London School of Science and Technology

Schedule of Delegation and Delegation of Responsibility Framework

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**The document owner is responsible for maintaining and updating the content of this document and ensuring that it reflects current practice at the School.*

1. Introduction, Purpose and Status

1.1 This Scheme of Delegation and Delegation of Responsibility Framework ("this Scheme") sets out where authority sits for key decisions made in the name of, or on behalf of, the London School of Science and Technology ("LSST"). It provides a clear, transparent and auditable allocation of responsibility between the Board of Governors, the Academic Board, the Chief Executive Officer (CEO), committees and named postholders.

1.2 This Scheme should be read alongside LSST's Articles of Association, the Regulations of the Board of Governors, the Governance Handbook, the Financial Regulations, and LSST's academic regulations and policies. In the event of any conflict, the Articles of Association take precedence, followed by the Regulations of the Board of Governors, then this Scheme, and then local procedures.

1.3 This Scheme is informed by the IHE Code of Governance for Independent Providers of Higher Education, which LSST adopts; the Office for Students' public interest governance principles and Condition E1; and, as a benchmark of good practice, the CUC Higher Education Code of Governance (Revised 2026) and effective practice in sector schemes of delegation.

1.4 This Scheme is owned by the Board of Governors and is reviewed annually, in the year preceding the year to which it applies, on the same cycle as the Governance Handbook (Governance Handbook §1.4).

2. Principles Governing Delegation

1. The Board of Governors remains ultimately accountable for the exercise of any authority it delegates.
2. No delegation permits action outside the law, LSST's governing instruments, regulatory requirements, funding conditions, or approved policies.
3. Delegations apply only to the final approval stage unless this Scheme expressly states otherwise.
4. Any person or committee exercising delegated authority must ensure that appropriate advice, consultation, due diligence, equality impact consideration, risk assessment, and student-interest considerations have been taken into account.
5. Where a matter is novel, contentious, strategically significant, financially material, or creates substantial legal, regulatory, academic, reputational, or health and safety risk, it must be escalated to the next higher authority even if a delegation would otherwise apply.
6. Where urgency prevents use of the ordinary route, emergency action may be taken in accordance with the urgent-decisions procedure at Regulation 4.7 of the Regulations of the Board of Governors, at a meeting attended at a minimum by the Chair, the CEO as Accountable Officer and at least one Independent Governor, in conjunction with the Principal on academic matters, with the action reported for formal noting or ratification at the next available meeting.
7. Delegated authority may be exercised only within approved budgets and the authorised financial limits set out in the Financial Regulations.
8. Sub-delegation is permitted only where expressly allowed by this Scheme, the Financial Regulations, or a written instrument issued under them.
9. Conflicts of interest must be declared and managed in accordance with LSST's Conflicts of Interest Policy.
10. This Scheme is reviewed at least annually, and whenever there is a material change in law, regulation, LSST's structure, or strategy.

3. Definitions and Interpretation

In this Scheme:

“Board of Governors” means the governing body of LSST;

“Academic Board” means the senior academic governance body of LSST;

“Strategic and Business Board” means the senior governance and assurance board established under the Governance Handbook (Section A5), chaired by the CEO, which provides oversight, scrutiny and assurance in relation to matters delegated to it by the Board of Governors and does not undertake the day-to-day management of LSST;

“Executive Group” means the CEO and the senior leadership team, who are responsible for the day-to-day management and operational delivery of LSST;

“CEO” means the Chief Executive Officer;

“Principal” means the senior academic postholder who chairs the Academic Board;

“Secretary” means the Secretary to the Board of Governors, who serves as Clerk to the Board;

and “reserved matter” means a decision that the Board of Governors has determined it will retain to itself, whether because the law or LSST's governing instruments require this or because the Board of Governors has chosen to reserve it. References to committees and postholders include successors and any retitled role approved through LSST's governance processes.

