

**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 27 November 2025

## 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)<sup>1</sup> 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.

<sup>1</sup> The Vice Chancellor, the University Secretary, the Deputy 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 & Provost (DVC& P)
- 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)
- Deans of School (DoS)
- 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 |
|---------|---------------------------------------------------------------------------------------------|

\* 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 |
|----------------------------|----------------------------------------------------------------|-------------------|---------------------|------------------------|-----------------------|
| <b>Governance</b>          |                                                                |                   |                     |                        |                       |
| 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               |
| <b>Strategic Planning</b>  |                                                                |                   |                     |                        |                       |

| 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 & P, 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,                         |
| <b>Monitoring Performance</b> |                                                                                                                                                                                  |                   |                     |                        |                                  |
| 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,                             |
| <b>Operational Management</b> |                                                                                                                                                                                  |                   |                     |                        |                                  |
| 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 & P, 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 & P, DVC (SRBD) COO US,      |
| <b>Financial Stewardship</b>  |                                                                                                                                                                                  |                   |                     |                        |                                  |
| 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 & P, 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 <sup>2</sup>                                                                                                                         | NO                | BoG                 | PFRC, EX               | VC, COO                          |

<sup>2</sup> 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                   |
| <b>Audit and Risk Management</b> |                                                                                                                                                                                                                                                                                                                                                             |                   |                     |                        |                       |
| 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                                                                                                                                                                                                                                                                                                   | NO                | BoG                 | 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                   |
| <b>Academic Quality and Risk</b> |                                                                                                                                                                                                                                                                                                                                                             |                   |                     |                        |                       |
| 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, DoS          |
| 2.2.31                           | Monitor the University's approach to monitoring and protecting the principles of academic freedom and freedom of speech legislation.                                                                                                                                                                                                                        | NO                | BoG                 | AB, GC                 | DVC & P, US           |
| 2.2.32.                          | 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, DoS          |

|                |                                                                                                                                               |    |     |      |              |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----|-----|------|--------------|
| 2.2.33.        | 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, DoS |
| <b>Culture</b> |                                                                                                                                               |    |     |      |              |
| 2.2.34         | 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 |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|------------------------|-----------------------|
| 2.2.35.                    | 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, DoS          |
| 2.2.36.                    | Approve all returns required by the Office for Student's Operating Model for Quality Assessment                                                                                                                                       | NO                | BoG                 | AB                     | VC, SEN, DoS          |
| 2.2.37.                    | Approve academic partnerships and collaborations involving income of over £5m per annum or involving significant institutional risk                                                                                                   | NO                | BoG                 | AB, PFRC, EX           | VC, SEN, DoS          |
| <b>Students</b>            |                                                                                                                                                                                                                                       |                   |                     |                        |                       |
| 2.2.38.                    | Make provision for the general welfare of students in consultation with Academic Board                                                                                                                                                | NO                | BoG                 | AB, EX                 | VC, SEN, DoS          |
| 2.2.39.                    | 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 & P           |
| 2.2.40.                    | 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,              |
| 2.2.40.                    | Approve the relationship agreement between the University and the Students' Union                                                                                                                                                     | NO                | BoG                 | PFRC                   | DVC & P, US           |
| 2.2.41.                    | 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 & P               |
| 2.2.42.                    | 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               |
| <b>Health and Safety</b>   |                                                                                                                                                                                                                                       |                   |                     |                        |                       |
| 2.2.43.                    | Approve the University's Health and Safety Strategy and receive an annual report on its implementation                                                                                                                                | NO                | BoG                 | HSC                    | COO                   |
| 2.2.44.                    | 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             |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|----------------------------|-----------------------------------|
| <b>Estates Management and IT Infrastructure and Capital Projects</b> |                                                                                                                                       |                   |                     |                            |                                   |
| 2.2.45.                                                              | Approve all property acquisitions or disposals above £5m <sup>3</sup>                                                                 | NO                | BoG                 | PFRC, EX                   | VC, DVC & P, DVC (SRBD), COO,     |
| 2.2.46.                                                              | Approve capital and revenue-funded projects above a total value of £5m <sup>4</sup>                                                   | NO                | BoG                 | PFRC, EX                   | VC, DVC & P, DVC (SRBD) COO       |
| 2.2.47.                                                              | Monitor the progress of projects above a total value of £5m <sup>5</sup>                                                              | NO                | BoG                 | PFRC, EX                   | VC, DVC & P, DVC(SRBD), COO       |
| <b>Employment</b>                                                    |                                                                                                                                       |                   |                     |                            |                                   |
| 2.2.48.                                                              | Appoint, suspend, discipline and monitor the performance of the Vice Chancellor                                                       | NO                | BoG                 | C, RC, VC Search Committee | US, COO, EDP                      |
| 2.2.49.                                                              | Establish the Search Committee to oversee the recruitment of the Vice-Chancellor <sup>6</sup>                                         | NO                | BoG                 |                            | US, COO, EDP                      |
| 2.2.50.                                                              | Appoint, suspend and discipline the University Secretary                                                                              | NO                | BoG                 | C, RC                      | VC, EDP                           |
| 2.2.51.                                                              | The right to appeal in the case of suspension, discipline and dismissal of the Senior Staff                                           | NO                | BoG                 | C, RC                      | VC, DVC & P, DVC (SRBD), COO, EDP |
| 2.2.52.                                                              | Set the policy for pay and general conditions of employment for all members of staff                                                  | NO                | BoG                 | PFRC, EX                   | COO, EDP                          |
| 2.2.53.                                                              | 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                       |
| 2.2.54.                                                              | Make Human Resources Regulations as provided in the Board Regulations                                                                 | NO                | BoG                 | PFRC                       | VC, DVC & P, DVC (SRBD), COO, EDP |
| 2.2.55.                                                              | Make Regulations governing the appointment of Senior Staff                                                                            | NO                | BoG                 | PFRC                       | VC, DVC & P, DVC (SRBD),          |

