

SCHEME OF DELEGATION

The purpose of the Scheme of Delegation is to outline the authority for the University's major organisational responsibilities based on foundation and regulatory documents and to indicate delegation of these responsibilities where these have been approved. The Scheme is subject to annual review.

The primary documents consulted for the Scheme are:

- **The Instrument of Government:** This is approved by the Board of Governors and ratified by the OfS and sets out the high-level powers of the University and the role of its Board of Governors.
- **The Articles of Government:** These are approved by the Board of Governors and ratified by the OfS and set out the responsibilities of the Board of Governors, the Vice-Chancellor and the Academic Council.
- **Statement of Primary Responsibilities:** This sets out the principal responsibilities of the Board of Governors and is derived from the powers and responsibilities outlined in the Instrument and Articles of Government.
- **Committee of University Chairs' (CUC) HE Code of Governance 2020:** This provides good practice guidance and a framework that identifies the key values and elements that are required to provide for good governance within higher education.
- **The Office for Students (OfS) Terms and Conditions of Funding:** sets out the terms and conditions for receipt of recurrent and capital funding distributed by the OfS.
- **The OfS Regulatory Framework:** This states how the OfS intends to perform its functions and provides guidance for registered higher education providers on the ongoing conditions of registration.
- **General and Academic Regulations:** These are rules established by the University by which students and staff must abide.
- **The University's Corporate Governance statement:** This is published annually in the University's Financial Statements and provides a statement to demonstrate that the University has applied the principles and practices of good governance to its operations.
- **Terms of Reference:** These detail the purpose, membership, scope and authority of a committee to oversee a delegated area of responsibility.
- **Financial Regulations:** These detail the management and governance arrangements for the University's financial affairs.
- **Standing Orders:** These set out the specific procedures and processes to be followed by the Board of Governors for the government and conduct of its business.

The Scheme also includes a small number of elements which do not directly arise from source documents but which the Board is likely to have an interest in.

It is important to note that the Board of Governors remains ultimately accountable and responsible for the actions and discussions taken by the Committees, Boards or persons to whom it has delegated its responsibilities.

This Scheme of Delegation is subordinate to the University's Instrument and Articles of Government and to any restrictions or requirements contained within OfS Conditions of Registration. If there is any conflict then the Instrument and Articles and OfS Conditions of Registration prevail. The Scheme should also be used in conjunction with the appropriate policies and procedures of the University and the terms of reference for committees.

A glossary of abbreviations is provided at the end of this document.

	POWER OR ACTIVITY	PRINCIPAL AUTHORITY / SOURCE	DELEGATED AUTHORITY	RESPONSIBILITY [ie. SLT member, Chair of BoG etc.]	KEY RELATED PLANS, POLICIES & REGULATIONS	LIMITS & CONDITIONS OF DELEGATION
1.	Governance and Management					
1.1	Amendment or replacement of the Instrument and/or Articles of Government	BoG OfSRF (E1&2) AoG (17.1)	No delegation permitted	Chair of BoG		BoG resolution required, with subsequent submission to the OfS for ratification.
1.2	Determination of membership numbers of the Board	BoG IoG (4.2)	No delegation permitted	Chair of BoG		
1.3	Appointment of Board members	BoG SO (8) IoG (4.3) CUC (5.2, 5.3 & 5.10)	No delegation permitted for the appointment of independent governors. Internal governors are elected in accordance with regulations adopted by the Board.	Chair of BoG	Noms & Gov ToRs	Recommendations for the appointment of independent governors to be made by the Nominations and Governance Committee.
1.4	Tenure of Office for Board members	BoG IoG (5.1) CUC (5.11) SO (7)	No delegation permitted.	Chair of BoG	Noms & Gov	Recommendations to be made by the Nominations and Governance Committee.

