implementation and Deliverables Roadmap – Focus Area 1**

| | Activity | Timeline | | | |
|---|---|---|---|---|---|
| **1.** **Implementation of Responsible Officers for Delegations** | | **January 2026 – May 2026** | | | |
| | | **Responsible Area** | **Due Date** | **Detail** | **Progress** |
| **1.1** | Identification and notification of potential Responsible Officers | UGO | Jan 2026 | UGO to identify all potential Responsible Officers based on RO Principals (see above) and send out initial email containing information about the proposal/timelines/expectations/responsibilities | **Complete** |
| *Director Governance to be copied into this correspondence* | | | | | |
| **1.2** | Finalise map of delegations to Responsible Officers | UGO and ROs | Jan-Feb 2026 | UGO to map, collate and send a comprehensive list of identified delegations to each Proposed Responsible Officer for their consideration, consultation and further discussion | **Underway** |
| *OCOO to be advised of finalised RO list* | | | | | |
| **1.3** | Preparation of draft Updates to Delegations Policy and Procedure, website and documentation | UGO | Feb - Mar 2026 | UGO to prepare drafts of all Delegations Framework documentation[1] and updated Delegations Policy and Delegations Procedure documents to include language around Responsible Officers and how they fit into the delegations framework. | |
| *OCOO to be consulted during development of draft updates to Policy and Procedure* | | | | | |
| **1.4** | Full Proposal to be presented to the Vice-Chancellor, via COO, for approval | UGO | End Mar 2026 | UGO to bring the full proposal for Responsible Officers together, including the mapping of which delegations have been assigned to which RO and the updates to the Delegations Policy and Procedure, these will be sent to IVC for approval (via COO for endorsement). | |
| **1.5** | Initial review of accuracy and gap analysis of delegations | UGO and ROs | Apr-May 2026 | UGO will undertake an initial program of review of all existing delegations against source policies/documents/legislation and will make recommendations to relevant ROs for changes. | |

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[1] Documentation includes Delegation tables and websites – may need to consider if/how to record information against delegations in HRMS

| | | | | ROs to undertake an initial gap analysis against source reference authorities, compliance requirements, current operating models, organisational structure and contemporary practice.<br><br>UGO to facilitate reviews and guide recommended change through the approval and implementation process.  This will ensure the Framework is up to date and ready for business-as-usual operations. | |

**Focus Two – Review of Delegation Assignments – Colleges and Service Divisions**

**Background**

In simple terms, this focus is *who* has those delegations across the University. In many cases this will be a simple local area decision. However, we will liaise with ROs regarding high level or high-risk delegations to ensure they are allocated appropriately.

Following the process established with the delegations review carried out for restructured Colleges in early-mid 2025, this review would be managed centrally by the University Governance Office and target Colleges for which a review has not yet been carried out (all but CoSM and CSS), as well as all Service Divisions.

Although legislative/academic delegation assignments are reviewed each year in a standardised process and reported to Academic Board, and some areas seek ad hoc reviews from time to time, there is no regular review process for general delegation assignments in business units across the University.

*This second area of focus for the stocktake will ensure that during 2026 the University lays the foundational effort to enable both leaders and the broader community to develop and maintain a clear understanding about who the holders of delegated authority in the main academic and business units are and the appropriateness/relevance of those assignments.*

**Approach**

UGO will take the following approach to implement a review of Delegation Assignments:

- The University Governance Office will identify target areas and provide reports on delegations that have been assigned to positions within those areas.
- Deans and/or Senior Delegates will then be required to review the delegation assignments in their areas to:
  - Achieve standardisation of authority across the business unit
  - Meet operational and compliance requirements
  - Gain a base understanding and overview of the delegated authority/authorities in their area going forward.
- Any changes will then be reported back to UGO and entered into HRMS with final reports being provided to operational areas and to relevant central authorities for final sign off/confirmation.

*NOTE: Following the completion of this stocktake area of focus, a permanent cyclical review mechanism for delegation assignments across the University will be established and incorporated into the Delegations Procedure as BAU, in addition to the existing annual review of academic delegations reported to Academic Board.*

**Implementation and Deliverables Roadmap – Focus Area 2**

| | Activity | Timeline | | | |
|---|---|---|---|---|---|
| **1.** **Implementation of Review of Delegation Assignments** | | **January – April 2026** | | | |
| | | **Responsible Area** | **Due Date** | **Detail** | **Progress** |
| **1.1** | Scoping and identification of budget units to be included in the review | UGO | Jan - Feb 2026 | UGO to identify and recommend areas to be included in this review (excluding Colleges which underwent a review process six months ago) and all business units – to be cleared by the COO. | **Underway** |
| *COO to approve scope of areas to be reviewed* | | | | | |
| **1.2** | Review areas to be notified of the review process | UGO | Jan - Early Feb 2026 | UGO to reach out to identified review areas and advise them of the review process, expectations and timelines. | |
| *OCOO to be cc'd into this email* | | | | | |
| **1.3** | Reports to be circulated to identified areas for review | UGO | Jan - Feb 2026 | UGO to run reports of assignments in all identified budget units and circulate to areas, setting deadline of end of February for response. | |
| *OCOO to be cc'd into this email* | | | | | |
| **1.4** | Changes to be entered into HRMS as review reports are returned | UGO | March-Apr 2026 | UGO to provide advice and coordinate with areas - organising for entry of changes into the system. | |
| **1.5** | Final Reports run from HRMS and returned to areas/OCOO and any other relevant central authority | UGO | End April 2026 | UGO to run final reports on changes – returning them to relevant areas and copying in OCOO and any other central authority deemed necessary. | |