|                      |                                                                                                                                                                                        |     |          |          |             |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----------|-------------|
|                      |                                                                                                                                                                                        |     |          |          | COO,<br>EDP |
| 2.2.56.              | Consider an annual report on equality and diversity                                                                                                                                    | NO  | BoG      | PFRC, EX | EDP         |
| <b>Legal Matters</b> |                                                                                                                                                                                        |     |          |          |             |
| 2.2.57.              | 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         |
| 2.2.58.              | Act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University                                                               | NO  | PFRC     |          | COO         |
| 2.2.59.              | 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          |
| 2.2.60.              | Provide for the safekeeping of the Seal                                                                                                                                                | YES | GC, PFRC |          | US          |
| 2.2.61.              | Make Regulations for the use of the Seal                                                                                                                                               | NO  | BoG      | GC, PFRC | US          |
| 2.2.62.              | Approve the University's membership of any other company either through subscription or share purchase                                                                                 | YES | PFRC     | EX       | US, COO     |
| 2.2.63.              | Approve the creation and winding up of trading subsidiary company(s) and approve the appointment of their directors                                                                    | YES | PFRC     | EX       | US, COO     |
| 2.2.64.              | Recommend to the University in General Meeting any amendment to the Articles of Association                                                                                            | NO  | BoG      | GC       | US          |

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

<sup>4</sup> Including individual items and cumulative expenditure in a budget line within a financial year

<sup>5</sup> Including individual items and cumulative expenditure in a budget line within a financial year

<sup>6</sup> 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 |
|----------------------------|--------------------------------|-------------------|------------------------|-----------------------|
| <b>Governance</b>          |                                |                   |                        |                       |
| 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.

