

**GREATER LONDON METROPOLITAN
UNIVERSITY BOARD OF GOVERNORS
SCHEME OF DELEGATION**

This Scheme of Delegation is structured as follows:

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To come into effect 23 November 2023

1. INTRODUCTION

The purpose of this document is to define the responsibilities of the Board of Governors, the Board's Committees, the Academic Board, the Vice Chancellor, the Executive and the Senior Staff. These responsibilities are as set out in the University's Articles of Association and are in accordance with the University's Board Regulations, Financial Regulations, the Office for Students (OfS) Terms and Conditions of Funding document which sets out specific responsibilities for Boards of Governors and with guidance issued by the Committee of University Chairs (CUC).

The responsibilities of the Board of Governors are set out in the University's Articles of Association. Those of the Board, the Vice Chancellor and the Academic Board are further articulated in the Board of Governors' Statement of Primary Responsibility, the Board Regulations and the Academic Regulations. With certain restrictions, these allow the Board to delegate or allocate its powers, authority and functions to its Committees, the Academic Board and the Vice Chancellor. However, the Board of Governors is ultimately accountable and responsible for the actions and decisions made by the bodies or individuals it delegates to. Therefore, this Scheme of Delegation is also designed to ensure that the delegation of the Board's powers is clearly articulated within clear lines of accountability and responsibility.

The Vice Chancellor may choose to discharge some of their responsibilities in consultation with the Executive and/or Academic Board and/or to delegate them to members of the Senior Staff (as defined in the Board Regulations)¹ or other staff. This Scheme of Delegation reflects the Vice Chancellor's current arrangements and indicates the appropriate decision making or advisory body should the Vice Chancellor wish to delegate their decision-making powers. However, the Vice Chancellor remains ultimately accountable and responsible for the actions and decisions made by the bodies or individuals he/she delegates to. Therefore, the Vice Chancellor is able to change the internal mechanisms in place from time to time for discharging their delegated authority without further reference to the Board.

For the purposes of this Scheme of Delegation, the Executive is the University's Senior Leadership Team.

In their role as Clerk to the Board, the University Secretary is accountable and responsible directly to the Board for certain activities. This is articulated in this Scheme of Delegation.

The Senior Staff may choose to delegate some of their day-to-day responsibilities to other members of staff in the University in accordance with the Financial Regulations and other internal procedures. However, they too remain accountable and responsible for the responsibilities delegated to them in this Scheme. The financial limits in this Scheme are further articulated in the Financial Regulations.

Finally, this Scheme of Delegation only covers responsibilities flowing directly from the Articles of Association and the Board's Statement of Primary Responsibilities. Other responsibilities will be set out in individual committees' terms of reference and in individual job descriptions.

¹ The Vice Chancellor, the University Secretary, the Deputy Vice-Chancellors, the Pro Vice-Chancellors and the Chief Operating Officer

The following abbreviations are used in this Scheme of Delegation:

- Academic Board (AB)
- Audit and Risk Committee (ARC)
- Board of Governors (BoG)
- Chair of the Board of Governors (C)
- Chief Operating Officer (COO)
- Deputy Vice Chancellor - Academic (DVC (A))
- Deputy Vice Chancellor – Student Recruitment and Business Development (DVC (SRBD))
- Executive Director of People (EDP)
- Executive (EX) – currently the Senior Leadership Team
- People, Finance and Resources Committee (PFRC)
- Governance Committee (GC)
- Heads of School (HoS)
- Health and Safety Committee (HSC)
- Remuneration Committee (RC)
- Senior Staff (SEN), as defined in the Articles
- University Secretary (US)
- Vice Chair(s) (VCh)
- Vice Chancellor (VC)

RESPONSIBILITIES OF THE BOARD OF GOVERNORS

2.1. Board Responsibilities which cannot be delegated (see Schedule 3 of Articles)

2.1.1.	The determination of the educational character and mission of the University
2.1.2.	The approval of the annual estimates of income and expenditure
2.1.3.	Ensuring the solvency of the University and safeguarding its assets, including the recommendation of the annual accounts of the University in General Meeting
2.1.4.	Authorising expenditure and disposals above £5m*
2.1.5.	Authorising property acquisitions and disposals above £5m*
2.1.6.	Approving capital and revenue-funded projects above a total value of £5m*
2.1.7.	Monitoring the progress of projects above a total value of £5m*
2.1.8.	The termination of any person as a Governor
2.1.9.	The recommendation to the University in General Meeting for amending or revoking the Articles
2.1.10.	The approval, revocation, amendment or variation of Regulations other than regulations made by Academic Board
2.1.11.	The policy for pay and general conditions of employment for all members of staff
2.1.12.	The appointment and dismissal of the Vice Chancellor and the University Secretary

2.1.13.	The right to appeal in the case of suspension, discipline and dismissal of the Senior Staff
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* including individual items and cumulative expenditure/acquisitions/disposals/projects in a budget line in a single financial year.

