

BOARD OF GOVERNORS DELEGATION FRAMEWORK

Introduction

The Board of Governors Delegation Framework, approved by the Board of Governors, summarises decisions retained by the Board of Governors and its committees.

This framework uses the principle that if a power is not retained by the Board of Governors, it falls to the Vice-Chancellor and Chief Executive Officer (Vice-Chancellor and CEO) to exercise that power. If the Board of Governors wishes to retain a decision or change a delegation in the future, it can do so by approving an amendment to this framework.

Under the University Group's [Articles of Association](#), the following responsibilities may not be delegated by the Board of Governors:

- Determining the educational character and mission of the University Group and the oversight of its activities;
- The effective and efficient use of resources of the University Group, the solvency of the University Group and safeguarding its assets;
- The appointment, suspension or dismissal of the Vice Chancellor and Chief Executive Officer (in accordance with procedures laid down by the Board of Governors);
- The approval of the University Group's Strategic Plan;
- The approval of the University Group's financial forecasts and annual budget;
- The appointment of the University Group's auditors; and
- Upholding the Office for Students (OfS) public interest governance principles and complying with its conditions of registration and any other requirements of the OfS and other regulators.

For further information, see the University Group Delegation Framework webpage or contact the Secretariat team.

This Delegation Framework has the following sections:

- [Governing Instruments](#)
- [Committees](#)
- [Academic Organisation](#)
- [Strategic Direction](#)
- [Board of Governors Appointments, Terminations and Governance](#)
- [Academic](#)
- [People](#)
- [Finance](#)
- [Estates and IT](#)
- [Audit and Risk](#)
- [Other](#)

1. Governing Instruments

1.1 Approve Changes to the Articles of Association

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee (PNC).

“Regulated alterations” (e.g. changes to the charitable objects or Governor remuneration) require prior approval by the Charity Commission. In addition, the Office for Students (OfS) must be informed if the changes are relevant to the public interest governance principles. The OfS will consult over any proposed name change.

1.2 Approve academic regulations, related policies and procedures governing for the University Group and its Academic Divisions programmes of study, the admission, conduct, suspension, exclusion and expulsion of students and research and innovation

- Decision made by: **Academic Board**

1.3 Approve the Board of Governors Statement of Primary Responsibilities

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

1.4 Approve the Board of Governors Delegation Framework

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee (consulting with Finance and Estates Committee)

1.5 Approve the role descriptions of Governors, co-opted members of Board of Governors’ committees, the Vice-Chancellor and CEO, the Chair and Vice-Chair of the Board of Governors and the Senior Independent Governor

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

1.6 Approve the Framework for Approving University Group Policies, Statements and Statutory Returns

- Decision made by: **Board of Governors**

1.7 Approve the Framework for Approving OfS Returns.

- Decision made by: **Board of Governors**

2. Committees

2.1 Establish or discontinue committees and ad hoc working groups or advisory committees reporting to the Board of Governors directly or to Board of Governors committees. Approve their terms of reference, membership, chairing and standing orders

- Decision made by: **Board of Governors**

The Vice-Chancellor has delegated authority over Executive Committees.

2.2 Approve the terms of reference and membership of the Academic Board

- Decision made by: **Board of Governors** on the recommendation of the Academic Board

2.3 Establish or discontinue committees and ad hoc working groups reporting to the Academic Board or to Academic Board committees. Approve their terms of reference, membership, chairing and standing orders. Appoint members of these committees

- Decision made by: **Academic Board**

2.4 Appoint members of the Academic Board in accordance with the membership approved by the Board of Governors

- Decision made by: **Vice-Chancellor and Chief Executive Officer**

3. Academic Organisation

3.1 Approve mergers, incorporation of entities into the University Group and major institutional alliances

- Decision made by: **Board of Governors**

3.2 Approve the establishment, discontinuation and naming of Colleges

- Decision made by: **Board of Governors**

4. Strategic Direction

4.1 Approve the University Group's Strategic Plan including its vision, values, educational character and mission. Set the culture of the University Group.

- Decision made by: **Board of Governors**

The power to approve the Strategic Plan cannot be delegated by the Board of Governors.

