



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Governance

Scheme of Delegation

Approved by Council November 2019

Note- this version of the Scheme may be subject to further review in the light of the outcome of the current revision of the Articles of Association

ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
1. GOVERNANCE			
1.1 Approval of amendments to the Articles of Association of the LSE	Council	No delegation permitted	Power reserved to the Council under Articles. Revisions are subject to approval by the Privy Council and referral to the Charity Commissioners and Companies House.
1.2 Approval of Byelaws and amendments to the Byelaws	Council	Academic Board	Authority to make recommendations to Council on amendments (Byelaw 1.3(j)).
1.3 Appointment of the Chair and Vice-Chair(s) of Council	Council	Chair and Vice-Chair Selection Panel (via Governance Committee)	Council is advised of the proposed recommendations of the Chair and Vice-Chair Selection Panel by the Governance Committee before approval of the recommendation for appointment as Chair/Vice Chair can be given
1.4 Admission of new Council Members	Council	Governance Committee	Governance Committee recommendations subject to Council approval. Academic Governors are nominated by the Academic Board through its processes and the student representative elected through LSESU processes..
1.5 Appointment and removal of Independent Members of Council	Council	Governance Committee	Governance Committee recommendations regarding appointment and renewal or non-renewal of Independent Members of Council is subject to Council approval. Removal of members of Council is subject to Companies Acts provisions and School procedures.
1.6 Appointment of Chairs of Council Committees	Council	Governance Committee	Governance Committee make recommendations to Council for approval.
1.7 Appointment of members of committees of Council	Council	Governance Committee	Governance Committee make recommendations to Council for approval.

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1.8 Appointment of Honorary Fellows	Council	Honorary Awards Committee	Honorary Awards Committee recommendations are made in accordance with the Honorary Fellows scheme and are subject to Council and Academic Board approval.
1.9 Appointment of Honorary Doctorates	Council	Honorary Awards Committee and Academic Board recommendation	
1.10 Approval of School--wide academic and non--academic Policies, Procedures, Rules and Regulations	Council	Relevant governance or management committee	
1.11 Academic Governance Including but not limited to: <ul style="list-style-type: none"> • Academic strategy; • Academic standards; • Academic awards (other than Honorary Degrees and Honorary Fellowships); • Academic departments and other areas of the School; • Academic partnerships and other joint ventures; • Teaching and Learning. 	Council	Academic Board or relevant Committee of the Academic Board (including the International Programmes Board for the University of London International Programme).	Terms of Reference of the Academic Board set out in the Byelaws approved by Council. The Byelaws empower the Academic Board to establish sub-committees and approve and revise their terms of reference as it deems fit to undertake under delegated powers responsibility for oversight of specific aspects of the Board's remit. (Byelaw 1.8)

ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
1.12 Appointment of academic office holders	Academic Board	Academic Nominations Committee	<p>The Vice Chair of the Appointments Committee is appointed by the Director.</p> <p>The Vice Chair of the Academic Board is appointed by the Academic Board on the recommendation of the Selection Committee established by the Academic Nominations Committee which shall approve its recommendation prior to its submission to the Board.</p>
1.13 Remuneration of School academic office holders	Director	Office Holders Group	The Director is advised by the Office Holders Group on the appropriate level of Honoria allowances and compensation for Heads of Department, Deputy Heads of Department and other academic offices. The OHG makes recommendations to the Remuneration Committee.
1.14 Appointment of academic members of School committees	Academic Board	<p>Academic Nominations Committee</p> <p>Governance Committee for the appointment of Academic Members of Council to Council Committees</p>	<p>Where standard “Blue Circular” processes for generating candidates to fill vacancies fail to do so, ANC oversees process of random electronic selection of members. In the event of there being more than one candidate to fill a vacancy, ANC oversees election by ballot.</p> <p>Consideration of the renewal of periods of membership, including those of the appointed academic members of the Council is undertaken by the Academic Nominations Committee. In the case of appointed academic members of Council, ANC’s decisions are subject to consultation with the Chair of Council, whose views will be taken into account, prior to confirmation by Governance Committee.</p>
1.15 Appointment of student members of Committees	LSE Students’ Union		Subject to Council/Governance Committee being satisfied that the SU is conducting its affairs appropriately as required by Section 22 of the Education Act 1994.

ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
1.16 Audit Governance	Council	Audit Committee save for the appointment of the external auditors, which will be recommended for approval by Council.	Terms of Reference annually approved by Council. Purchasing Procedures apply to the appointment of Internal Audit services delivered by an external provider.
1.17 Estates Governance	Council	Finance and Estates Committee	Terms of Reference annually approved by Council, subject to the limitations set out. The detailed allocation of space is undertaken as an executive function by the Space Management Group which reports to the Finance, Estates and Residences Management Board (FERM)
1.18 Ethics Governance Including but not limited to the approval and implementation of the School's Ethics Code.	Council	The Ethics Management Board of SMC manages the implementation of the School's Ethics Code. Ethics Committee oversees the governance of ethics.	Ethics Committee's Terms of Reference annually approved by Council

ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
<p>1.19 Financial governance Including but not limited to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Financial Regulations and other relevant policies and procedures <input type="checkbox"/> Budgets (see limits and conditions) <input type="checkbox"/> Investments Policy <input type="checkbox"/> Financial controls; and <input type="checkbox"/> Financial Statements 	Council	<p>Finance and Estates Committee of Council, save for:</p> <ul style="list-style-type: none"> • Financial Regulations, which must be approved annually by Council; • Budgets, which must be approved by Council; • Expenditure in addition to allocated budgets, which must be approved by the Academic Planning and Resources Committee; • Investment Policy, the application of which will be managed by Finance and Estates Committee and the Investments Subcommittee; • Financial controls, which are overseen by Audit Committee; and • Financial statements, which must be approved by Council. 	<p>Terms of Reference annually approved by Council.</p> <p>Finance and Estates Committee must consult Audit Committee before submitting recommendations for revisions on the Financial Regulations to Council, on revisions to relevant policies and procedures and on the Financial Statements.</p> <p>The Financial Statements must be compiled in accordance with good practice guidance laid down by the Office for Students.</p> <p>The process by which the budget is compiled for Council's approval under delegated powers is described in Section 3 below.</p> <p>In the event of any conflict between the Financial Regulations and any other relevant codes of practice, policies, procedures and guidance in the School that have been referenced separately in the Financial Regulations and/or presented in Financial Policies, the terms set out in the Financial Regulations shall prevail.</p>
<p>1.20 Health and Safety Governance</p>	Council	Health & Safety Management Committee	External legislation and regulatory guidance.

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<p>1.22 Human Resources senior staff remuneration</p> <p>Terms of individual remuneration, redundancies and severance agreements.</p>	<p>Council (via Remuneration Committee)</p>	<p>Director</p>	<p>All HR matters are delegated to the Director except those reserved by Council to the Remuneration Committee as set out in the Terms of Reference of the committee annually approved by Council.</p> <p>Contribution pay frameworks are reviewed and monitored by Remuneration Committee.</p> <p>Remuneration Committee monitors and reviews severance arrangements applying to any holder of a Band 10 or equivalent post in accordance with the School's redundancy policy and other relevant guidance, but the financial and budgetary implications of any severance or termination payments and associated compromise agreements must be approved by the Finance Director before any binding commitment is made to the employees involved. Such commitments may only be made in accordance with School policy.</p>

1.24 Equity, Diversity and Inclusion Governance	Council	Director, who delegates further to the Pro-Director (Faculty Development) for academic and research staff and the Chief Operating Officer for PSS staff, as well as to the Head of Equity, Diversity and Inclusion	
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ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
2. CORPORATE MANAGEMENT AND CONTROL			
2.1 Overall responsibility for the day-- to--day academic, corporate, financial, estate and resource management of the Institution.	Council	Director	
2.2 Appointment and re-appointment of the Director	Council	Directorship Selection Committee of Council	<p>Terms of reference and membership of DSC reviewed and approved by Council on each occasion a new Director is to be appointed.</p> <p>Council must approve the procedures by which a Director is appointed or re-appointed.</p> <p>The Chair of Council will conduct annual performance reviews of the Director.</p>
2.3 Appointment and re-appointment of Pro--Directors	Council	Director, who will chair and be advised by a Pro-Directorship Selection Committee	The Chair of Council or a Vice-Chair of Council will be a member of a Pro-Directorship Selection Committee. Appointments are reported to Council.
2.4 Appointment of Heads of Academic Department	Director	Members of academic departments	The Director will normally consider recommendations made by the relevant academic department. The removal of a Head of Department by the Director is subject to the approved School process.
2.5 Appointment of Deputy Heads of Academic Departments	Heads of academic departments		The removal of a Deputy Head of Department is subject to the approved School process.
2.6 Appointment of Heads of Institutes	Director	Selection committee	The Director will normally establish and consider advice from a selection committee.