2.2. Statement of Primary Responsibilities

Roles and Responsibilities		Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
Governance					
2.2.1.	Appoint and if necessary terminate the membership of Governors	NO	BoG	GC	US
2.2.2.	Appoint the Chancellor	YES	GC		VC, US
2.2.3.	Approve terms of reference for Board Committees	NO	BoG	GC	US
2.2.4.	Monitor and evaluate Board effectiveness	NO	BoG	GC, C	US
2.2.5.	Approve Regulations (other than Academic Regulations)	NO	BoG	GC, PFRC	US, COO
Strategic Planning					

Roles and Responsibilities		Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
2.2.6.	Approve the educational character and mission and strategic plan of the University and long-term academic and business plans	NO	BoG	PFRC, EX, AB	VC, SEN
2.2.7.	Agree key performance indicators and other targets	NO	BoG	PFRC, AB, EX	COO
2.2.8.	Approve the Annual Accountability Returns	NO	BoG	PFRC, ARC, EX	VC, DVC(A), DVC (SRBD), COO, US
2.2.9.	Approve contingency plans and periodic reviews under the University's contingency planning process	NO	BoG	PFRC, EX	VC, COO,
Monitoring Performance					
2.2.10.	Ensure processes are in place to monitor and evaluate performance against the strategic plan and business plans and the wider HE sector	YES	PFRC	PFRC, EX	COO,
2.2.11.	Monitor performance against the annual budget	NO	BoG	PFRC, EX	COO,
Operational Management					
2.2.12.	Delegate authority to the Vice Chancellor for day-to-day academic, corporate, financial, estate and human resources management	NO	PFRC, GC	AB, EX	DVC(A), DVC (SRBD) COO,
2.2.13.	Approve and keep under regular review a Scheme of Delegation recording the delegated authority of the Vice-Chancellor, other members of the executive and the Board's committees	NO	PFRC, GC	EX	DVC(A), DVC (SRBD) COO US,
Financial Stewardship					
2.2.14.	Monitor and seek to secure the solvency of the University	NO	BoG	PFRC, EX	VC, COO
2.2.15.	Ensure that proper books of account are kept	NO	BoG	PFRC, ARC	VC, COO
2.2.16.	Approve the annual budget and financial statements	NO	BoG	PFRC, EX	VC, COO
2.2.17.	Have overall responsibility for the University's assets, property and estate	NO	BoG	PFRC, EX	VC, COO, DVC(A), DVC (SRBD)
2.2.18.	Ensure that funds provided by the Office for Students (OfS) are used in accordance with their Regulatory Framework	NO	BoG	PFRC, ARC, EX	VC, COO, US
2.2.19.	Approve expenditure and disposals above £5m ²	NO	BoG	PFRC, EX	VC, COO

² Including individual items and cumulative expenditure/disposals in a budget line within a financial year

Roles and Responsibilities		Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
2.2.20.	Review the Annual Efficiency Return	NO	BoG	EX	COO
2.2.21.	Ensure that the University seeks to achieve value for money in its activities	NO	BoG	ARC, EX	COO
Audit and Risk Management					
2.2.22.	Approve the audited accounts and recommend them to the University in General Meeting	NO	BoG	PFRC, ARC	VC, COO
2.2.23.	Establish and monitor systems of control and accountability, including financial and operational controls, risk management policies and strategies, the risk register and procedures for handling internal grievances and for managing conflicts of interest	YES	PFRC, ARC	EX	VC, COO, US,
2.2.24.	Safeguard the good name and values of the University	NO	BoG	EX	VC, SEN
2.2.25.	Approve the annual report of the Audit and Risk Committee and the annual report of the internal audit service	NO	BoG	ARC	COO, US
2.2.26.	Appoint and/or remove internal auditors	YES	ARC		COO, US
2.2.27.	Appoint and approve the remuneration of external auditors at the AGM	NO	BoG AGM	ARC	COO, US
2.2.28.	Ensure effective arrangements for the management and quality assurance of regulatory data returns	NO	BoG	ARC	COO
2.2.29.	Establish and monitor emergency response plans and business continuity plans	YES	ARC	EX	COO
Academic Quality and Risk					
2.2.30.	Monitor the delivery of academic quality through reports from the Academic Board on the activities of the Academic Board and its subcommittees	NO	BoG	AB	VC, SEN, HoS
	Monitor the University's approach to monitoring and protecting the principles of academic freedom and freedom of speech legislation.	NO	BoG	AB	DVC (A)
2.2.31.	Review at least annually a monitoring report and accompanying action plan from the Academic Board relating to the continuous improvement of the student academic experience and student outcomes, including evidence from the University's periodic review processes which fully involve students and include embedded external peer or professional review	NO	BoG	AB	VC, SEN, HoS

2.2.32.	Ensure that the methodologies used as the basis for improving the student academic experience and student outcomes are robust and appropriate	NO	BoG	AB	VC, SEN, HoS
Culture					
	Promote a culture which supports inclusivity and diversity across the institution .	NO	BoG	PFRC	EDP

Roles and Responsibilities		Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
2.2.33.	Ensure on the basis of reports from the Academic Board that the standards of awards for which the University is responsible have been appropriately set and maintained	NO	BoG	AB	VC, SEN, HoS
2.2.34.	Approve all returns required by the Office for Student's Operating Model for Quality Assessment	NO	BoG	AB	VC, SEN, HoS
2.2.35.	Approve academic partnerships and collaborations involving income of over £5m per annum or involving significant institutional risk	NO	BoG	AB, PFRC, EX	VC, SEN, HoS
Students					
2.2.36.	Make provision for the general welfare of students in consultation with Academic Board	NO	BoG	AB, EX	VC, SEN, HoS
2.2.37.	Approve the Students' Union's constitutional documents where relevant to the Board of Governors meeting its responsibilities in relation to the Education Act 1994;	NO	BoG	GC, EX	US, DVC(A)
2.2.38.	Receive the annual accounts of the Students' Union and monitor the financial and other affairs of the Students' Union, ensuring that the Students' Union operates in a fair and democratic manner and is accountable for its finances	NO	BoG	AB, EX, PFRC	US, COO,
2.2.39.	Approve the relationship agreement between the University and the Students' Union	NO	BoG	PFRC	DVC(A), US
2.2.40.	Appoint a member of staff to consider complaints against the Students' Union which have completed the Students' Union's internal complaints procedures	NO	BoG	GC	DVC(A)
2.2.41.	Approve a Student Protection Plan to protect the interests of students in the event that the University has to change or close a course, withdraw from an area of activity, or exit the higher education market	NO	BoG	AB, PFRC	VC, SEN
Health and Safety					
2.2.42.	Approve the University's Health and Safety Strategy and receive an annual report on its implementation	NO	BoG	HSC	COO
2.2.43.	Approve Health and Safety Policies and Procedures and monitor their implementation	YES	HSC	EX	COO