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1.5	New Governor induction	BoG CUC (5.12) OfSRF (E1&2)	Noms & Gov Co	University Secretary	Noms & Gov ToRs; Governor Code of Conduct; Governor Handbook	
1.6	Chair, Vice Chair and Board member appraisal and effectiveness evaluation	BoG CUC (5.11) OfSRF (E1&2)	Noms & Gov Co	Vice Chair of BoG; Chair of RemCo		
1.7	Board and committee effectiveness evaluation	BoG SoPR (7) CUC (7.11, 7.12) OfSRF (E1&2)	Noms & Gov Co	Vice Chair of BoG; University Secretary		Self-assessed annually. External Board Effectiveness Review to be carried out every 3 years.
1.8	Removal of Governors from office (including Chair)	BoG IoG (5.3) SO (11, 12, 13) CUC (5.9) OfSRF (E1&2)	No delegation permitted	Chair of BoG; University Secretary		Recommendations to be made by the Nominations and Governance Committee.
1.9	Seal of Corporation authentication	IoG (7.1) FR (4.9&4.13)	Chair of BoG	University Secretary	FR	Use of the seal must be authenticated by the signature of the Chair, any governor or the Clerk (role subsumed within the role of the University Secretary). The Clerk is responsible for submitting a regular report to the Board detailing the use of the University's Seal.

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1.10	Review of the delegated authority of the Accountable Officer	BoG CUC (1.6) OfSRF (E3)		Chair of BoG		This is confirmed each year via the Board's approval of this Scheme.
1.11	Determining a Scheme of Delegation	BoG CUC (1.6) SoPR (5) OfSRF (E1&2)	Noms & Gov Co	University Secretary	Noms & Gov ToRs	Board approval is required. The Scheme is reviewed and confirmed on an annual basis.
1.12	Ensuring that governors comply with recognised standards in public life (the Nolan Principles), including the maintenance of a register of interests and conducting Fit and Proper Persons Tests	BoG OfSRF (E1&2 / Annex B) CUC (5.9)	Noms & Gov Co	University Secretary	Noms & Gov ToRs; Ethics Statement; Anti-Bribery Policy	Updated annually. Any irregularities will be reported to the Board via the Nominations and Governance Committee.
1.13	Establishment and disestablishment of Board level sub committees	BoG SO (24)	Noms & Gov Co	Chair of BoG	Noms & Gov ToRs	Board approval is required.
1.14	Establishment and disestablishment of University level non-academic committees	SLT	N/A	VC; University Secretary		
1.15	Establishment or disestablishment of a subsidiary and spin-out company	BoG	N/A	COO		The composition of the new subsidiary company board will comply with Charity and Company Law as applicable.
1.16	Oversight of subsidiary companies	BoG CUC (2.6)	ARAC	COO		
1.17	Establishing policies and procedures relating to the conduct and business of the Board of Governors	BoG SoPR (8) CUC (all) Charities Act OfSRF (E1&2)	Noms & Gov Co	University Secretary		Board approval is required.

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1.18	Powers to approve policies and procedures relating to the day-to-day management and operations of the University	BoG AoG (4.2.2) CUC (1.6) SoPR (5) OfSRF (C1)	VC SLT Academic Council	University Secretary		
2.	Strategic Direction					
2.1	Determination of the educational character and mission of the University	BoG AoG (4.1.1) SoPR (1) CUC (2.1)	No delegation permitted	VC		Determination of the University's educational character and mission will be based upon recommendations from the Vice-Chancellor.
2.2	Approval of the Corporate Plan and associated strategies and plans	BoG CUC (2.2)	No delegation permitted	VC	Town House Strategy	Approval of the Corporate Plan is reserved for the Board, delivery and development of associated strategies and plans rests with SLT (see 2.3 below).
2.3	Implementation of the Strategic Plan	SLT	SLT	VC	Town House Strategy	
2.4	Setting and reviewing of university level Key Performance Indicators (KPIs)	BoG CUC (3.3) SoPR (2)	N/A	VC	KPIs	Recommended by Planning, endorsed by SLT.
2.5	Monitoring performance against Strategy and KPIs	BoG CUC (3.3) SoPR (3)	ARAC; FC; AGC; RemCo	VC		Standing item on Board annual agenda plan.
2.6	Approval and review of risks and the Strategic Risk Register	BoG CUC (2.4) SoPR (6)	ARAC	University Secretary	Strategic Risk Register	Based on recommendations from the Executive.

