

EXECUTIVE DELEGATION FRAMEWORK

Introduction

The Executive Delegation Framework, approved by the Vice-Chancellor and Chief Executive Officer (Vice-Chancellor and CEO), summarises the powers delegated by the Vice-Chancellor.

The Executive Delegation Framework sets out those key decisions falling to the Vice-Chancellor and CEO where the Vice-Chancellor has chosen to delegate the decision further. It is approved by the Vice-Chancellor and CEO and can be varied by them at any time. The Vice-Chancellor's Executive will review it regularly and make recommendations for changes to the Vice-Chancellor and CEO.

The officer or committee delegated may delegate further (including by way of procedural documents), but they are ultimately accountable for the exercise of their delegated powers.

Where a Finance and Estates Committee approval limit is noted in this Delegation Framework, the Vice-Chancellor and CEO has delegated power below that limit.

Roles referred to in the Executive Delegation Framework will be kept under review and updated in response to changes in roles and structures following the implementation of LASE.

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

This Delegation Framework has the following sections:

- [Regulations, Policies, Procedures and Guidance](#)
- [Committees](#)
- [Strategic Directions and Plans](#)
- [Academic](#)
- [Finance](#)
- [Estates](#)
- [IT](#)
- [People](#)
- [Other Directorates and Faculties](#)

1. Regulations, Policies, Procedures and Guidance (RPPG)

1.1 Approve regulations and policies within the committee's remit

- Decision made by: **Partnerships and Development Board, Estates and Digital Board, People Board, EDI Board, Regulatory and Compliance Board, Health, Safety and Wellbeing Committee, Vice-Chancellor's Executive**

Vice-Chancellor's Executive (VCE) is advisory and any decisions are made by the Vice-Chancellor and Chief Executive Officer.

1.2 Approve procedures and guidance within the committee's remit

- Decision made by: **all executive committees**

2. Committees

2.1 Approve the terms of reference and membership of any working groups overseen by it

- Decision made by: **all executive committees**

3. Strategic Direction and Plans

3.1 Approve plans and projects relating to Sub and Enabling Strategies under the University Group's Strategic Plan which are within the Board's remit, including action plans to address risks and issues on strategy projects

- Decision made by: **Partnerships and Development Board, Estates and Digital Board, People Board, EDI Board, Regulatory and Compliance Board**

3.2 Approve Transformation Plan business decisions and changes to the Transformation Plan

- Decision made by: **Transformation and Strategy Board**

3.2 Approve reports on the Transformation Programme and on the development and implementation of LASE's Strategic Plan and its Sub-strategies and Enabling Strategies to go to the Board of Governors

- Decision made by: **Transformation and Strategy Board**

3.3 Approve action plans around risks and opportunities within the committee's remit

- Decision made by: **all executive committees.**

3.4 Approve plans to improve performance of areas or implement strategies and policies within the committee's remit

- Decision made by: **all executive committees.**

3.5 Approve operational decisions related to the University Group's UKVI Sponsor Licences

- Decision made by: **Regulatory and Compliance Board**

Any decisions which have implications for the University Group's international recruitment strategy to be referred to Vice-Chancellor's Executive (VCE).

4. Academic

4.1 Approve individual responses to external examiner reports

- Decision made by: **Deputy Vice-Chancellors and Provosts** for their Colleges

4.2 Approve programme information in publications (hardcopy and digital)

- Decision made by: **Deputy Vice-Chancellors and Provosts** for their Colleges

4.3 Approve University Group academic information in publications (hardcopy and digital)

- Decision made by: **Group Chief Marketing Officer**

5. Finance

5.1 Make operational management decisions in respect of the Finance, Payroll and Procurement Directorate, its organisation and processes in line with any decisions by the Vice-Chancellor and CEO or the Finance and Estates Committee

- Decision made by: **Group Chief Financial Officer**

5.2 Appoint professional consultants related to the postholder's job specification

- Decision made by: **Group Chief Financial Officer**

5.3 Approve the Financial Regulations, Procurement policies and procedures and any other Financial Policies following consultation with Vice Chancellor's Executive

- Decision made by: **Group Chief Financial Officer**

Approval of the University Group's Treasury Management Policy and Long Term Investment Policy is reserved to Finance and Estates Committee.