Roles and Responsibilities		Can be delegated?	Approving Committee	Recommending Committee	Advising Staff Member
Estates Management and IT Infrastructure and Capital Projects					
2.2.44.	Approve all property acquisitions or disposals above £5m ³	NO	BoG	PFRC, EX	VC, DVC(A), DVC (SRBD), COO,
2.2.45.	Approve capital and revenue-funded projects above a total value of £5m ⁴	NO	BoG	PFRC, EX	VC, DVC(A), DVC (SRBD) COO
2.2.46.	Monitor the progress of projects above a total value of £5m ⁵	NO	BoG	PFRC, EX	VC, DVC(A), DVC(SRBD). COO
Employment					
2.2.47.	Appoint, suspend, discipline and monitor the performance of the Vice Chancellor	NO	BoG	C, RC, VC Search Committee	US, COO, EDP
2.2.48.	Establish the Search Committee to oversee the recruitment of the Vice-Chancellor ⁶	NO	BoG		US, COO, EDP
2.2.49.	Appoint, suspend and discipline the University Secretary	NO	BoG	C, RC	VC, EDP
2.2.50.	The right to appeal in the case of suspension, discipline and dismissal of the Senior Staff	NO	BoG	C, RC	VC, DVC(A), DVC (SRBD), COO, EDP
2.2.51.	Set the policy for pay and general conditions of employment for all members of staff	NO	BoG	PFRC, EX	COO, EDP
2.2.52.	Nominate at least one Independent Governor to sit on the interview panel with the Vice Chancellor for the appointment of Senior Staff	YES	BoG	C, RC	VC, US, EDP
2.2.53.	Make Human Resources Regulations as provided in the Board Regulations	NO	BoG	PFRC	VC, DVC (A), DVC (SRBD), COO, EDP
2.2.54.	Make Regulations governing the appointment of Senior Staff	NO	BoG	RC	VC, DVC (A), DVC

					(SRBD), COO, EDP
2.2.55.	Consider an annual report on equality and diversity	NO	BoG	PFRC, EX	EDP
Legal Matters					
2.2.56.	Ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the institution's name	YES	PFRC	EX	COO
2.2.57.	Act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University	NO	PFRC		COO
2.2.58.	Ensure that the University's Articles of Association are followed at all times and that appropriate advice is taken to enable this to happen	YES	GC		US
2.2.59.	Provide for the safekeeping of the Seal	YES	GC, PFRC		US
2.2.60.	Make Regulations for the use of the Seal	NO	BoG	GC, PFRC	US
2.2.61.	Approve the University's membership of any other company either through subscription or share purchase	YES	PFRC	EX	US, COO
2.2.62.	Approve the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors	YES	PFRC	EX	US, COO
2.2.63.	Recommend to the University in General Meeting any amendment to the Articles of Association	NO	BoG	GC	US

³ Including individual items and cumulative acquisitions/disposals in a budget line within a financial year

⁴ Including individual items and cumulative expenditure in a budget line within a financial year

⁵ Including individual items and cumulative expenditure in a budget line within a financial year

⁶ In accordance with CUC guidance, a special search committee will be convened when required to lead on the recruitment of the Vice-Chancellor.

2. CHAIR OF BOARD OF GOVERNORS

The Chair of the Board of Governors is responsible for:

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
Governance				
3.1.	The leadership of the Board	NO		
3.2.	The effectiveness of the Board	NO	GC	US
3.3.	Ensure that the Board discharges its responsibility for determining the educational character and mission of the University, for stewardship of the University's resources and for oversight of the University's activities	NO	PFRC, AB	VC, SEN
3.4.	Ensure that the Board discharges the other responsibilities defined in the Board's Statement of Primary Responsibilities	NO	GC	US
3.5.	Ensure that the powers of the University are used solely to promote the University's Object	NO	GC	US
3.6.	Ensure that the Board acts in accordance with the University's instruments of governance and statutory and regulatory requirements	NO	GC, ARC	US
3.7.	Ensure that the Board delegates its authority appropriately	NO	GC, PFRC	US, VC
3.8.	Chair meetings of the Board and General Meetings of the University	YES		
3.9.	Promote high standards and a sense of collective responsibility among Governors, and manage the performance and personal development of Governors; to ensure that the Board conducts itself in accordance with accepted standards of behaviour in public life	NO	GC	US
3.10.	Represent the University externally and act as an ambassador for the University	YES		
3.11.	In between meetings of the Board, to take action on behalf on the Board in matters which, in the Chair's opinion, are urgent or non-contentious, and to report such actions to the next meeting of the Board for confirmation	NO		US, VC
Audit and Risk Management				
3.12.	Safeguard the good name and values of the University	NO	EX	VC, SEN
3.13.	Ensure that the long-term sustainability of the University is secured	NO	PFRC	VC, COO