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		FR (3.5)				
2.7	Evaluation and monitoring of risks, action plans and mitigation actions at strategic level	BoG CUC (2.4) SoPR (6)	Sub committees	University Secretary	Strategic Risk Register	Scrutiny of strategic risks is assigned to the appropriate sub-committee of the Board. Updates are provided to ARAC.
2.8	Evaluation and monitoring of risks, action plans and mitigation actions at local levels	BoG CUC (2.4, 3.5)	Risk and Business Continuity Committee	University Secretary	Strategic Risk Register	The strategic risk register is considered by SLT prior to its submission to ARC and the BoG. Reports escalated to SLT as appropriate.
3.	Legal / Compliance					
3.1	Compliance with OfS registration and regulatory framework requirements, including reportable events	BoG SoPR (8) OfSRF (E3&4, F3&4)	VC	University Secretary	OfS Tracker	Regular consideration by SLT and reporting to ARAC (and the Board if required).
3.2	Provision of Transparency Information	BoG OfSRF (F1)	VC	VC	Transparency Return	Prepared by Planning.
3.3	Compliance with Freedom of Speech legislation, encompassing an External Speakers and Events Policy	BoG Prevent Duty CUC (2.8) OfSRF (E2)	N/A	University Secretary	FoS Policy;	Reporting mechanisms to the Board will need to be determined when this becomes an additional OfS condition of registration.
3.4	To demonstrate that the University has due regard for the Prevent duty	BoG Prevent Duty CUC (2.8) OfSRF (E2)	N/A	University Secretary	Prevent Group	Annual Prevent report is submitted to the Board. ARAC provide assurance to the Board.

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3.5	Ethics Statement and Corporate Social Responsibility Policy	BoG CUC (6.3 & 6.6)	Noms & Gov Co	University Secretary	Noms & Gov ToRs; Ethics Statement; CSR Policy	The Board should approve a policy framework on ethics which includes appropriate measures of assurance. The Board to have oversight of the other aspects of CSR.
3.6	Use of University logos and crest	University brand guidelines;	University Secretary	University Secretary		The University logo must be used in accordance with University brand guidelines. The University crest is only for ceremonial use and requires the permission of the Chancellor or VC.
3.7	Health and Safety Policy and Procedures	BoG SoPR (13)	University Secretary	University Secretary	H&S Policy; Health & Safety at Work Act	Recommendation from USHSC and SLT. An annual Health and Safety Report is submitted to ARAC and the BoG, and regular H&S updates are presented to the Board.
3.8	Equality and Diversity policy and procedures	BoG SoPR (13) CUC (4.1, 4.2,& 4.3) OfSRF (B2 & E2)	RemCo	Director of HR	EDI Strategy	
3.9	Compliance with Data Protection and GDPR legislation	Data Protection Act 2018	ARAC	University Secretary	Data Protection policies	
3.10	Compliance with Freedom of Information legislation	Freedom of Information Act 2000	ARAC	University Secretary	FOI Policy	

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3.11	Accuracy of Published Information	BoG CUC (1.5)	ARAC	University Secretary	University ICO Publications Scheme	
3.12	Modern Slavery Statement	Modern Slavery Act	ARAC	University Secretary	Modern Slavery Statement; Ethics Statement	
3.13	Access and Participation Plan	BoG OfSRF (A1)	SLT	EDSS; Provost & DVC		The Access and Participation Plan is provided to the Board for information.
3.14	Student Protection Plan	BoG OfSRF (C3 & F2)	Matter reserved for Board approval	EDSS		Updates will be discussed by AC. Changes to SPP to be submitted to the OFS for approval.
3.15	Provision of guidance and frameworks for the management and quality assurance of data	BoG CUC (2.2, 2.5 & 2.6)	ARAC; Information Governance Committee	University Secretary and relevant members of SLT	Data Quality reporting	Overall responsibility for the accuracy and quality of data must ultimately rest with the data owner.
3.16	Whistleblowing policy and procedures	BoG CUC (3.7) Public Interest Disclosure Act 1998	ARAC	Director of HR	Whistleblowing Policy; FR	
3.17	Gift Acceptance Policy	BoG CUC (3.3) SoPR (18)	VC	EDSS		