The Board shall appoint a Senior Independent Governor, with the role of conducting performance reviews of the Chair (and any other responsibilities as described in the Senior Independent Governor role description) 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 |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------|-----------------------|
| <b>5.1. GOVERNANCE COMMITTEE</b> |                                                                                                                                                     |                   |                        |                       |
| <b>5.1 Governance</b>            |                                                                                                                                                     |                   |                        |                       |
| 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 |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------|-----------------------|
| <b>Operational Management</b>       |                                                                                                                                                                                                                                                |                   |                        |                       |
| 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               |
| <b>Legal Matters</b>                |                                                                                                                                                                                                                                                |                   |                        |                       |
| 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                    |
| <b>5.2 AUDIT AND RISK COMMITTEE</b> |                                                                                                                                                                                                                                                |                   |                        |                       |
| <b>Audit and Risk Management</b>    |                                                                                                                                                                                                                                                |                   |                        |                       |
| 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                                                                                                                                                                     | 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                   |
|                                                     |                                                                                                                                                                                                               |                   |                        |                       |
| <b>5.3. PEOPLE, FINANCE AND RESOURCES COMMITTEE</b> |                                                                                                                                                                                                               |                   |                        |                       |
|                                                     |                                                                                                                                                                                                               |                   |                        |                       |
| <b>Governance</b>                                   |                                                                                                                                                                                                               |                   |                        |                       |
| 5.3.1.                                              | Advise and make recommendations to the BoG for the approval, revocation, amendment or variation of Financial Regulations                                                                                      | NO                | EX                     | US, COO               |
| <b>Strategic Planning</b>                           |                                                                                                                                                                                                               |                   |                        |                       |
| 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 & P           |
| <b>Monitoring Performance</b>                       |                                                                                                                                                                                                               |                   |                        |                       |
| 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               |
| <b>Operational Management</b>    |                                                                                                                                                                                  |                   |                        |                       |
| 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               |
| <b>Financial Stewardship</b>     |                                                                                                                                                                                  |                   |                        |                       |
| 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 <sup>7</sup>                        | NO                | EX                     | VC, COO,              |
| <b>Audit and Risk Management</b> |                                                                                                                                                                                  |                   |                        |                       |
| 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           |

<sup>7</sup> 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 |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------|-----------------------|
| <b>Academic Quality and Risk</b>                                     |                                                                                                                                                                                             |                   |                        |                       |
| 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                   |
| <b>Estates Management and IT Infrastructure and Capital Projects</b> |                                                                                                                                                                                             |                   |                        |                       |
| 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 <sup>8</sup>                | 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 <sup>9</sup> | 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 <sup>10</sup>               | 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 <sup>11</sup>                                                                                | NO                | EX                     | COO                   |

<sup>8</sup> Including individual items and cumulative disposals in a budget line within a financial year

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

<sup>10</sup> Including individual items and cumulative expenditure in a budget line within a financial year

<sup>11</sup> 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 |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------|-----------------------|
| <b>Legal Matters</b>                                 |                                                                                                                                                                                        |                   |                        |                       |
| 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                   |
| <b>Students</b>                                      |                                                                                                                                                                                        |                   |                        |                       |
| 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               |
| <b>Employment</b>                                    |                                                                                                                                                                                        |                   |                        |                       |
| 5.3.28                                               | Advise and make recommendations to the BoG on making Human Resources Regulations                                                                                                       | NO                |                        | VC, COO, EDP          |
| 5.3.29                                               | 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              |
| 2.3.30                                               | 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              |
| 2.3.31                                               | Consider an annual report on equality and diversity for recommendation to BOG                                                                                                          | YES               | EX                     | COO, EDP              |
| <b>People</b>                                        |                                                                                                                                                                                        |                   |                        |                       |
| 2.3.32                                               | 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                   |
| 2.3.33                                               | Approve the University's continued accreditation as a London Living Wage employer                                                                                                      | NO                |                        | EDP                   |
| <b>5.4. HEALTH AND SAFETY COMMITTEE<sup>12</sup></b> |                                                                                                                                                                                        |                   |                        |                       |
|                                                      |                                                                                                                                                                                        |                   |                        |                       |

|                                    |                                                                                                                                                                                                                                                                               |    |    |         |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----|---------|
| 5.4.1.                             | Approve Health and Safety Policies and Procedures and monitor their implementation                                                                                                                                                                                            | NO | EX | COO     |
|                                    |                                                                                                                                                                                                                                                                               |    |    |         |
| <b>5.5. REMUNERATION COMMITTEE</b> |                                                                                                                                                                                                                                                                               |    |    |         |
| 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 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 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     |