Employment

3.14.	Maintain a constructive working relationship with the University's executive that recognises the proper separation between governance and executive management	NO		EDP, US
3.15.	Support and manage the performance of the Vice-Chancellor and (jointly with the Vice-Chancellor), support and manage the performance of the University Secretary	NO	RC	VC, EDP
3.16.	Lead in the recruitment of the Vice-Chancellor	NO	RC, VC Search Committee	US, COO, EDP
3.17.	Lead in the recruitment of the University Secretary	NO	RC	VC, COO, EDP
3.18.	Hear the right to appeal in the case of suspension, discipline and dismissal of the Senior Staff	NO	RC	VC, COO, EDP
3.19.	Nominate at least one Independent Governor to sit on the interview panel with the Vice Chancellor for the appointment of Senior Staff	YES	RC	VC, US

3. SENIOR INDEPENDENT GOVERNOR AND VICE CHAIR(S) OF THE BOARD OF GOVERNORS

The Vice Chair(s) of the Board of Governors, in the absence of the Chair, has delegated authority for the Chair's duties.

One of the Vice-Chairs shall normally be appointed as the Board's Senior Independent Governor, with the role of conducting performance reviews of the Chair and considering concerns which members of the Board may not wish to discuss through the usual channels of communication.

4. BOARD COMMITTEES

The Board's Committees are responsible as follows

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
5.1. GOVERNANCE COMMITTEE				
5.1 Governance				
5.1.1.	Advise and make recommendations to the BoG for the appointment of Independent Governors, and the termination of any person as a Governor and Member	NO	C	US
5.1.2.	Advise and make recommendations to the BoG for the approval, revocation, amendment or variation of the Board Regulations	NO		US
5.1.3.	Advise and make recommendations to the BoG on the remits of the Board's committees and the effectiveness of the Board's committee system	NO		US
5.1.4.	Advise and make recommendations to the BoG on the monitoring and evaluation of Board effectiveness	NO	C	US
5.1.5.	Advise and make recommendations to the BoG on the awarding and revocation of Honorary Degrees	NO		US
5.1.6.	Advise and make recommendations to the BoG on approval of the Students' Union's constitutional documents	NO		US
5.1.7.	Monitor compliance with the Committee of University Chairs' Higher Education Code of Governance and other relevant codes and good practice	NO		US

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
Operational Management				
5.1.8.	Approve and keep under regular review a Scheme of Delegation recording the delegated authority of the Vice-Chancellor, other members of the executive and the Board's committees	NO	PFRC, EX	US, COO
Legal Matters				
5.1.9.	Advising and making recommendations to the BoG regarding recommendations to the University in General Meeting for amending or revoking the Articles	NO		US
5.2 AUDIT AND RISK COMMITTEE				
Audit and Risk Management				
5.2.1.	Advising and making recommendations to the BoG on the effectiveness of systems of control for managing conflicts of interest	NO	GC, EX	US, COO
5.2.2.	Advise and make recommendations to the BoG regarding the approval of the annual financial statements	NO	PFRC, EX	VC, COO
5.2.3.	Advise and make recommendations to the BoG on the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk management policies and strategies and the corporate risk register	NO	PFRC, EX	COO, US
5.2.4.	Make an annual report of the Audit and Risk Committee's activity to the BoG	NO		US
5.2.5.	Recommend to the BoG the appointment and remuneration of external auditors to be made at the AGM	NO		COO, US
5.2.6.	Advise the BoG on the appointment of the internal audit service	NO		COO, US
5.2.7.	Review the internal auditors' risk assessment strategy and programme; consider internal audit findings and management responses	NO		COO, US
5.2.8.	Review the annual report of the internal audit service and recommend it to the BoG	NO		COO, US
5.2.9.	Ensure that there are satisfactory arrangements to promote economy,	NO		COO

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
	efficiency and effectiveness (value for money)			
5.2.10.	Keep under review the effectiveness of management strategies, policies and plans to ensure statutory and regulatory compliance (including, but not limited to, compliance with health and safety legislation)	NO		COO
5.2.11.	Approve the Annual Accountability Returns and make recommendations to the BoG	NO	PFRC, EX	VC, COO, US
5.2.12.	Advise the Board on the effectiveness of arrangements for the management and quality assurance of regulatory data returns	NO		COO
5.2.13.	Advise the Board on the effectiveness of emergency response plans and business continuity plans	NO	EX	COO
5.3. FINANCE AND RESOURCES COMMITTEE				
Governance				
5.3.1.	Advise and make recommendations to the BoG for the approval, revocation, amendment or variation of Financial Regulations	NO	EX	US, COO
Strategic Planning				
5.3.2.	Advise and make recommendations to the BoG regarding the strategic plan of the University and long-term business plans	YES	AB, EX	VC, SEN
5.3.3.	Agree financial key performance indicators and other targets and recommend them to the BoG	YES	EX	VC, COO
5.3.4.	Recommend contingency plans and periodic reviews under the University's contingency planning process for approval by the BoG	NO	EX	VC, COO
5.3.5.	Recommend the University's student protection plan for approval by the BoG	NO	AB	VC, DVC(A)
Monitoring Performance				
5.3.6.	Ensure processes are in place to monitor and evaluate performance against the strategic plan and business plans and the wider HE sector and	YES	EX	COO