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		FC (3.5)				
3.18	Development and Fundraising policies and procedures	BoG CUC (3.3, 6.1)	VC	EDSS		Gift Acceptance Committee reviews any proposed gift or donation that might compromise the University's values and/or interests
3.19	Safeguarding of children and vulnerable adults	BoG	VC	EDSS	Safeguarding Policy	
3.20	Provision and/or commissioning of legal services to the University – includes legal services to the Board		VC	University Secretary		
3.21	Reporting serious incidents or material adverse events including significant fraud	FR (4.4)	ARAC	COO	FR (Appendix A)	Instances of fraud that exceed £25k and/or have a novel component and/or have a public interest should be reported to the OfS.
4.	Designated senior post holders / appointments					
4.1	Appointment of Chair and Vice Chair of the Board	BoG AoG (6.3) SO (9)	No delegation permitted	University Secretary	Noms & Gov ToRs	The Board shall appoint a Chair and Vice Chair, both of whom shall be independent members. The University Secretary is responsible for the organisation and proper conduct of the appointment process.

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4.2	Appointment of University staff as director(s) of subsidiary and spin-out companies	BoG Charity and Company Law	SLT	VC	ToRs of subsidiary company	
4.3	Appointment of Governors as director(s) of subsidiary and spin-out companies	BoG Charity and Company Law		Chair of BoG	ToRs of subsidiary company	
4.4	Appointment of the Chancellor	BoG AoG (4.7) SO (25)	Noms & Gov Co	University Secretary	Noms & Gov ToRs	The Chancellor is a ceremonial role and does not hold office. The appointment process is led by Noms & Gov.
4.5	Appointment, suspension and dismissal of the Vice-Chancellor and Accountable Officer	BoG AoG (9.1)	No delegation permitted	N/A	Noms & Gov ToRs	Noms & Gov to make recommendations to the Board for the process of appointing the VC. A specific HR policy details the procedure for any suspension or dismissal of the VC.
4.6	Appointment of temporary Vice-Chancellor and Accountable Officer	BoG	No delegation permitted	N/A		A committee of the Board will be either identified or specially established and charged with responsibility for the recruitment.
4.7	Appointment, suspension and dismissal of the Clerk to the Board (role subsumed within the role of the University Secretary)	BoG AoG (4.3 & 9); SoPR (10) CUC (5.1)	Chair of BoG; VC	Chair of BoG / VC		The Clerk (role subsumed within the role of the University Secretary) must be specifically appointed to the role by the Board of Governors. A specific HR policy details the procedure for any suspension or dismissal of the Clerk.

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4.8	Appointment, suspension and dismissal of the Senior Leadership Team	BoG AoG (9)	VC	VC		For SLT appointments at least one Board member will be part of the recruitment exercise. A specific HR policy details the procedure for any suspension or dismissal of an SLT member.
4.9	Suspension and dismissal of staff not referred to in 4.5-4.8	BoG AoG (9.1)	VC	VC / Director of HR		Dealt with in accordance with HR procedures.
4.10	Award and rescindment of Honorary titles	BoG HAP ToR	AC; Honorary Awards Panel	Provost & DVC	HAP Procedures	
4.11	Senior Academic Promotions	Senior Academic Promotions Panel ToR	AC; Senior Academic Promotions Panel	Provost & DVC	Senior Academic Promotions Panel Procedures	
4.12	Appointment & dismissal of Internal and External Auditors	BoG AoG (15.1.3) ARAC ToRs SoPR (6&12) CUC (2.11) CUC Audit Code		Chair of BoG	FR	After a tendering exercise the external auditor will be appointed by the BoG on the recommendation of ARAC, normally for a period of up to 5 years subject to satisfactory performance. The statutory re-appointment of external auditors will take place annually and is the responsibility of the Board, advised by ARAC. After a market testing exercise the internal auditor is appointed by the Board on the recommendation of ARAC,