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2.7 Appointment of Heads of Centres within Institutes (where applicable)	Director	Selection committee	The Director will normally establish and consider advice from a selection committee
2.8 Appointment and review of Heads of School Research Centres	Academic Board	Research Committee	The Research Committee will conduct 5-yearly reviews, as well as mid-point reviews, of Research Centres. Centre Management Committees must be established to oversee a Centre's academic, administrative and expenditure activities.
2.9 Appointment of Heads of Departmental Research Units	Academic Board	Research Committee	The Research Committee appoints Heads of DRU on the nomination of the Head of Department. The Chair of the Research Committee will consider whether to ask the Research Committee to consider the future existence of a DRU in light of an annual recommendation by the Head of the relevant academic department.
2.10 Execution of responsibilities of Heads of DRUs	Academic Board	Research Committee	
2.11 Establishment and disestablishment of academic departments, Institutes, Research Centres and service units	Council	APRC Research Committee	<p>Council will receive recommendations for approval from the APRC or Research Committee as appropriate, which have been endorsed by the Academic Board.</p> <p><u>Note:</u> Council has queried these arrangements and proposed that the responsibility should be delegated to the Director following consultation as appropriate with the APRC, Academic Board or Research Committee. These changes would require amendments to the current Terms of Reference of APRC and Research Committee and Byelaws (for the Academic Board).</p>
2.12 Appointment of the School Secretary	Council	Selection Committee appointed by Council	Council will determine the selection procedure for, and Job description of, the Secretary. The Selection Committee's recommendation for appointment is reported to Council for approval.

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2.13 Appointment of the Chief Operating Officer	Director	Selection Committee	The Director will normally establish and receive advice from a selection committee. The Director will establish the Job Description of the COO in accordance with any requirements laid down by Council. Appointment is reported to Council.
2.14 Appointment of the Chief Financial Officer	Director	Selection Committee	Council will approve selection procedures for the CFO. The Director will establish a Job Description for the CFO in accordance with any requirements laid down by Council. Appointment is reported to Council. <i>Note: role is currently combined with that of Pro-Director (Planning & Resources). Future appointments may be made on a joint or separate basis.</i>
2.15 Appointment and Execution of responsibilities of Heads of Service reporting to members of SMC	Director	SMC Members	<p>Appointments of Heads of Service are made through designated selection processes overseen by the member of SMC to whom the Head is accountable which are ultimately advisory to the Director. Appointments are reported to Council.</p> <p>SMC members may further delegate the responsibilities delegated to them to the Heads of Service reporting to them in accordance with the limits and conditions set out in their Job Descriptions.</p> <p>Heads of Service may also be authorized to make provision for the detailed execution of their delegated responsibilities through those officers who report to them.</p> <p>The duties of those officers to whom Heads of Service delegate authority will be subject to the limits and conditions set out in the agreed job descriptions of those officers, which will ensure that functions are performed within the parameters of approved policies and procedures.</p>

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<p>2.16 Corporate Financial Management and Control</p> <p>(for delegated authority to approve budgets see Section 3 below -- Strategic Planning)</p>	Director	CFO Pro-Director (P&R) Finance Director	<p>Unbudgeted expenditure relating to Estates in case of an emergency event may be authorised by the Pro- Director (Planning & Resources) and Finance Director. Other expenditures relating to the day-to-day running of the School may proceed upon approval by the Director, advised by the Finance Director up to the value of unencumbered contingency funds, or in the absence of such funds, up to a maximum of £200k. Expenditures in excess of this sum will normally require approval by the Finance and Estates Committee.</p> <p>The Finance Director is responsible for maintaining a framework of procedures to meet the requirements set out in the Financial Regulations. These procedures must not change, extend or restrict the requirements of the Financial Regulations.</p>
<p>2.17 Corporate Management of External Research Grants and Contracts</p>	Director	Research Committee Pro-Director Research	<p>Specific corporate responsibilities are delegated to the Director of Research or his/her deputy in the Financial Regulations.</p>
<p>2.18 Authority to sign legal documents on behalf of the School</p> <p>(i.e. any document, formal or informal, that sets out the terms of a relationship between the School and one or more parties that could be recognised, in whole or in part, as a legally binding relationship, including Memoranda of Understanding (regardless of whether they are legally binding))</p>	Council	Director and School Secretary	<p>Limitations on authorised power of signatory are set out in the Scheme of Delegated Legal Authority. Authority to further delegate signatory and approval powers for legal documents is restricted to the Director and Secretary</p> <p>Risk assessments and reporting arrangements in the Scheme of Delegated Legal Authority.</p>

ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
2.20 Funding for non-MSL funded non-research appointments	Director	Chief Financial Officer, delegated further to the Director of Finance	

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3. STRATEGY AND POLICY DEVELOPMENT			
<p>3.1 Strategic Planning Including the determination and delivery of the School's strategic planning framework relating to plans and non- capital budgets for academic and service units.</p>	Council	<p>Finance and Estates Committee (overall School budget and Financial Plan).</p> <p>Academic Planning and Resources Committee of the Academic Board (approval of allocation of resources within budget envelope agreed by Finance and Estates Committee for academic departments and institutes, other than capital expenditure).</p> <p>SMC (approval of allocation of resources within budget envelope agreed by Finance and Estates Committee for professional services)</p>	<p>Terms of reference approved by Council. The Strategic Planning Framework has to be agreed by APRC, endorsed by the Academic Board and approved by Council to provide the highest level priorities. To deliver the high level framework, the APRC sets an underpinning framework in terms of the generators of income and expenditure (student numbers, balance and mix of students, SSRs etc) against which departments' proposals for income and expenditure will be assessed. The overarching Financial Plan within which number plans etc are constrained is set by the Finance and Estates Committee and recommended to Council for approval. The detailed allocation of resources to academic departments (within the constraints of the Financial Plan), is considered through Annual Monitoring conducted by the Directorate and informed by the APRC Review process, with recommendations on resource bids submitted for approval to APRC.</p> <p>SMC budgetary allocations for PSS are circulated to the Budget Review Group for any queries and then reported to and confirmed by APRC & Finance and Estates Committee to ensure due process has been followed and value for money considered This is because ultimately all increases in unfunded central costs are charged to Academic Departments as indirect costs and impact on their financial position.</p>
<p>3.2 Approval of Annual Assurance Return to OfS</p>	Council	In accordance with requirements specified by OfS e.g. APRC and Audit Committee	Subject to approval or noting by Council as specified by OfS.

3.3 Risk Management and Control Including School-level Risk Registers.	Council	Director	Assurance of the effectiveness of risk management and control is provided to the Council by the Audit Committee within its approved terms of reference.
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ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
3.4 Oversight of Institutional Partnerships	Council	Director	The Director oversees the performance of institutional partnerships. Risks arising from Institutional Partnerships must be reported by SMC to the Audit Committee which will give its assessment of the implications to Council

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4. CAPITAL EXPENDITURE			
4.1 Proposals for the acquisition, disposal or redevelopment of property (including student residences)	Council	Finance and Estates Committee	<p>FEC may evaluate and recommend proposals for the acquisition, disposal or redevelopment of the School's property to Council, consistent with Council's non-delegable responsibility</p> <p>Relevant provisions of the Financial Regulations Council, or the Chair of Council and the Director of the School, must approve the establishment and membership of any ad hoc groups to manage complex estate projects. Significant overspends against approved budgets must be reported to Council by the relevant Project Boards following consideration by the Finance and Estates Committee to ensure Council has assurance of its line of sight of capital project management.</p> <p>Major Estates' projects of less than £1m are subject to approval through the annual budgetary process either as part of the capital programme or the long term major maintenance plan.</p> <p>Finance and Estates Committee must receive annual reports of the financial implications for the School of its capital acquisitions policy.</p> <p>The Director of Finance maintains a register of all capital expenditure requests.</p>

ACTIVITY	PRINCIPAL AUTHORITY	DELEGATED AUTHORITY	LIMITS AND CONDITIONS OF DELEGATION
5. STUDENT MATTERS			
5.1 Admission and registration of undergraduate and postgraduate students	Director	Academic Registrar	Recruitment of students is subject to admission policies and entry requirements approved by the Academic Board (see General Academic Regulations).
5.2 Student Progression	Academic Board	Boards of Examiners	Approved by the School Board of Examiners/LLB Board of Examiners and in exceptional cases by the Chair of the Repeat Teaching Panel.
5.3 Interruptions to study	Academic Board	Departmental Tutors or Supervisors	Interruptions to study are approved by Departmental Tutors or Supervisors.
5.4 Assessment	Academic Board		Forms of assessment for each course are approved by the Undergraduate and Graduate Studies Subcommittee. The agreed process of assessment is undertaken by departments and the assessments confirmed by the Examination Sub-boards for the subject area. The School Boards of Examiners confirm the marks across the School, make the award of the degree, and deal with special cases.
5.5 Assessment Offences	Academic Board	Assessment Misconduct Panels	Determination of Assessment Offences has been delegated by the Board to Assessment Misconduct Panels operating in accordance with the Regulations on Assessment Offences on Plagiarism and on Offences other than Plagiarism.
5.6 Appointment, removal or suspension of external examiners	Academic Board	Undergraduate and Graduate Studies Subcommittee or Research Degrees Subcommittee	Undergraduate and Graduate Studies Subcommittee hold delegated responsibility from the Academic and Student Affairs Committee for appointing/removing/suspending external examiners for taught programmes. The Research Degrees Subcommittee holds delegated authority for making decisions in respect of external examiners for research students.