4.2 Approve Sub and Enabling Strategies under the University Group's Strategic Plan

- Decision made by: **Board of Governors**

4.3 Approve and monitor Strategic Key Performance Indicators linked to the University Group's Strategic Plan

- Decision made by: **Board of Governors**

5. Board of Governors Appointments, Terminations and Governance

5.1 Approve the process for appointing the Chair and Vice-Chair of the Board of Governors

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

5.2 Appoint and remove the Chair and Vice-Chair of the Board of Governors

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

5.3 Appoint and remove the Senior Independent Governor.

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

5.4 Appoint and remove the OfS and Research England Accountable Officer (normally the Vice-Chancellor and Chief Executive Officer)

- Decision made by: **Board of Governors**

5.5 Appoint and remove the Chairs and Vice-Chairs of Board of Governors Committees.

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee.

The Vice-Chancellor will chair the Academic Board ex officio.

5.6 Oversee succession planning for the Board of Governors and its committees and approve the recruitment processes for appointing Independent and Staff Governors, co-opted committee members and board apprentices.

- Decision made by: **People and Nominations Committee**

5.7 Approve the process for appointing Student Governors.

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

5.8 Appoint Governors

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee.

The Vice-Chancellor and CEO is a Governor ex officio.

5.9 Appoint members including co-opted members to Board of Governors Committees (other than the Academic Board)

- Decision made by: **People and Nominations Committee**

Chairs and vice-chairs of committees are appointed by the Board of Governors on the recommendation of People and Nominations Committee.

5.10 Approve the processes for the induction, ongoing development and performance review of Governors and co-opted members of Board of Governors committees

- Decision made by: **People and Nominations Committee**

5.11 Approve Board Regulations, the Code of Conduct for Governors, the Procedure for Investigating Allegations Against Governors and other governance policies relating to the Board of Governors and its committees

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

5.12 Approve the appointment of board apprentices

- Decision made by: **People and Nominations Committee**

5.12 Approve and oversee periodic internal and external reviews of the effectiveness of the Board of Governors and its committees, reporting on outcomes to the Board of Governors

- Decision made by: **People and Nominations Committee**

6. Academic

6.1 Take all decisions on the academic quality and standards of the University Group including the admission and regulation of students and academic awards, acting in accordance with the terms of reference approved by the Board of Governors

- Decision made by: **Academic Board**

6.2 Approve the assurance to the Board of Governors that academic governance including the standard of University Group awards, the student academic experience and student outcomes are adequate and effective and meet OfS conditions for quality and standards.

- Decision made by: **Academic Board**

6.3 Approve the University Group's Student Protection Plan(s) for approval by the Office for Students

- Decision made by: **Board of Governors** on the recommendation of Academic Board

6.4 Approve the University Group's Access and Participation Plan(s) for approval by the Office for Students

- Decision made by: **Board of Governors** on the recommendation of Academic Board

6.5 Approve the University Group's Degree Outcomes Statement(s)

- Decision made by: **Board of Governors** on the recommendation of Academic Board

6.6 Approve the University Group's Freedom of Speech Code(s) of Practice

- Decision made by: **Board of Governors** on the recommendation of Academic Board

7. People

7.1 Approve the Senior Staff Remuneration Framework

- Decision made by: **Board of Governors** on the recommendation of Remuneration Committee.

The Senior Staff Remuneration Framework defines who are Senior Staff for the purposes of the Framework.

7.2 Approve the Remuneration Annual Report and Statement

- Decision made by: **Board of Governors** on the recommendation of Remuneration Committee.

7.3 Approve the appointment process and the final appointment and any suspension or termination of the Vice-Chancellor and Chief Executive Officer and Group University Secretary.

- Decision made by: **Board of Governors**

The appointment, suspension or dismissal of the Vice Chancellor and Chief Executive Officer cannot be delegated by the Board of Governors. People and Nominations Committee will make recommendations to the Board of Governors on the appointment process for the Vice-Chancellor and CEO.

7.4 Approve the remuneration and terms and conditions of service of the Vice-Chancellor and Chief Executive Officer on appointment

- Decision made by: **Remuneration Committee**

7.5 Determine any severance payments for the Vice-Chancellor and Chief Executive Officer

- Decision made by: **Remuneration Committee**

7.6 Approve the remuneration and terms and conditions of Senior Staff other than the Vice-Chancellor and Chief Executive Officer on appointment

- Decision made by: as specified in the Senior Staff Remuneration Framework

7.7 Determine any severance payments for Senior Staff other than the Vice-Chancellor and Chief Executive Officer

- Decision made by: as specified in the Senior Staff Remuneration Framework

7.8 Review and determine the remuneration of the Vice-Chancellor and Chief Executive Officer and other Senior Staff annually

- Decision made by: **Remuneration Committee**

7.9 Approve the performance review process for the Vice-Chancellor and Chief Executive Officer and Senior Staff

- Decision made by: **Board of Governors** via the Senior Staff Remuneration Framework

7.10 Appraise the Vice-Chancellor and Chief Executive Officer and set their objectives

- Decision made by: **Chair of the Board of Governors**

7.11 Appraise the Chair and Vice-Chair of the Board of Governors

- Decision made by: **Senior Independent Governor**

7.12 Appraise Governors other than the Chair and Vice-Chair

- Decision made by: **Chair of the Board of Governors**

7.13 Approve pensions policy with respect to Senior Staff

- Decision made by: **Board of Governors** on the recommendation of Remuneration Committee.