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						normally for a period of up to five years subject to satisfactory performance.
5.	Academic Management					
5.1	Management of academic risks and effective operation of the academic governance of the institution	BoG CUC (2.5) OfSRF (B1-5)	Academic Council; AGC	Provost & DVC	AGC ToRs	The governing body receives assurance that academic risks are being effectively managed through Academic Council.
5.2	Design and approval of new programmes	BoG AC ToRs OfSRF (B1-5)	Academic Council	VC		
5.3	Closure of a campus, and/or discontinuation of academic departments and schools	BoG SPP OfSRF (C3)	N/A	VC	SPP	An assessment of the academic impact will be considered by UEC with the estate's considerations being steered by EC. The final decision will be taken by SLT and the BoG.
5.4	Membership of Academic Council / periods of office	BoG AC ToRs	Academic Council	VC		The period of appointment of members shall be prescribed in Regulations. .
5.5	Establishment of Academic Council	BoG AoG (4.4-4.6) AC ToRs	Academic Council	VC		An Academic Council shall be established with the approval of the Board of Governors.
5.6	Collaborative provision (including termination of a collaboration) and academic partnerships	BoG CUC (2.5, 6.5)	AGC; Academic Council	VC		Annual report on collaborative partnerships presented to AGC and the BoG.

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5.7	Academic regulations, policies and guidance	BoG OfSRF (B1-5, C1)	Academic Council	Provost & DVC		
5.8	Academic misconduct and Academic appeals	BoG OfSRF (C2) AC Regulations	Process – Academic Council Decision - VC	<u>Provost & DVC</u>	AR 6&7, 8&9	Process managed by the Faculty and Academic Registry. Final course of appeal is to the VC. Students can also submit a complaint to the OIA if they have exhausted the University's complaints process.
5.9	Expulsion on academic grounds	BoG AoG (10)	Process – Academic Council	Provost & DVC	AR10	Students can also submit a complaint to the OIA if they have exhausted the University's complaints process.
5.10	Criteria for the admission of students	BoG AoG (10) OfSRF (B1-5)	Academic Council	Provost & DVC	Admissions Policies (AP1&1b)	
5.11	Appointment and removal of internal and external examiners	BoG	Academic Council	Provost & DVC		
5.12	Teaching Excellence Framework (TEF) submission	BoG OfSRF (B6)	Academic Council	Provost & DVC		
5.13	Knowledge Exchange Framework (KEF) submission	UKRI	Academic Council	Provost & DVC		
5.14	Research Excellence Framework (REF) submission	UKRI	Academic Council	Provost & DVC		

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5.15	Research and Research Ethics policies and procedures	AoG (4.4)	Academic Council	Provost & DVC	AC ToRs; Ethics Guidance and Procedures (for human subjects)	On recommendation from the Research, Business and Innovation Committee
5.16	Research Grant Application signatories	FR (4.7)	Up to £150k – Faculty Designated Authority; over £150k – Dean of Faculty via FDA	Provost & DVC	Procedures for External Research Funding	If the application requires support from the University at the highest level e.g. when only one application per Institution is accepted, it is usual to approach the PVC (Research), via the Research and Innovation Office, for a letter of support. An internal competition may be arranged in these circumstances to select the Institutional submission.
5.17	Research Grant Award acceptance signatories	FR (4.7)	Up to £100K – FDA Up to £250K – Dean of Faculty / PVC Over £250K – VC or DVC KUEL contracts – member of KUEL Board of Directors	Provost & DVC	Procedures for External Research Funding	
5.18	Research misconduct	AC ToRs	Process – Academic Council	Provost & DVC	Procedures for Dealing with Misconduct in Research (Staff) (AG8)	Any appeal regarding the findings of the investigation shall be made to the VC whose decision is final.