4. Matters Reserved to the Board of Governors

1. Approval of LSST's mission, strategic plan, and major strategic priorities.
2. Approval of the annual budget, financial forecasts, annual report and accounts, and measures necessary to ensure solvency and safeguard assets.
3. Approval and amendment of LSST's governing instruments, including the Articles of Association (subject to the reserved matters of the shareholders), the Regulations of the Board of Governors, and the Governance Handbook.
4. Appointment and appraisal of the CEO, and approval of the remuneration framework for governors and senior postholders, on the advice of the Remuneration Board.
5. Approval of this Scheme, the Regulations of the Board of Governors, and the Governance Handbook, and any material amendment to them.
6. Approval of major borrowing, material disposals, acquisitions, major capital developments, and transactions above the thresholds set in the Financial Regulations.
7. Approval of LSST's risk appetite and principal risks, and annual review of the effectiveness of risk management, internal control, and assurance.
8. Appointment of independent governors and of the chairs of its boards, in accordance with the Articles of Association and the Regulations of the Board of Governors. The Chair of the Board is appointed by the holder of the majority of the shares under Article 13.1.
9. Establishment, disestablishment, and Terms of Reference of the Board of Governors' own boards (the Audit and Risk Board, the Finance Board, the Remuneration Board and the Strategic and Business Board).
10. Approval of arrangements for audit, including the appointment of internal auditors and the recommendation or appointment of external auditors.
11. Approval of policies specifically reserved by law, regulation, or funding conditions, including freedom of speech and the academic freedom assurance route.
12. Oversight of compliance with the OfS conditions of registration and other regulatory and funding conditions, informed by assurance from the Audit and Risk Board and the Academic Board.
13. Approval of any change of legal form, merger, joint venture, or dissolution, subject to the reserved rights of the shareholders under the Articles of Association.

14. Approval of applications for New Degree Awarding Powers, or equivalent, and any associated constitutional changes.
15. Approval of subcontractual and franchise arrangements with lead providers, and oversight of their ongoing risk.
16. Any matter which the Chair of the Board of Governors, the CEO, the Secretary, or the Chair of the Audit and Risk Board considers should be referred to the Board of Governors because of exceptional significance or risk.

5. The Relationship Between the Board of Governors and the Shareholders

5.1 LSST is a private higher education institution whose corporate structure includes shareholders, who own the institution and hold ultimate control through the reserved matters set out in the Articles of Association (Regulations of the Board of Governors §1.5).

5.2 The shareholders delegate the governance and oversight of LSST to the Board of Governors, which in turn delegates operational execution to the CEO and the senior executive team (Regulations of the Board of Governors §1.6). This Scheme sets out that second layer of delegation in detail.

5.3 The shareholders' reserved responsibilities include approving major strategic decisions such as institutional mergers, acquisitions or disposals; reviewing the Board of Governors' annual report and audited financial statements; and ensuring LSST operates within its legal, regulatory and fiduciary obligations. The shareholders do not intervene in LSST's day-to-day academic or operational decisions, which remain within the remit of the Executive and the Academic Board (Regulations of the Board of Governors §1.7–1.8).

5.4 If there is any inconsistency between this Scheme and the Articles of Association or a shareholders' agreement, the Articles of Association and any binding shareholder arrangements prevail, and this Scheme is read and applied accordingly.

6. Delegation to the Chief Executive Officer

Subject to LSST's governing instruments, reserved matters, approved strategy and budget, and this Scheme, the Board of Governors delegates to the CEO responsibility for the leadership, management and day-to-day operation of LSST. The CEO chairs the Strategic and Business Board (Governance Handbook, Section A5) and leads the Executive Group in the day-to-day management of LSST, and is accountable to the Board of Governors for delivering strategy and maintaining effective management and control. On academic matters, this is exercised in conjunction with the Principal, who chairs the Academic Board.

1. Implementation of approved strategy, annual operating plans, and institutional KPIs, through the Executive Group.
2. Leadership of the Executive Group and allocation of executive portfolios, including written sub-delegations to named senior officers; and chairing of the Strategic and Business Board in its oversight, scrutiny and assurance role.
3. Approval of policies, procedures, and operational frameworks not reserved to the Board of Governors or the Academic Board.
4. Authorisation of expenditure, contracts, procurement, staffing changes, and estates actions within approved budgets and the financial authority limits set out in the Financial Regulations.
5. Approval of litigation strategy, settlements, insurance arrangements, and legal instructions within thresholds and subject to reporting requirements.
6. Approval of routine partnership, collaboration, and commercial arrangements within approved frameworks and thresholds, other than academic partnerships reserved to the Academic Board.
7. Operational responsibility for compliance with regulatory conditions, including reporting obligations to the OfS and other regulators, subject to escalation of material matters to the Board of Governors and, where academic content is concerned, referral to the Academic Board (see Section 7).
8. Responsibility for institutional health and safety, wellbeing, safeguarding, cyber security, information governance, business continuity, and crisis management, exercised through the Executive Group, supported by the Building & Estate Management Committee (health, safety, security and IT) and the Student Wellbeing Committee (safeguarding and Prevent).
9. Approval of organisational structures below Board of Governors level, and associated role accountabilities.
10. Responsibility as LSST's Accountable Officer to the OfS.