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
	advise and make recommendations to the BoG			
5.3.7.	Monitor performance against the annual budget and advise and make recommendations to the BoG	NO	EX	VC, COO
Operational Management				
5.3.8.	Approve and keep under regular review a Scheme of Delegation recording the delegated authority of the Vice-Chancellor, other members of the executive and the Board's committees	NO	GC, EX	US, COO
Financial Stewardship				
5.3.9.	Advise and make recommendations to the BoG regarding the solvency of the University	NO	EX	VC, COO
5.3.10.	Ensure that proper books of account are kept and advise and make recommendations to the BoG	NO	ARC	COO
5.3.11.	Advise and make recommendations to the BoG regarding the approval of the annual budget	NO	EX	VC, COO
5.3.12.	Approve the financial forecasts for recommendation to the Board of Governors	NO	EX	COO
5.3.13.	Approve expenditure and disposals between £2m and £5m and advise and make recommendations to the BoG for expenditure and disposals above £5m ⁷	NO	EX	VC, COO,
Audit and Risk Management				
5.3.15.	Advise and make recommendations to the BoG regarding the approval of the annual financial statements	NO	ARC, EX	VC, COO
5.3.16.	Establish systems of financial and operational control and accountability and advise and make recommendations to the BoG	NO	ARC, EX	VC, COO
5.3.17.	Approve the Annual Accountability Returns and make recommendations to the BoG	NO	ARC, VC, EX	VC, US, COO

⁷ Including individual items and cumulative expenditure/disposals in a budget line within a financial year

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
Academic Quality and Risk				
5.3.18.	Approve academic partnerships and collaborations involving income of between £2m and £5m per annum or involving significant institutional risk	NO	AB, EX	SEN
Estates Management and IT Infrastructure and Capital Projects				
5.3.19.	Advise and make recommendations to the BoG regarding the safeguarding of its assets, property and estate	NO	EX	VC, COO
5.3.20.	Authorise the disposal of assets of a value between £2m and £5m and advise and make recommendations to the BoG on the disposal of assets above the value of £5m ⁸	NO	EX	VC, COO
5.3.21.	Approve property acquisitions or disposals of a value between £2m and £5m and make recommendations to the BoG on all property acquisitions or disposals above the value of £5m ⁹	NO	EX	VC,COO
5.3.22.	Approve capital and revenue-funded projects of a value between £2m and £5m and make recommendations to the BoG on capital and revenue-funded projects above £5m ¹⁰	NO	EX	COO
5.3.23.	Monitor the progress of projects of a total value of between £2m and £5m and report to the BoG ¹¹	NO	EX	COO

⁸ Including individual items and cumulative disposals in a budget line within a financial year

⁹ Including individual items and cumulative acquisitions/disposals in a budget line within a financial year

¹⁰ Including individual items and cumulative expenditure in a budget line within a financial year

¹¹ Including individual items and cumulative expenditure in a budget line within a financial year

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
Legal Matters				
5.3.24.	Approve the University's membership of any other company either through subscription or share purchase	NO	EX	COO
5.3.25.	Approve the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors	NO	EX	COO
5.3.26.	Ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the institution's name	NO	EX	COO
Students				
5.3.27.	Advise and make recommendations to the BoG on the relationship agreement between the University and the Students' Union	NO	EX	COO, US
5.4. HEALTH AND SAFETY COMMITTEE¹²				
5.4.1.	Approve Health and Safety Policies and Procedures and monitor their implementation	NO	EX	COO
5.5. PEOPLE AND REMUNERATION COMMITTEE				
5.5.1.	Prior to appointment and thereafter, approve the remuneration, benefits and terms and conditions of service of the Vice-Chancellor within the policy framework for pay and general conditions of employment approved by the People and Remuneration Committee and the Board of Governors	NO	C	EDP
5.5.2.	Prior to appointment and thereafter, approve the remuneration, benefits and terms and conditions of service of the Senior Staff within the policy framework for pay and general conditions of employment approved by the People and Remuneration Committee and the Board of Governors	NO		VC, EDP
5.5.3.	Approve the performance objectives of the Vice Chancellor	NO	C	EDP
5.5.4.	Approve the performance objectives of the Senior Staff	NO		VC
5.5.5.	Approve severance packages to any member of staff falling within the	NO		EDP

¹² Health and Safety Committee reports to the Senior Leadership Team and is not a committee of the Board of Governors.

Roles and Responsibilities		Can be delegated?	Recommending Committee	Advising Staff Member
	guidance issued from time to time by the Office for Students on severance payments to senior staff			
5.5.6.	Approve any return relating to Senior Staff remuneration required by the Office for Students or other regulatory bodies	NO		EDP
5.5.7.	Approve whether to extend national pay awards to those staff of the University (other than the Senior Staff) whose salaries are not subject to national pay awards	NO		EDP
5.5.8.	Approve the University's continued accreditation as a London Living Wage employer	NO		EDP
5.5.9.	Monitor and review the performance against agreed objectives of the Vice-Chancellor	NO	C	
5.5.10.	Monitor and review the performance against agreed objectives of the Senior Staff	NO		VC
5.5.11.	Monitor and review the expenses and taxable benefits of the Vice-Chancellor and the Senior Staff	NO		EDP
5.5.12.	Advise the Chair on any appeal in the case of suspension, discipline and dismissal of the Senior Staff	NO		VC, COO, EDP
5.5.13.	Advise the Chair on the nomination of at least one Independent Governor to sit on the interview panel with the Vice Chancellor for the appointment of Senior Staff			VC, US
5.5.14.	Advise and make recommendations to the BoG on Regulations relating to the appointment of Senior Staff	NO		VC, COO, EDP
Employment				
5.5.15.	Advise and make recommendations to the BoG on making Human Resources Regulations	NO		VC, COO, EDP
5.5.16.	Advise and make recommendations to the BoG regarding the policy for pay and general conditions of employment for all members of staff	YES	EX, PFRC	COO, EDP
5.5.16.	Approve the issuing of any notice required under section 188 of the Trade Unions and Labour Relations Act 1992 (as modified or re-enacted from time to time)	NO	EX	COO, EDP
5.5.17.	Consider an annual report on equality and diversity for recommendation to BOG	YES	EX	COO, EDP