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6.	Budgetary & Financial matters					
6.1	Approval of the University's financial regulations and financial limits	BoG FR (2) CUC (2.6) AoG (4.2.7) OfSRF (D1-4)	ARAC	COO	FR	
6.2	University's Annual Budget and financial planning including financial forecast submission to the OfS	BoG AoG (5.2.6) FR (3.2) OfSRF (D 1-4 and E3)	No delegation permitted for approval of the Annual Budget or the financial forecast submission to the OfS	COO	FR	The BoG is responsible for: the effective use of resources, the solvency of the University and the Corporation and for safeguarding assets; approving annual estimates of income and expenditure. The COO is responsible for co-ordinating the preparation annually of the financial return to the OfS, and seeking approval by Board for year 1 with the outlying years prepared on an indicative basis only on the recommendation of the FC, and for preparing financial forecasts for submission to the OfS. During the year, the COO, following discussion with budget holders, is responsible for co-ordinating the submission of significant budget revisions to the SLT for consideration before submission to the Board for approval.

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6.3	Approval of the University's Financial Statements	BoG AoG (5.2.6) CUC (2.12)	No delegation permitted	COO		Board approval required on recommendation from ARAC.
6.4	<i>Purchasing authority for capital and revenue expenditure</i>					
	>£250,000	BoG FR (4.9)	VC / COO / KUSCO Board / KUEL Board	COO		
	Up to £250,000	FR (4.9)	SLT member / KUEL Director / KUSCO Managing Director	COO		
	Up to £100,000	FR (4.9)	Head of School / Corporate Director	COO		
	Up to £25,000	FR (4.9)	Budget Holder	COO		
	Up to £2,000	FR (4.9)	School / Directorate Authorised Buyer	COO		
6.5	<i>Approval of business cases for expenditure over certain limits</i>					
	<£500k	Conducted in accordance with the Financial Regulations	Director of Estates, Chief Information Officer	COO		
	£500k to £2.0M	FR (4.9)	EC / DIG	COO		Summary schedule to SLT
	££2.0M to £5.0M	FR (4.9)	EC / DIG / SLT	COO		Summary schedule to FC
	£5M to £10M	FR (4.9)	FC following endorsement by EC / DIG / SLT	COO		Summary schedule to Board
	>£10M	FR (4.9)	Board approval required, on advice	COO		N/A

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			from FC and review by SLT and EC/ /DIG			
6.6	Appointment of bankers, opening of bank accounts, designation of bank signatories	BoG FR (4.5)	Recommendation from SLT	COO		Appointments initially for a 5 year period and reviewed annually thereafter
6.7	Approval of Internal Audit Plan	BoG CUC (2.12)	ARAC	Internal Auditors		With SLT input and review
6.8	Approval of Annual Audit of Accounts	BoG		External Auditors		On recommendation of ARAC
6.9	Tuition fees and Bursaries	BoG AoG (15.1.2) OfSRF (G1) FC	SLT	EDSS / COO	APP	The BoG shall determine the tuition and other fees payable to the Corporation (subject to any terms and conditions attached to grants, loans or other payments paid or made by the OfS).
6.10	Treasury Management	BoG FC	FC	COO	FC ToRs; Treasury Management Policy; FR	
6.11	Accounting policies	BoG AoG (15.1.1) OfSTC (33)	ARAC	COO		
6.12	Debt write-off and recovery policies	FR (4.6)	SLT	COO	FR	Requests to write-off debts in excess of £20,000 must be referred in writing to the CFO for submission to the SLT for consideration. Debts below this level may be written off with the permission of the Director of Finance and authorised by the Financial Controller.