<sup>12</sup> 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                   |
| 5.5.9.                     | 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          |

## 5. ACADEMIC BOARD

| Roles and Responsibilities |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Provides advice | Staff with Delegated Responsibility |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------|
| <b>Strategic Planning</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                                     |
| 6.1.                       | Advise and make recommendations to the BoG on strategies relating to the educational character and mission of the University                                                                                                                                                                                                                                                                                                                                                                                                                | VC, EX          | DoS                                 |
| 6.2.                       | Advise and make recommendations to the BoG on strategies relating to employment outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                    | VC, EX          | DoS                                 |
| 6.3.                       | Advise and make recommendations to the BoG on risks associated with the academic profile and performance of the University                                                                                                                                                                                                                                                                                                                                                                                                                  | VC, EX          | DoS                                 |
| 6.4.                       | Approval and monitoring of policies and procedures to implement academic strategies approved by the BoG                                                                                                                                                                                                                                                                                                                                                                                                                                     | VC, EX          | DoS                                 |
| 6.5.                       | Advise the BoG on targets and key performance indicators relating to academic outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                      | VC, EX          | DoS                                 |
| 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 & P, DVC (SRBD)             |
| <b>Academic Quality</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                                     |
| 6.8.                       | Maintain and enhance the quality of the University's academic provision and advise the BoG on academic quality                                                                                                                                                                                                                                                                                                                                                                                                                              | VC, EX          | SEN, DoS                            |
| 6.9.                       | 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, DoS                            |
| 6.10.                      | Recommend to the BoG returns required by the Office for Students' Operating Model for Quality Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                    | VC, EX          | DVC & P, COO, DoS                   |
| 6.11.                      | Receive academic audit and assessment reports and responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | VC, EX          | DVC & P, COO, DoS                   |
| 6.12.                      | Advise the Board of Governors and the Executive on the academic quality of academic partnerships and collaborations                                                                                                                                                                                                                                                                                                                                                                                                                         | VC, EX          | SEN, DoS                            |
| 6.13.                      | 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                                 |

| <b>Students</b>                        |                                                                                                                                           |        |          |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|
| 6.14.                                  | Make provision for the general welfare of students and advise the BoG                                                                     | VC, EX | SEN, DoS |
|                                        |                                                                                                                                           |        |          |
| <b>Research and Knowledge Exchange</b> |                                                                                                                                           |        |          |
| 6.15                                   | promoting research and innovation within the University and monitoring the effectiveness of policies relating to research and innovation; | VC, EX | DVC &P   |
| 6.16                                   | approving award titles and courses of study for research programmes leading to an award;                                                  | VC, EX | DVC &P   |
| 6.17                                   | Maintain processes for awarding visiting titles (fellow and professor) and the award of emerita/us status                                 | VC, EX | DVC & P  |