5.4 Approve procedures for the signing of contracts and agreements on the advice of the Group University Secretary

- Decision made by: **Group Chief Financial Officer**

5.5 New or increased budgets taking into account the University Group's financial forecast position as compared to the current University Group Capital or Revenue Budget

- Up to £250k - decision made by: **Group Chief Financial Officer**

Finance and Estates Committee must approve increases over £1m and Board of Governors over £5m. The Vice-Chancellor and Chief Executive Officer can approve below £1m.

5.6 Give approval for any redundancy payments and employment settlements

- Up to £50k - decision made by: **Group Chief Financial Officer** and **Group Chief People Officer**

The Vice-Chancellor and CEO approves payments over £50k. Severance payments to the Vice-Chancellor and Senior Staff are determined by the Senior Staff Remuneration Framework.

5.7 Approve the University Group's tax policies, arrangements and procedures. Take decisions in respect of the University's tax position

- Decision made by: **Group Chief Financial Officer**

5.8 Approve the agreements and mandates of the University Group's bankers, investment managers and any credit card companies having consulted the Vice-Chancellor and CEO

- Decision made by: **Group Chief Financial Officer**

5.9 Approve the mandates, investment objectives, agreements and management of the University Group's investment managers including the sale and purchase of investments, provided they are in accord with the investment strategy and the Treasury Management Policy and Long Term Investment Policy approved by Finance and Estates Committee and the banking mandates

- Decision made by: **Group Chief Financial Officer**

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

- Up to £300k - decision made by: **Group Chief Financial Officer**

Finance and Estates Committee approves above £1m and the Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £1m.

5.11 Make decisions for the management of the University Group's endowments, legacies and gifts/donations including the sale and purchase of investments

- Decision made by: **Group Chief Financial Officer**

5.12 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

- Up to £100k - decision made by: **Group Chief Financial Officer**

Finance and Estates Committee approves above £1m and Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £1m.

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

- Up to £50k - decision made by:
 - Greenwich academic division: **Associate Director, Alumni and Fundraising or leads of the respective faculties/offices/units**
 - Kent academic division: **Head of Development and Alumni Relations**
- £50k-£300k - decision made by: **Deputy Vice-Chancellors and Provosts / Deputy Vice-Chancellor (Research and Innovation) / Senior Deputy Vice-Chancellor and Deputy CEO / Group Chief Operating Officer / Group Chief Financial Officer**

Finance and Estates Committee approves above £1m and Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £1m.

Donations should only be accepted following the completion of due diligence and preparation of a gift agreement where required by the University Group's procedures for the acceptance of donations (Greenwich academic division: [Procedure for the Acceptance of Donations](#); Kent academic division: [Acceptance of Gifts Policy](#)).

5.14 Approve annual insurance renewal (coverage and premiums) having consulted the Group Chief Financial Officer and the Vice-Chancellor and CEO

- Decision made by: **Group University Secretary**

5.15 Approve the writing off of debt

- Up to £75k - decision made by: **Group Chief Financial Officer**

Applies to the total written off in the financial year for an individual or organization.

Finance and Estates Committee approves above £75k. The Vice-Chancellor and CEO can approve below £75k.

5.16 Approve the disposal of assets other than land and buildings

- Up to £1k - decision made by: **budget holders**
- Up to £100k - decision made by: **Delegates of Deputy Vice-Chancellors and Provosts / Delegates of Chief Officers & Directors of professional services**
- Up to £300k - decision made by: **Deputy Vice-Chancellors and Provosts / Group University Secretary / Chief Officers & Directors of professional services**
- Up to £500k - decision made by: **Deputy Vice-Chancellor (Research and Innovation) / Senior Deputy Vice-Chancellor and Deputy CEO / Group Chief Operating Officer / Group Chief Financial Officer**

The Financial Controller (Greenwich) or Deputy Director of Finance (Kent) should be consulted on all disposals. Finance and Estates Committee approves above £3m and Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £3m.