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6.13	Borrowing policies	BoG AoG (3.1.4) FR (4.5) OfSTC (33)	FC	COO	FC ToRs	
6.14	Responsibility for internal financial management and accountability	BoG AoG (15.1.1) FR (all) OfSTC OfSRF (D1-4)	ARAC	COO		The VC, as accountable officer, is required to satisfy the Board that there is compliance with OfS conditions of registration and the expectations associated with receipt of public funds. The FRs form part of this overall system of internal control.
6.15	Value for Money policies	BoG FC OfSTC (33)	ARAC	COO	ARAC ToRs	<p>The OfSTC state that ‘When using OfS funding providers must apply proper processes that ensure effective accountability and secure value for money’.</p> <p>VFM in all aspects of University activity is overseen by ARAC and in order to ensure independence and objectivity, the committee is independent of management, independent of the FC, and reports directly to the Board. It has the right of access to obtain all the information it considers necessary and to consult directly with the internal and external auditors. The committee is responsible for identifying and</p>

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						approving appropriate performance measures for internal and external audit and for monitoring auditors' performance.
6.16	Students' Union budget and subvention	BoG FR (4.13)	N/A	COO / EDSS		Subject to any constraints imposed by the OFS, the Board shall determine the level of Disbursement Grant to be made available each year to the Students' Union and its constituent bodies. The Board requires the Students' Union to provide details of its proposed budget to assist in determining the appropriate level of grant.
6.17	Insurance level and scope	FR	SLT	University Secretary		The University Secretary is responsible for effecting insurance cover as determined by the SLT. The University Secretary is responsible for tendering of insurance services when required. The University Secretary will ensure that there is effective engagement with the University's insurers and brokers on any specific insurance problems.
6.18	Residential Fees		Finance Directorate	COO		Residential fees are proposed by the Accommodation team and

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						approved by the Finance Directorate.
6.19	Asset Disposal	Conducted in accordance with the Financial Regulations and value of the asset		COO		Disposal of land and buildings must only take place with the authorisation of the Board. OfS consent may also be required if exchequer funds were involved in the acquisition of the asset.
6.20	Endowment Funds	FR (4.12)	FC	COO	FC ToRs	<p>The Director of Finance is responsible for monitoring the performance of Fund Managers and advising the Finance Committee on the control and investment of the endowment fund portfolio.</p> <p>The Finance Committee is responsible for ensuring that all University endowment funds are operated within any relevant legislation and the specific requirements for each endowment.</p>
6.21	Anti-Bribery and Corruption	BoG Bribery Act 2010	ARAC	University Secretary; COO	Anti-Bribery Policy; FR	
7.	Students					
7.1	Student Complaints	BoG AoG (10.1)	Academic Registry	EDSS	Student Complaints &	Annual report on Student Complaints presented to AGC

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		OfSRF (C2) CUC			Guidance Procedure (GR2)	and BoG. Students have the right to appeal to the OIA against the University's final decision.
7.2	Student Disciplinary Procedure	BoG AoG (4.2.8) OfSRF (B2)	Academic Registry	EDSS	Student Disciplinary & Guidance Procedure (GR3)	Students have the right to appeal to the OIA against the University's final decision.
7.3	Fitness to Practise Procedures	BoG OfSRF (B2)	Academic Registry	EDSS	FTP (Student Conduct) (GR4a); FTP (Student Health & Disability) (GR4b)	Students have the right to appeal to the OIA against the University's final decision.
7.4	Ensuring adequate provision for the general welfare and wellbeing of students	BoG OfSRF (B2) SoPR (15)	AGC	EDSS		
7.5	Student life policies and procedures	BoG OfSRF (B2)	AC; Student Life Committee	EDSS		
7.6	Ensuring the students' union operates in a fair and democratic manner and is accountable for its finances	BoG AoG (11) CUC	N/A	President of UKS; UKS CEO; EDSS		Annual Report submitted to Board
7.7	Students' Union code of practice / constitution	BoG Education Act 1994	N/A	President of UKS; UKS CEO; EDSS		Any amendments to the UKS constitution to be approved by the BoG.