## 6. VICE CHANCELLOR

| Roles and Responsibilities    |                                                                                                                                                                                                                                                                                                                                                        | Committee Providing Advice | Staff with Delegated Responsibility |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------------|
| <b>Governance</b>             |                                                                                                                                                                                                                                                                                                                                                        |                            |                                     |
| 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 & P, 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                             |
| <b>Strategic Planning</b>     |                                                                                                                                                                                                                                                                                                                                                        |                            |                                     |
| 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                                 |
| <b>Operational Management</b> |                                                                                                                                                                                                                                                                                                                                                        |                            |                                     |
| 7.9.                          | Day-to-day academic, corporate, financial, estate and human resources management                                                                                                                                                                                                                                                                       | EX                         | SEN                                 |
| <b>Financial Stewardship</b>  |                                                                                                                                                                                                                                                                                                                                                        |                            |                                     |
| 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 People, 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 People, 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) <sup>13</sup>                                                                                                                                                                                                                                                                                                              | EX                         | DVCs                                |
| <b>Audit and Risk Management</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |                                     |
| 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                             |
| <b>Academic Quality and Risk</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |                                     |
| 7.21.                            | Monitor the delivery of academic quality as Chair of Academic Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | AB                         | DVC & P, DVC SRBD), COO, DoS        |
| 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 & P, DVC (SRBD), COO, DoS       |
| 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 & P, DVC(SRBD) COO, DoS         |
| 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 & P, DVC(SRBD) DoS              |
| <b>Students</b>                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |                                     |
| 7.25.                            | Make provision for the general welfare of students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | AB                         | DVC & P, DVC(SRBD), COO             |
| 7.26.                            | Advise and make recommendations to the BoG on the approval of the Students' Union's                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | AB                         | COO, DVC & P, DVC (SRBD), US        |

<sup>13</sup> 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 & P, DVC (SRBD), US        |
| <b>Estates Management and IT Infrastructure and Capital Projects</b> |                                                                                                                                                                                 |                            |                                     |
| 7.28.                                                                | Make recommendations to the BoG and PFRC on property acquisitions or disposals of a value above £2m <sup>14</sup>                                                               | 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) <sup>15</sup> | EX                         | DVCs                                |
| 7.30.                                                                | Make recommendations to the BoG and PFRC on capital and revenue-funded projects above the value of £2m <sup>16</sup>                                                            | EX                         | COO, DVC & P, 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) <sup>17</sup>                                   | EX                         | DVCs                                |
| <b>Employment</b>                                                    |                                                                                                                                                                                 |                            |                                     |
| 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                             |
| <b>Health and Safety</b>                                             |                                                                                                                                                                                 |                            |                                     |
| 7.37.                                                                | Ensure compliance with health and safety requirements                                                                                                                           | HSC                        | COO                                 |

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

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

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

<sup>17</sup> 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 |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Governance, Leadership and Management</b> |                                                                                                                                                                                    |                                           |
| 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                                       |
| <b>Operational Management</b>                |                                                                                                                                                                                    |                                           |
| 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                                       |
| <b>Strategic Planning</b>                    |                                                                                                                                                                                    |                                           |
| 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 |                                           |
| <b>Audit and Risk Management</b>             |                                                                                                                                                                                    |                                           |
| 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                                                                                         |                                           |
| <b>Students</b>                              |                                                                                                                                                                                    |                                           |
| 8.13                                         | Advise and make recommendations to the BoG on the approval of the Students' Union's constitutional documents                                                                       |                                           |

|                              |                                                                                                                                                            |     |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Employment</b>            |                                                                                                                                                            |     |
| 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         |     |
| <b>Legal</b>                 |                                                                                                                                                            |     |
| 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                                                                |     |
| <b>Financial Stewardship</b> |                                                                                                                                                            |     |
| 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 |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Governance</b>            |                                                                                                                                                                                                      |                                           |
| 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                                                                                                                                        |                                           |
| <b>Strategic Planning</b>    |                                                                                                                                                                                                      |                                           |
| 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                                                                                                    |                                           |
| <b>Financial Stewardship</b> |                                                                                                                                                                                                      |                                           |
| 9.7                          | Authorise expenditure below £2m in line with the Financial Regulations (plus COO or US as signatory)                                                                                                 | VC                                        |
| <b>Academic Quality</b>      |                                                                                                                                                                                                      |                                           |
| 9.8                          | Advise on academic partnerships and collaborations                                                                                                                                                   | VC, SEN, DoS                              |
| <b>Students</b>              |                                                                                                                                                                                                      |                                           |
| 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 |                                           |
| <b>Legal</b>                 |                                                                                                                                                                                                      |                                           |
| 9.12                         | Ensure compliance with the Prevent Duty                                                                                                                                                              |                                           |