5.17 Procurement of goods or services including leasing arrangements, where the funding is within their budgets

- Up to £1k - decision made by: **budget holders**
- Up to £100k - decision made by:
 - Greenwich academic division: **Heads of School and Institutes / Faculty Operating Officers / Senior Managers (Associate Directors, grades SG10 or above)**
 - Kent academic division: **Heads of School / Directors of professional service directorates**
- Up to £300k - decision made by: **Director of Finance (Kent) or Deputy Director of Finance (Greenwich) plus one of: Deputy Vice-Chancellors and Provosts / Group University Secretary / Chief Officers & Directors of professional services**
- Up to £500k - decision made by: **Director of Finance (Kent) or Deputy Director of Finance (Greenwich) plus one of: Deputy Vice-Chancellor (Research and Innovation) / Senior Deputy Vice-Chancellor and Deputy CEO / Group Chief Operating Officer / Group Chief Financial Officer**

These limits refer to the contracted sums for the period of the contract. All procurement of goods and services must comply with the relevant University Group procurement policies and procedures (Greenwich: [Procurement Policy and Standard Procedures](#); Kent: [Procurement Regulations](#)).

Finance and Estates Committee approves above £3m and Board of Governors above £5m. The Vice-Chancellor and CEO (in consultation with the Chief Financial Officer) can approve below £3m.

5.18 Pay legally required payments to HMRC and Approved Pension Bodies

- Decision made by: **Group Chief Financial Officer**

5.19 Approve individual research and knowledge exchange grants and contracts at bid/application stage

- Up to £1m - decision made by:
 - Greenwich academic division: **Associate Deans (Research and Knowledge Exchange); Natural Resources Institute (NRI) – Ass. Dir Research/Ass. Dir Business;**

- Kent academic division: **R&I Operations Manager - Business Development, Research and Innovation (BDRI)**
- Up to £3m - decision made by:
 - Greenwich academic division: **Director of NRI / Group Director of Research, Innovation and Commercialisation**
 - Kent academic division: **Group Director of Research, Innovation and Commercialisation**
- No limit - decision made by: **Deputy Vice-Chancellor (Research and Innovation)**

The financial limits for bids/applications and grants/contracts refer to the limit of the contracted liability to the University Group.

The Vice-Chancellor and CEO can approve bids/applications without any financial limit.

5.20 Approve individual research and knowledge exchange grants and contracts at signing stage

- Up to £1m - decision made by:
 - Greenwich academic division: **Director of NRI / Group Director of Research, Innovation and Commercialisation**
 - Kent academic division: **Group Director of Research, Innovation and Commercialisation.**
- Up to £3m: **Deputy Vice-Chancellor (Research and Innovation)**

The financial limits for bids/applications and grants/contracts refer to the limit of the contracted liability to the University Group.

Finance and Estates Committee approves above £3m and Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £3m.

5.21 Give guarantees

- Up to £50k - decision made by: **Group Chief Financial Officer**

The Board of Governors on the recommendation of Finance and Estates Committee approves guarantees over £50k.

5.22 Determine how conflicts of interest involving University Group staff should be managed

- Conflicts of interest involving academic staff relating to Research and Innovation – decision made by: **Deputy Vice-Chancellor (Research and Innovation)**
- All other conflicts of interest involving academic staff (other than procurement) - decision made by: **Senior Deputy Vice-Chancellor and Deputy CEO**
- Conflicts of interest relating to procurement - decision made by: **Group Chief Financial Officer**
- All other conflicts of interest involving professional services staff decision made by: **Group Chief Operating Officer**

The Chair of the Board of Governors determines how conflicts of interest should be managed for the Vice-Chancellor and CEO; the Vice-Chancellor and CEO determines for staff reporting to them.

5.23 Approve joint ventures

- University Group's investment in the joint venture is up to £3m - decision made by: **Vice-Chancellor and CEO** in consultation with Group Chief Financial Officer and Group University Secretary.

Finance and Estates Committee approves above £3m and Board of Governors above £5m.

5.24 Approve the levels of non-regulated tuition fees and accommodation fees payable by students and scholarships and bursaries

- Decision made by: **Vice-Chancellor and CEO** in consultation with Vice-Chancellor's Executive.

Tuition fees, accommodation fees and scholarships and bursaries should be reported to Finance and Estates Committee.

6. Estates

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

- Up to £3m – decision made by: **Vice-Chancellor and CEO** in consultation with Group Chief Estate and Facilities Officer and Group Chief Financial Officer

Finance and Estates Committee approves above £3m and Board of Governors above £5m.

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).