5. ACADEMIC BOARD

Roles and Responsibilities		Provides advice	Staff with Delegated Responsibility
Strategic Planning			
6.1.	Advise and make recommendations to the BoG on strategies relating to the educational character and mission of the University	VC, EX	HoS
6.2.	Advise and make recommendations to the BoG on strategies relating to employment outcomes	VC, EX	HoS
6.3.	Advise and make recommendations to the BoG on risks associated with the academic profile and performance of the University	VC, EX	HoS
6.4.	Approval and monitoring of policies and procedures to implement academic strategies approved by the BoG	VC, EX	HoS
6.5.	Advise the BoG on targets and key performance indicators relating to academic outcomes	VC, EX	HoS
6.6.	Advise the BoG on the University's student protection plan	VC, EX	VC
6.7.	Advise the Board of Governors on new courses, new partnerships and Academic Business development.	VC, EX	VC, DVC (A), DVC (SRBD)
Academic Quality			
6.7.	Maintain and enhance the quality of the University's academic provision and advise the BoG on academic quality	VC, EX	SEN, HoS
6.8.	Recommend to the BoG at least annually a monitoring report and accompanying action plan relating to (1) the continuous improvement of the student academic experience and student outcomes, including evidence from the University's periodic review processes which fully involve students and included embedded external peer or professional review; (2) the standards of awards for which the University is responsible; and (3) the methodologies used as the basis for improving the student academic experience and student outcomes	VC, EX	SEN, HoS
6.9.	Recommend to the BoG returns required by the Office for Students' Operating Model for Quality Assessment	VC, EX	DVC (A), COO, HoS
6.10.	Receive academic audit and assessment reports and responses	VC, EX	DVC (A), COO, HoS
6.11.	Advise the Board of Governors and the Executive on the academic quality of academic partnerships and collaborations	VC, EX	SEN, HoS
6.12.	Control and regulate matters relating to teaching, examining and research and student discipline and complaints through Academic Regulations and General Student Regulations	VC, EX	SEN

Students			
6.13.	Make provision for the general welfare of students and advise the BoG	VC, EX	SEN, HoS
Research and Knowledge Exchange			
6.14	promoting research and innovation within the University and monitoring the effectiveness of policies relating to research and innovation;	VC, EX	PVC Research and Knowledge Exchange
6.15	approving award titles and courses of study for research programmes leading to an award;	VC, EX	PVC Research and Knowledge Exchange
6.16	Maintain processes for awarding visiting titles (fellow and professor) and the award of emerita/us status	VC, EX	PVC Research and Knowledge Exchange

6. VICE CHANCELLOR

Roles and Responsibilities		Committee Providing Advice	Staff with Delegated Responsibility
Governance			
7.1.	The organisation and direction of the University and leadership of the staff.	EX, AB	SEN
7.2.	Implementing decisions of the Board of Governors and its Committees and Academic Board	EX, AB	SEN
7.3.	Chairing Academic Board		DVC (A), DVC(SRBD)
7.4.	Membership of the Board of Governors, Governance Committee and Audit and Risk Committee		US
7.5.	Leading the Executive		SEN
7.6.	Advising the BoG on the appointment of the Chancellor	EX	US, COO
Strategic Planning			
7.7.	Leadership of the strategic planning process; in consultation with the Academic Board, the Executive and University staff to develop the educational character, mission and strategic plan of the University and long-term academic and business plans	EX, AB	SEN
7.8.	Oversee the delivery of the Strategic Plan and long-term academic and business plans	EX, AB	SEN
Operational Management			
7.9.	Day-to-day academic, corporate, financial, estate and human resources management	EX	SEN
Financial Stewardship			
7.10.	Ensuring the solvency of the University and safeguarding its assets	EX	COO
7.11.	Ensure that proper books of account are kept and presented to the Board of Governors, the Finance and Resources Committee and Audit and Risk Committee for scrutiny	EX	COO
7.12.	Ensure that an annual budget and financial statements are presented to Finance and Resources Committee, the Audit and Risk Committee and the Board of Governors for approval	EX	US, COO
7.13.	Day-to-day responsibility for the University's assets, property and estate	EX	COO
7.14.	As Accountable Officer to ensure that the University complies with the Office for Students' Regulatory Framework, and to report to the OfS on the responsibilities of the Governing Body set out in the Regulatory Framework, Terms and conditions of funding for higher education institutions and the terms and conditions of Research England grant	EX	US, COO
7.15.	Ensuring that funds provided by the Office for Students (OfS) are used in accordance with their Regulatory Framework	EX	COO