## 9. THE CHIEF OPERATING OFFICER

| Roles and Responsibilities       |                                                                                                                                                                                     | Other Staff with Delegated Responsibility |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Governance and management</b> |                                                                                                                                                                                     |                                           |
| 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                                                                                                       |                                           |
| <b>Strategic Planning</b>        |                                                                                                                                                                                     |                                           |
| 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                                                                                   |                                           |
| 10.8                             | 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               |                                           |
| 10.9                             | Advise the EX, PFRC and BoG on key performance indicators and other targets                                                                                                         |                                           |
| <b>Financial Stewardship</b>     |                                                                                                                                                                                     |                                           |
| 10.10.                           | Ensuring the solvency of the University and safeguarding its assets                                                                                                                 | VC, SEN                                   |
| 10.11                            | Ensure that proper books of account are kept and presented to the Board of Governors, People, Finance and Resources Committee and Audit and Risk Committee for scrutiny             |                                           |
| 10.12                            | Ensure that an annual budget and financial statements are presented to People, Finance and Resources Committee and Audit and Risk Committee and the Board of Governors for approval | VC, SEN                                   |
| 10.13                            | Advise the VC on their responsibilities as Accountable Officer to ensure that the University complies with the OfS's Regulatory Framework                                           | US                                        |
| 10.14                            | Ensuring that funds provided by the Office for Students are used in accordance with the OfS's Regulatory Framework                                                                  | SEN                                       |
| 10.15                            | Prepare the financial forecasts for recommendation to the Board of Governors                                                                                                        | SEN                                       |
| 10.16                            | 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 |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Audit and Risk Management</b>                                     |                                                                                                                                                                                        |                                           |
| 10.17                                                                | Ensure the production and approval of the audited accounts                                                                                                                             |                                           |
| 10.18                                                                | Ensure that robust systems of control and accountability are in place, including financial and operational controls                                                                    | VC, US                                    |
| 10.19                                                                | Safeguard the good name and values of the University                                                                                                                                   | SEN                                       |
| 10.20                                                                | Ensure that Annual Accountability Returns are made                                                                                                                                     | US                                        |
| 10.21                                                                | Advise on the appointment and remuneration of external auditors to be made by the Board of Governors                                                                                   | US                                        |
| 10.22                                                                | Advise on the appointment and/or removal of internal auditors                                                                                                                          | US                                        |
| 10.23                                                                | Ensure effective arrangements for the management and quality assurance of regulatory data returns                                                                                      |                                           |
| 10.24                                                                | Safeguard the good name and values of the University by putting in place and overseeing the delivery of information compliance policies and procedures                                 |                                           |
| 10.25                                                                | Act as the lead officer responsible for ensuring the effectiveness of the University's risk management framework and maintaining the corporate risk register                           |                                           |
| <b>Academic Quality</b>                                              |                                                                                                                                                                                        |                                           |
| 10.26                                                                | Advise on the financial aspects of academic partnerships and collaborations                                                                                                            | VC, DVC & P, DVC (SRBD), US, DoS          |
| <b>Operational Management</b>                                        |                                                                                                                                                                                        |                                           |
| 10.27                                                                | Day-to-day management of the University's professional services and operations                                                                                                         |                                           |
| 10.28                                                                | 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                                        |
| <b>Estates Management and IT Infrastructure and Capital Projects</b> |                                                                                                                                                                                        |                                           |
| 10.29                                                                | Advise on the financial implications of all property acquisitions or disposals                                                                                                         | EX                                        |
| 10.30                                                                | Advise on the financial implications of all capital and revenue-funded projects                                                                                                        | EX                                        |
| 10.31                                                                | Ensure that processes are in place to monitor the delivery of the budgets of all capital and revenue funded projects                                                                   |                                           |
| <b>Legal</b>                                                         |                                                                                                                                                                                        |                                           |
| 10.32                                                                | 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 |                                           |
| 10.33                                                                | Advise on the legal, contractual and compliance aspects of academic partnerships and collaborations                                                                                    | DVC (SRBD)                                |

| Health and Safety |                                                                                                                                                                                               |    |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 10.34             | 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 |