6.2 Make operational management decisions in respect of Estates and Facilities. Also decisions as to its organisation and processes, provided all decisions accord with any decisions by the Vice-Chancellor and CEO

- Decision made by: **Group Chief Estate and Facilities Officer**

6.3 Appoint professional consultants on approved capital programmes

- Decision made by: **Group Chief Estate and Facilities Officer**

6.4 Appoint professional consultants on projects not within the Capital Programmes remit

- Decision made by: **Group Chief Estate and Facilities Officer**

6.5 Approve Estates and Facilities capital and maintenance projects provided financial approval has been given by the Finance, Payroll and Procurement Directorate

- Up to £150k - decision made by: **Group Chief Estate and Facilities Officer** and **Senior Finance Business Partners**
- £150k-£500k:

- Greenwich academic division: **Group Chief Estate and Facilities Officer** and **Deputy Finance Director**
- Kent academic division: **Group Chief Estate and Facilities Officer** and **Director of Finance**
- £500k-£3m: **Vice-Chancellor and CEO** and **Group Chief Financial Officer**. Business cases will be considered by Vice-Chancellor's Executive (VCE)

Finance and Estates Committee (FEC) approves above £3m and Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £3m. All business cases requiring FEC or Board of Governors approval will be reviewed by VCE.

If the value of the business case exceeds the planned capital or revenue budgets, then approval through limits set out in 5.5 above must be sought. Over-runs on approved capital projects: see 9.6 in the Board of Governors Delegation Framework.

6.6 Oversee the prioritisation and delivery of Estates capital projects following approval

- Decision made by: **Estates and Digital Board**

6.7 Approve purchase of all motor vehicles

- Decision made by: **Chief Estate and Facilities Officer**

6.8 Approve the granting of interests in land or property by way of licences that are for up to 12 months and 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

- Decision made by: **Chief Estate and Facilities Officer**

In other cases, Finance and Estates Committee approves the granting of interests in land or property by way of licences, easements or wayleaves, and applying for or abandonment of material planning permissions.

7. IT

7.1 Make operational management decisions in respect of IT and Library Services. Also decisions as to its organisation and its processes, provided all decisions accord with any decisions by the Vice-Chancellor and CEO

- Decision made by: **Group Chief Information Officer (CIO)**

7.2 Approve IT capital and maintenance projects provided financial approval has been given by the Finance, Payroll and Procurement Directorate

- Up to £150k - decision made by: **CIO** and **Senior Finance Business Partners**
- £150k-£500k:
 - Greenwich academic division: **CIO** and **Deputy Finance Director**
 - Kent academic division: **CIO** and **Director of Finance**
- £500k-£3m: **Vice-Chancellor and CEO** and **Group Chief Financial Officer**. Business cases will be considered by Vice-Chancellor's Senior Executive (VCSE)

Finance and Estates Committee (FEC) approves above £3m and Board of Governors above £5m. The Vice-Chancellor and CEO can approve below £3m. All business cases requiring FEC or Board of Governors approval will be reviewed by VCE.

If the value of the business case exceeds the planned capital or revenue budgets, then approval through limits set out in 5.5 above must be sought. Over-runs on approved capital projects: see 9.6 in the Board of Governors Delegation Framework.

7.3 Appoint professional consultants on approved IT capital programmes

- Decision made by: **CIO**

7.4 Appoint professional consultants on projects not within the capital programmes remit

- Decision made by: **CIO**

7.5 Oversee the prioritisation and delivery of IT capital projects following approval

- Decision made by: **Estates and Digital Board**

8. People

8.1 Determine staff salaries, pay scales, pay awards and terms and conditions of service (other than Senior Staff covered by the Senior Staff Remuneration Framework)

- Decision made by: **Vice-Chancellor and CEO** in consultation with Group Chief People Officer and Group Chief Financial Officer

9. Other Directorates and Faculties

9.1 Make operational management decisions in respect of their Directorate or College. Also decisions as to its organisation and its processes, provided all decisions accord with any decisions by the Vice-Chancellor and CEO

- Decision made by: **Deputy Vice-Chancellors and Provosts / Group Chief Operating Officer / Group University Secretary / Chief Officers & Directors of professional services**

9.2 Appoint professional consultants on projects not within the capital programmes remit

- Decision made by: **Deputy Vice-Chancellors and Provosts / Group Chief Operating Officer / Group University Secretary / Chief Officers & Directors of professional services**

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