7. Delegation to the Academic Board

The Board of Governors has delegated to the Academic Board responsibility for the academic governance of LSST, including the setting and maintenance of academic standards and the assurance and enhancement of the quality of the student academic experience. The Academic Board is chaired by the Principal and provides assurance to the Board of Governors that academic governance is adequate and effective. It may delegate to its own committees where authorised by their Terms of Reference (Section 10), but remains accountable for the exercise of delegated academic authority.

1. Approval of academic regulations, subject to any reserved powers of the Board of Governors.
2. Approval of academic quality assurance frameworks, assessment frameworks, award regulations, and arrangements for academic standards, principally through the Academic Standards and Quality Enhancement Committee (ASQEC).
3. Approval, amendment, suspension, and withdrawal of programmes and awards within approved strategic and resource parameters, principally through ASQEC, on the recommendation of the Course Approval, Modification and Review Group.

4. Oversight of learning, teaching, student outcomes, research, and the academic student experience, principally through the Learning, Teaching and Curriculum Committee, the Student Success and Outcomes Committee, and the Research, Scholarship and Knowledge Exchange Committee.
5. Approval of academic partnerships and collaborative academic provision in line with due diligence and risk requirements, except where reserved to the Board of Governors by materiality or risk (Section 4.15).
6. Regulatory oversight of academic misconduct, mitigating circumstances, academic appeals and complaints through ASQEC, which receives annual reports from the Academic Misconduct Panel, the Mitigating Circumstances Panel, the Appeals Panel and the Student Complaints Panel; individual cases are determined by those Panels.
7. Confirmation of the accuracy of academic content prior to publication through the Academic Standards and Quality Enhancement Committee (ASQEC) and the Publications Committee, in compliance with Competition and Markets Authority (CMA) guidance.
8. Handling of academic-related student complaints through LSST's internal stages, through the Student Complaints Panel, up to the issue of a Completion of Procedures letter, after which the student may refer the complaint to the Office of the Independent Adjudicator (OIA).
9. Confirmation of assessment outcomes and recommendation of conferment of LSST awards, through the Assessment Board (LSST Awards) and the Internal Assessment Board (partner franchise provision).

8. Delegation to the Boards of the Board of Governors

The Board of Governors delegates specified functions to its own boards through approved Terms of Reference. They may act only within their remit, and must report material decisions, recommendations, assurances, and concerns to the Board of Governors in accordance with the committee cycle and any immediate escalation requirements.

8.1 Audit and Risk Board

- Advise the Board of Governors on the adequacy and effectiveness of risk management, internal control, governance, and assurance, drawing on the risk reports and reportable-event referrals received from the Strategic and Business Board.
- Oversee internal audit and recommend the appointment, reappointment or removal of internal auditors, and recommend the appointment of external auditors.
- Review the annual report and accounts and external audit findings before Board of Governors approval.
- Monitor fraud, whistleblowing, regularity, value for money, and compliance assurance, including the OfS conditions of registration and the reportable-events process.
- Oversee the subcontractual and franchise arrangements with lead providers, and review material international funding arrangements, making recommendations to the Board of Governors.
- Escalate any significant control failure, regulatory breach, or assurance concern immediately to the Chair of the Board of Governors and the CEO.

8.2 Finance Board

- Review budgets, forecasts, and financial sustainability, and recommend the budget and finance strategy to the Board of Governors.
- Recommend dividends to the Board of Governors.
- Approve matters specifically delegated by the Board of Governors within the financial thresholds set out in the Financial Regulations.

8.3 Remuneration Board

- Advise the Board of Governors on the remuneration package and performance-related matters for the CEO and other designated senior postholders within the approved remuneration framework.
- Recommend to the Board of Governors severance arrangements for designated senior postholders within legal and policy requirements.
- Provide annual assurance to the Board of Governors on compliance with LSST's senior staff remuneration policy. No member takes part in any decision concerning their own remuneration.

9. Delegation within the Strategic and Business Board

The Board of Governors has delegated to the Strategic and Business Board responsibility for governance oversight, scrutiny and assurance of the institution's business, commercial and organisational performance, in accordance with its terms of reference (Governance Handbook, Section A5). The Strategic and Business Board does not exercise management or operational decision-making authority, which is delegated to the CEO and the Executive Group (Section 6). It reviews the business, commercial and organisational risks within its remit and refers potential non-academic reportable events to the Audit and Risk Board (Governance Handbook, Section A5, items 5 and 6).