Roles and Responsibilities		Committee Providing Advice	Staff with Delegated Responsibility
7.16.	Approve expenditure and disposals below £2m and report them to PFRC and the BoG by way of periodic management accounts and make recommendations to PFRC and the BoG on expenditure and disposals above £2m (plus COO or US as signatory) ¹³	EX	DVCs
Audit and Risk Management			
7.17.	Ensure the approval of the audited accounts	EX	COO
7.18.	Ensure that robust systems of control and accountability are in place, including financial and operational controls, risk management policies and strategies, the risk register and procedures for handling internal grievances and for managing conflicts of interest	EX	COO, US
7.19.	Safeguard the good name and values of the University	EX	SEN
7.20.	Ensure that Annual Accountability Returns are made	EX	COO, US
Academic Quality and Risk			
7.21.	Monitor the delivery of academic quality as Chair of Academic Board	AB	DVC (A), DVC SRBD), COO, HoS
7.22.	Ensure as Chair of Academic Board that the Board receives at least annually a monitoring report and action plan relating to (1) the continuous improvement of the student academic experience and student outcomes, including evidence from the University's periodic review processes which fully involve students and included embedded external peer or professional review; (2) the standards of awards for which the University is responsible; and (3) the methodologies used as the basis for improving the student academic experience and student outcomes	AB	DVC(A), DVC (SRBD), COO, HoS
7.23.	Ensure as Chair of Academic Board that the Board receives the declarations required by the Office for Students' Operating Model for Quality Assessment on the recommendation of the Academic Board	AB	DVC (A), DVC(SRBD) COO, HoS
7.24.	In consultation with AB, to advise the BoG on the academic quality of academic partnerships and collaborations and approve the business case for academic partnerships and collaborations involving income below £2m (plus COO or US as signatory)	AB	DVC (A), DVC(SRBD) HoS
Students			
7.25.	Make provision for the general welfare of students	AB	DVC (A), DVC(SRBD), COO
7.26.	Advise and make recommendations to the BoG on the approval of the Students' Union's	AB	COO, DVC (A), DVC (SRBD), US

¹³ Thresholds include individual items and cumulative expenditure and disposals in a budget line within a financial year.

Roles and Responsibilities		Committee Providing Advice	Staff with Delegated Responsibility
	constitutional documents		
7.27.	Advise and make recommendations to the BoG on the approval of the relationship agreement with the Students' Union	PFRC	COO, DVC (A), DVC (SRBD), US
Estates Management and IT Infrastructure and Capital Projects			
7.28.	Make recommendations to the BoG and PFRC on property acquisitions or disposals of a value above £2m ¹⁴	EX	COO
7.29.	Approve property acquisitions or disposals reserved to the Vice Chancellor of a value below £2m and report them to the BoG and PFRC (plus COO or US as signatory) ¹⁵	EX	DVCs
7.30.	Make recommendations to the BoG and PFRC on capital and revenue-funded projects above the value of £2m ¹⁶	EX	COO, DVC (A), DVC (SRBD)
7.31.	Approve capital and revenue-funded projects below the value of £2m and report to PFRC and the BoG (plus COO or US as signatory) ¹⁷	EX	DVCs
Employment			
7.32.	Appoint, discipline and monitor the performance of the Senior Staff	RC	COO, EDP
7.33.	Advise and make recommendations to PFRC and the BoG on the making of Human Resources Regulations	EX	COO, EDP
7.34.	Advise and make recommendations to RC and the BoG on Regulations relating to the appointment of Senior Staff		COO, EDP
7.35.	Advise the C and RC in the case of suspension, discipline and dismissal of the Senior Staff		COO, EDP, US
7.36.	Advise the C on the nomination of an Independent Governor to sit on the interview panel with the VC for the appointment of the Senior Staff		EDP, US
Health and Safety			
7.37.	Ensure compliance with health and safety requirements	HSC	COO

¹⁴ Threshold includes individual items and cumulative acquisitions and disposals in a budget line within a financial year.

¹⁵ Threshold includes individual items and cumulative acquisitions and disposals in a budget line within a financial year.

¹⁶ Threshold includes individual items and cumulative expenditure in a budget line within a financial year.

¹⁷ Threshold includes individual items and cumulative expenditure in a budget line within a financial year

7. THE UNIVERSITY SECRETARY

Roles and Responsibilities		Other Staff with Delegated Responsibility
Governance, Leadership and Management		
8.1.	Member of the Executive	All Senior Staff
8.2	Clerk to the BoG	
8.3	Advise and make recommendations to the BoG and GC for the appointment of Independent Governors and the termination of any person as a Governor	VC
8.4	Advise and make recommendations to the BoG and GC for the approval, revocation, amendment or variation of Regulations	
8.5	Advise and make recommendations to the BoG and GC regarding the remits and the terms of reference for Board Committees	
8.6	Advise and make recommendations to the BoG, the C and GC on the monitoring and evaluation of Board effectiveness	
8.7	Advise the VC on their responsibilities as Accountable Officer to ensure that the University complies with the OfS Regulatory Framework	COO
Operational Management		
8.8	Implement decisions of the Board of Governors and its Committees and the Academic Board	
8.9	Advise the BoG and VC Search Committee on the appointment of the Vice Chancellor	EDP
Strategic Planning		
8.10	Advise on the establishment and keep under review the policies, procedures and limits governing the delegated authority to the Vice Chancellor including this Scheme of Delegation	
Audit and Risk Management		
8.11	Ensure that robust systems of control and accountability are in place for managing conflicts of interest	
8.12	Ensure that the governance and compliance aspects of the Annual Assurance Returns are made	
Students		
8.13	Advise and make recommendations to the BoG on the approval of the Students' Union's constitutional documents	