7.14 Approve University Group Pension Schemes and any material changes

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

7.15 Appoint the Chancellor and any Pro Chancellor(s) of the University Group and determine their duties, functions and term of office

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

7.15 Approve the University Group's EDI annual report and annual pay gap report

- Decision made by: **Board of Governors** on the recommendation of People and Nominations Committee

8. Finance

8.1 Approve the University Group's financial strategic direction

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.2 Approve the five-year financial plan supporting the OfS Financial Return

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

This power cannot be delegated by the Board of Governors.

8.3 Approve the annual budget of the University Group

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

This power cannot be delegated by the Board of Governors.

8.4 Approve funding for LASE University Group Students' Union for inclusion in the University Group's annual budget

- Decision made by: **Finance and Estates Committee**

8.5 Approve letters of support for LASE University Group Students' Union

- Decision made by: **Board of Governors** on the recommendation of **Finance and Estates Committee**

8.6 Approve new or increased budgets following consultation with the Chief Financial Officer and taking into account the University Group's financial forecast position as compared to the current University Group Capital or Revenue Budget

- £1m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

Over-runs on capital projects: see 9.6.

8.7 Approve the Annual Report and Financial Statements for the University Group

- Decision made by: **Board of Governors** on the recommendation of Audit and Risk Committee following review by the Finance and Estates Committee

See 8.15 for subsidiary company annual reports and financial statements.

8.8 Approve the appointment of the University Group's bankers and investment managers.

Mandates, contracts and management are delegated to the Vice-Chancellor and Chief Executive Officer.

- Decision made by: **Finance and Estates Committee**

8.9 Approve the University Group's investment strategy and monitor the performance of financial investments

- Decision made by: **Finance and Estates Committee**

8.10 Approve short-term working capital loans/overdrafts

- Decision made by: **Finance and Estates Committee**

8.11 Approve the University Group's Treasury Management Policy & Long Term Investment Policy

- Decision made by: **Finance and Estates Committee**

8.12 Establish charitable trusts or other charitable legal entities

- Decision made by: **Finance and Estates Committee**

8.13 Approve the University Group acting as trustee or manager for and in relation to endowments, legacies and gifts/donations

- £1m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.14 Approve the formation or dissolution of subsidiary companies and spin out companies and their relationship with the University Group. Make decisions that fall to the University Group e.g., nominating directors.

- Decision made by: **Finance and Estates Committee**

8.15 Approve the annual report and financial statements of subsidiary companies

- Decision made by: **subsidiary company board**

The annual report and financial statements of subsidiary companies must be reported to the Finance and Estates Committee and the Board of Governors. Any filing of unaudited accounts must be approved by the Audit and Risk Committee (see 10.6).

8.16 Approve the sale/purchase of shareholding in or a loan to or guarantee or grant in respect of a University Group subsidiary company or spin out company

- £1m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.17 Approve the lending of money to other organisations (other than to subsidiary companies/spin out companies)

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee having taken advice from the Group University Secretary

8.18 Approve joint ventures

- University Group's investment in the joint venture is £3m-£5m - decision made by: **Finance and Estates Committee**
- University Group's investment in the joint venture is above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.19 Approve gifts/donations from one source whether financial or in kind

- £1m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.20 Approve the writing off of debts. Applies to the total written off for an individual or organisation

- Above £75k - decision made by: **Finance and Estates Committee**

8.21 Procurement or sale of goods or services where the contract is for:

- £3m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.22 Approve the disposal of assets other than land and buildings

- £3m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

8.23 Approve individual research and innovation grants or contracts at signing stage where the value is:

- £3m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

Note: the financial limits for grants/contracts refer to limit of the contracted liability to the University Group. Urgent decisions can be taken by Chair's action.