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8.	Staff					
8.1	Determining the Vice-Chancellor's salary	BoG AoG (4.1.5) CUC Rem Code CUC (2.9 & 2.10) OfSRF (E3)	RemCo	Director of HR	RemCo ToRs	RemCo agrees annual performance targets for the VC and reviews annually the pay & conditions of service of the VC in light of RemCo's review of performance against these targets (and comparative data). The VC does not participate in any discussions or decisions concerning their salary.
8.2	Determining Senior Leadership salaries	BoG AoG (4.1.5) CUC (2.9 & 2.10) CUC Rem Code OfSRF (E3)	RemCo	Director of HR	RemCo ToRs	The VC, following appraisals with SLT members and review of benchmarking data, will propose pay awards for individuals to RemCo. The RemCo will validate the proposals against the benchmarking data. Only independent members and the VC contribute to the decision.
8.3	Determining Senior professional and academic salaries	BoG AoG (4.1.5) CUC (2.9) CUC Rem Code OfSRF (E3)	VC; RemCo	Director of HR	RemCo ToRs	RemCo are advised of the % increase range for senior staff and they assess it against the benchmark to ensure that it is in line with the sector.

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8.4	Salary increases for the rest of the staff (Grade 10 or below)	BoG AoG (4.1.8) CUC (2.9)	VC; RemCo	Director of HR	RemCo ToRS	RemCo are advised of the % increase range for all staff and they assess it against the benchmark to ensure that it is in line with the sector.
8.5	Severance payments for VC and SLT	CUC Remuneration Code	RemCo	Director of HR	RemCo ToRS; FR	RemCo is notified of any severance agreements for staff earning a salary of over £100k.
8.6	Severance payments of over £10K for general staff		RemCo	Director of HR	RemCo ToRS; FR	
8.7	Pension scheme changes	FR (4.10)	FC; RemCo	COO; Director of HR		The Board is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees The Director of HR is responsible for day-to-day pension matters including: <ul style="list-style-type: none"> • paying contributions to various authorised pension schemes • preparing the annual return to various pension schemes
8.8	Staff disciplinary and appeal procedures	BoG AoG (9)	SLT	Director of HR	Disciplinary Procedure	
8.9	Grievance and appeal procedures	BoG AoG (9)	SLT	Director of HR; VC	Grievance Procedure	
8.10	Appraisal of the Vice-Chancellor	BoG AoG (4.1.7)	Chair of the BoG	N/A		

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8.11	Appraisal of the University Secretary	BoG AoG (4.2.4)	VC in conjunction with the Chair of the BoG	VC		
8.12	HR policies and procedures		SLT	Director of HR		
8.13	TU agreements, collective dispute and negotiation and consultative procedures			Director of HR	Trade Union Recognition Agreement	

Key

<i>IoG</i>	Instrument of Government
<i>AoG</i>	Articles of Government
<i>SoPR</i>	Statement of Primary Responsibilities of the Board of Governors
<i>SO</i>	Standing Orders for the Board of Governors
<i>CUC</i>	Committee of University Chairs Higher Education Code of Governance (2020 revision)
<i>CUC Rem Code</i>	CUC HE Senior Staff Remuneration Code (2021)
<i>OfSTC</i>	Office for Students Terms and Conditions of Funding
<i>OfSRF</i>	Office for Students Regulatory Framework
<i>FR</i>	Financial Regulations
<i>UKRI</i>	UK Research and Innovation, Research England
BoG	Board of Governors
ARAC	Audit and Risk Assurance Committee
AGC	Academic Governance Committee
FC	Finance Committee
Noms & Gov Co	Nominations and Governance Committee
RemCo	Remuneration Committee
AC	Academic Council
SLT	Senior Leadership Team
SLG	Senior Leadership Group
EC	Estates Committee

DIG	Digital Investments Group
UKS	Union of Kingston Students
KUEL	Kingston University Enterprises Limited
KUSCO	Kingston University Service Company Limited
USHSC	University Safety, Health and Security Committee
HAP	Honorary Awards Panel
ToRs	Terms of Reference
VC	Vice-Chancellor
DVC	Deputy Vice-Chancellor
COO	Chief Operating Officer
EDSS	Executive Director of Student Services

Version	Date	Comments
1.0	24.06.20	Approved by Board of Governors
2.0	23.03.22	Approved by Board of Governors
3.0	28.06.23	Approved by Board of Governors
4.0	26.06.24	Approved by Board of Governors
Next review date	June 2025	