Employment		
8.14	Advise the C and RC on the nomination of an Independent Governor to sit on the interview panel with the VC for the appointment of the Senior Staff	
Legal		
8.15	Advise on the legal aspects of acting as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University	
8.16	Ensure that the University's Articles of Association are followed at all times and that appropriate advice is taken to enable this to happen	
8.17	Provide for the safekeeping of the Seal	
8.18	Advise GC and the BoG on Regulations for the use of the Seal and oversee their use	
8.19	Approve the legal aspects of the University's membership of any other company either through subscription or share purchase	
8.20	Approve the legal aspects of the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors	
8.21	Recommend to the University in General Meeting any amendment to the Articles of Association	
Financial Stewardship		
8.22.	Act as a signatory to expenditure below £2m approved by the Vice Chancellor or Deputy Vice Chancellors in line with the Financial Regulations	COO

8. DEPUTY VICE-CHANCELLOR(S)

Roles and Responsibilities		Other Staff with Delegated Responsibility
Governance		
9.1	Member of the EX	
9.2.	The Deputy Vice-Chancellor, in the absence of the Vice-Chancellor, has delegated authority for all their duties.	
9.3.	Implementing decisions of the Board of Governors and its Committees and Academic Board	
9.4.	Chairing Academic Board in the absence of the Vice-Chancellor	
Strategic Planning		
9.5..	Oversee the delivery of relevant aspects of the Strategic Plan and long-term academic and business plans	SEN
9.6.	Monitor performance against the annual budget and report periodically to the EX, PFRC and the BoG	
Financial Stewardship		
9.7.	Authorise expenditure below £2m in line with the Financial Regulations (plus COO or US as signatory)	VC
Academic Quality		
9.8.	Advise on academic partnerships and collaborations	VC, SEN, HoS
Students		
9.9	Advise and making recommendations to the BoG on the approval of the General Student Regulations	
9.10	Act as the lead officer responsible for the compliant handling of student complaints, academic and non-academic discipline, academic appeals, fitness to study and other student regulatory casework	
9.11	Act as the lead officer responsible for the compliant handling of student complaints, academic and non-academic discipline, academic appeals, fitness to study and other student regulatory casework	
Legal		
9.12	Ensure compliance with the Prevent Duty	

9. THE CHIEF OPERATING OFFICER

Roles and Responsibilities		Other Staff with Delegated Responsibility
Governance and management		
10.1	Member of the EX	
10.2.	Implementing decisions of the Board of Governors and its Committees and Academic Board insofar as they relate to corporate financial management	
10.3	The leadership of the University's professional services and operations, including accountability for core business functions, Estates, ITS and Engagement.	
10.4.	Oversee the production of the financial and planning elements of returns to the Office for Students	
10.5.	Develop and oversee the implementation and operation of Financial Regulations	
Strategic Planning		
10.6.	Oversee the delivery of the financial aspects of the Strategic Plan and long-term academic and business plans	SEN
10.7.	Monitor performance against the annual budget and report periodically to the EX, PFRC and the BoG	
	Oversee the delivery of the Strategic Plan insofar as it relates to professional services and operations and the development and delivery of long-term business plans	
	Advise the EX, PFRC and BoG on key performance indicators and other targets	
Financial Stewardship		
10.8.	Ensuring the solvency of the University and safeguarding its assets	VC, SEN
10.9.	Ensure that proper books of account are kept and presented to the Board of Governors, Finance and Resources Committee and Audit and Risk Committee for scrutiny	
10.10	Ensure that an annual budget and financial statements are presented to Finance and Resources Committee and Audit Committee and the Board of Governors for approval	VC, SEN
10.11	Advise the VC on their responsibilities as Accountable Officer to ensure that the University complies with the OfS's Regulatory Framework	US
10.12	Ensuring that funds provided by the Office for Students are used in accordance with the OfS's Regulatory Framework	SEN
10.13	Prepare the financial forecasts for recommendation to the Board of Governors	SEN
10.14.	Act as a signatory to expenditure below £2m approved by the Vice Chancellor or Deputy Vice Chancellors in line with the Financial Regulations	US
Roles and Responsibilities		Other Staff with Delegated Responsibility

Audit and Risk Management		
10.15	Ensure the production and approval of the audited accounts	
10.15	Ensure that robust systems of control and accountability are in place, including financial and operational controls	VC, US
10.16	Safeguard the good name and values of the University	SEN
10.17.	Ensure that Annual Accountability Returns are made	US
10.18.	Advise on the appointment and remuneration of external auditors to be made at the AGM	US
10.19.	Advise on the appointment and/or removal of internal auditors	US
10.20.	Ensure effective arrangements for the management and quality assurance of regulatory data returns	
10.21	Safeguard the good name and values of the University by putting in place and overseeing the delivery of information compliance policies and procedures	
10.22	Act as the lead officer responsible for ensuring the effectiveness of the University's risk management framework and maintaining the corporate risk register	
Academic Quality		
10.22.	Advise on the financial aspects of academic partnerships and collaborations	VC, DVC (A), DVC (SRBD), US, HoS
Operational Management		
	Day-to-day management of the University's professional services and operations	
	Advise the BoG and PFRC on the policies and procedures and limits governing the delegated authority of the VC including this Scheme of Delegation	US
Estates Management and IT Infrastructure and Capital Projects		
10.23.	Advise on the financial implications of all property acquisitions or disposals	EX
10.24.	Advise on the financial implications of all capital and revenue-funded projects	EX
10.25.	Ensure that processes are in place to monitor the delivery of the budgets of all capital and revenue funded projects	
Legal		
10.27	Ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the institution's name	
10:28	Advise on the legal, contractual and compliance aspects of academic partnerships and collaborations	DVC (SRBD)
Health and Safety		

10.29	Lead on the production of the Health and Safety Strategy, the annual report for the BoG on Health and Safety and Health and Safety Policies and Procedures, and oversee their implementation.	VC
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