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5.7 Revocation of degrees	Academic Board	Director or relevant Board of Examiners	The Director may revoke an award on the grounds of administrative error. Revocation of a degree on the ground of misconduct is determined by the relevant School Board of Examiners following consideration by an Assessment Misconduct Panel.
5.8 Approval of degree titles	Academic Board		
5.9 Approval of programmes of study and component courses	Academic Board	Education Committee	Authority to approve degree programmes and component courses is delegated by the Academic Board to the Academic and Student Affairs Committee, which in turns authority to approve to the Undergraduate Studies Subcommittee and Graduate Studies Subcommittee as appropriate.
5.10 Academic and pastoral support	Academic Board	Education Committee	Academic Board has delegated responsibility for this area to the Academic and Student Affairs Committee.
5.11 Complaints (Assessment Appeals)	Academic Board	Boards of Examiners	Academic Board has delegated responsibility for the determination of assessment appeals to the Chair of the relevant School Board of examiners, subject to the procedures in the Appeals Regulations.
5.12 Student Complaints	School Secretary	Head of Legal, School Senior Advocate to Students, Departmental Managers, Academic Tutors	Subject to the provisions of the Student Complaint Procedure. It may be necessary to refer the matter for consideration under another procedure.
5.13 Consideration and determination of Student Disciplinary matters	School Secretary	Board of Discipline	Subject to the provisions of the Disciplinary Procedures for students.

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6. GIFTS, DONATIONS AND PHILANTHROPY			
6.1 Acceptance of donations and philanthropic gifts for the School	Director	Chief Philanthropy & Global Engagement Officer	Delegated authority to accept donations and gifts is prescribed in accordance with the thresholds set out in the Procedures for the Ethical Screening of Grants and Donations approved by the School Management Committee. Acceptance of gifts and donations is subject to provisions of Donations Acceptance Policy approved by Council.
6.2 Naming Rights Associated with Donations Including buildings, portions of buildings, rooms, lecture theatres, grounds, departments, centres, institutes, Professorships, Chairs, other academic positions, scholarships, awards and prizes and plaques.	Director	Chief Philanthropy & Global Engagement Officer	Delegated authority to approve naming is prescribed in the Procedures for the Ethical Screening of Grants and Donations and in the Donations Acceptance Policy. Naming rights for Buildings, Departments Institutes, Centres and grounds is granted by Council. Delegation to the Directorate is limited to the naming rights for portions of buildings, chairs, and other academic positions. Delegation to Secretary is limited to the naming rights for plaques, and the review of the naming of scholarships, fellowships, awards, bursaries with the relevant department. The ethical approval process to consider any specific proposed naming falls under the Ethical Screening of Grants and Donations processes.
6.3 Permission to film, photograph and record on School premises	Director	Director of Communications	Subject to relevant internal policies and external legal obligations.
6.4 Authorisation of public statements about or related to School business	Director	Director of Communications	Subject to relevant internal policies and external legal obligations.
6.5 Use of the School's intellectual property including registered and unregistered trade marks and logos	Director	Director of Research	Subject to relevant internal policies and external legal obligations.

Review schedule

Review interval	Next review due by	Next review start
2 year	Oct 2021	June 2021
1 year	Oct 2018	June 2018

Version history

Version	Date	Approved by	Notes
1.2	12 Nov 2019	Council	Updates existing version
1.1	17 Oct 2017	Council	Updates existing version
1.0	26 Apr 2016	Council	

Links

Reference	Link
Bye Laws	https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/byeLaws.pdf

Contacts

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Communications and Training

Will this document be publicised through Internal Communications?	TBC
Will training needs arise from this policy	TBC
If Yes, please give details	