8.24 Give guarantees

- Above £50k - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee having taken advice from the Group University Secretary

9. Estates and IT

9.1 Approve estates masterplan

- Decision made by: **Finance and Estates Committee**

9.2 Approve the long-term capital plan

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

9.3 Approve the University's capital budgets

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

9.4 Approve business cases and capital projects planned for in the capital budget.

- £3m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

The Vice-Chancellor and CEO can approve capital projects below £3m if planned for in the capital budget.

9.5 Approve new business cases and capital projects not planned for in the capital budget

- £1m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

The Vice-Chancellor can approve capital projects below £1m if not planned for in the capital budget.

9.6 Approve capital cost over-runs where the total project cost (original or revised) exceeds £3m

- Over-run is lower of 5-10% of total project cost or £3m - decision made by: **Finance and Estates Committee**
- Over-run is more than 10% of total project cost or exceeds £10m (whichever is lower) - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

The Vice-Chancellor and CEO can approve cost over-runs up to 5% on capital projects over £3m and all over-runs on projects under £3m, where the over-run does not exceed £3m.

9.7 Approve the acquisition or disposal of land or property including leases

- £3m-£5m - decision made by: **Finance and Estates Committee**
- Above £5m - decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

The Vice-Chancellor and CEO can approve property acquisitions and disposals on normal terms (including leases) up to £3m. Transactions not on normal terms might include those not on market rent, transactions with related parties or transactions that are essentially finance leases.

The thresholds refer to:

- Acquisitions: total cost of the acquisition (freehold or premium for long leases); total projected cost of the lease over its term (leasehold acquired without premium).
- Disposals: market value of the property (freehold); projected value of the lease over its term if let for a normal market rent (leasehold acquired without premium).

9.8 Approve the granting of interests in land or property by way of licences, easements or wayleaves, and applying for or abandonment of material planning permissions

- Decision made by: **Finance and Estates Committee**

Finance and Estates Committee approval is not required for the granting of licences etc that are for up to 12 months and/or are typically of the type granted in the normal course of business such as for student accommodation or for the carrying out of works, etc.

9.9 Approve capital finance/borrowing including decisions to mortgage or charge assets and any ancillary or incidental financial instruments

- Decision made by: **Board of Governors** on the recommendation of Finance and Estates Committee

10. Audit and Risk

10.1 Approve the appointment or dismissal of internal auditors and any renewal of their appointment

- Decision made by: **Board of Governors** on the recommendation of Audit and Risk Committee

10.2 Approve the annual fee and work plan of the internal auditors including any non-audit services

- Decision made by: **Audit and Risk Committee**

10.3 Approve the appointment or dismissal of external auditors and any renewal of their appointment

- Decision made by: **Board of Governors** on the recommendation of Audit and Risk Committee

10.4 Approve the annual fee and work plan of the external auditors including any non-audit services

- Decision made by: **Audit and Risk Committee**

10.5 Approve the signing of letters of engagement with the external and internal auditors

- Decision made by: **Audit and Risk Committee**

10.6 Approve the filing of unaudited accounts with Companies House where permitted by the Companies Act 2006

- Decision made by: **Audit and Risk Committee**

10.7 Agree the accounting policies for the Group Financial Statements

- Decision made by: **Audit and Risk Committee**

10.8 Obtain legal or other independent professional advice where required for the committee's work

- Decision made by: **Audit and Risk Committee**

10.9 Approve the Risk Management Framework and the risk appetite of the University Group

- Decision made by: **Board of Governors** on the recommendation of Audit and Risk Committee

10.10 Approve and oversee the University Group's policies on fraud and irregularity (including bribery and money laundering), modern slavery and public interest disclosure ('whistleblowing')

- Decision made by: **Audit and Risk Committee**

10.11 Approve the annual Modern Slavery Statement for the University Group

- Decision made by: **Board of Governors** on the recommendation of Audit and Risk Committee

10.12 Give an annual opinion in its annual report to the Board of Governors on the adequacy and effectiveness of the University's arrangements for risk management, governance, internal control; sustainability and value for money; and the management and quality assurance of data

- Decision made by: **Audit and Risk Committee**

11. Other

11.1 Approve the Constitution of LASE University Group Students' Union

Decision made by: **Board of Governors**

11.2 Approve and revoke honorary awards

- Decision made by: **Board of Governors** on the recommendation of Honorary Degrees Committee

11.3 Approve policies and procedures relating to honorary awards

- Decision made by: **Honorary Degrees Committee**

Approved by the Board of Governors: 16 September 2026

Date of next review: September 2027

Document owner: Group University Secretary