The following operational committees, groups and panels exercise delegated management authority within their own remits, and report to the Strategic and Business Board for governance assurance and oversight purposes (Governance Handbook, Section A6).

Body	Reports to	Delegated authority
Building & Estate Management Committee	Strategic and Business Board	Institution-wide oversight of physical and IT resources, facilities, health & safety and security.
Marketing Committee	Strategic and Business Board	Oversight of student recruitment marketing and corporate communications, compliant with CMA consumer protection guidance and the ASA CAP Code.
Publications Committee	Strategic and Business Board	Accuracy, accessibility and currency of published institutional information; confirms academic-standards content with the Academic Board / ASQEC before publication.
Further Education Committee	Academic Board (FE academic quality and standards); Strategic and Business Board (business and funding matters)	Strategic and student oversight of FE and skills provision.

10. Delegation within the Academic Board

The Academic Board delegates the following functions to its committees, groups and panels, each acting within its Terms of Reference and remaining accountable to the Academic Board (Governance Handbook, Section B).

Body	Reports to	Delegated authority
Academic Standards and Quality Enhancement Committee (ASQEC)	Academic Board	Quality framework, external examining, NDAP compliance.

Body	Reports to	Delegated authority
Learning, Teaching and Curriculum Committee	Academic Board	Curriculum design, pedagogy, e-learning strategy.
Further Education Committee	Academic Board, which is its line of accountability. The Strategic and Business Board receives reports for information on business and funding matters.	Strategic and student oversight of FE and skills provision.
Student Success and Outcomes Committee (SSOC)	Academic Board	Student outcomes: access, continuation, progression, attainment, employability.
Research, Scholarship and Knowledge Exchange Committee	Academic Board	Research environment, integrity and ethics.
Admissions Committee	ASQEC	Admissions policy and procedure.
Course Approval, Modification and Review Group	ASQEC	Delegated consideration of new, withdrawn or altered courses.
Course Committees	Student Success and Outcomes Committee	Course-level delivery issues.
Assessment Board (LSST Awards)	Academic Board	Confirms assessment outcomes; recommends conferment of LSST awards.
Internal Assessment Board (partner franchise provision)	Academic Board; Formal Assessment/Exam Boards	Quality control of internal assessment for franchise provision.
Student Wellbeing Committee	Student Success and Outcomes Committee	Student support, safeguarding, Prevent, disability and learning support.

The Admissions Panel, Re-Admissions Panel, Student Attendance and Academic Performance Panel, Mitigating Circumstances Panel, Appeals Panel, Student Complaints Panel, BNU In Year Retrieval Attempt Panel, and Academic Misconduct Panel are delegated authority to determine individual student cases within the policy framework approved by the Academic Board. Individual cases are never decided in full Academic Board.

11. Delegation Schedule

Decision area	Final authority	Typical prior route	Notes
Institutional strategy and mission	Board of Governors	Strategic and Business Board	Reserved matter
Annual budget and forecasts	Board of Governors	Finance Board	Reserved matter
Annual report and accounts	Board of Governors	Audit and Risk Board; Finance Board	Reserved matter
Risk appetite and principal risks	Board of Governors	Audit and Risk Board	Reserved matter
Operational policy not otherwise reserved	CEO	Executive Group	Must align with approved strategy and regulation
Academic regulations	Academic Board	ASQEC	Subject to any Board of Governors reservation
Programme approval and withdrawal	Academic Board	Course Approval, Modification and Review Group; ASQEC	Resource implications may require Strategic and Business Board or Board route
Academic partnerships	Academic Board or Board of Governors, by threshold and risk	ASQEC; Strategic and Business Board due diligence	High-risk or high-value cases escalate to the Board
Subcontractual / franchise arrangements	Board of Governors	Audit and Risk Board; Strategic and Business Board	Reserved matter
Building and estates decisions	CEO (through the Executive Group)	Building & Estate Management Committee	Major capital projects above threshold escalate to the Board via Finance Board
Contracts and procurement	CEO and sub-delegates	Executive Group	Subject to financial limits in the Financial Regulations
Senior postholder remuneration	Board of Governors, advised by the Remuneration Board	Remuneration Board	Must follow remuneration framework
Data accuracy and systems integrity	CEO, through the Data Management process	Executive Group	Strategic use of data referred to SSOC / Academic Board
Publication of institutional information	CEO, through the Publications Committee	Publications Committee	Academic-standards content confirmed by ASQEC / Academic Board first
Individual student cases	Relevant Panel (Section 10)	—	Never decided in full Academic Board
Freedom of speech and academic freedom policy	Board of Governors	Academic Board; Strategic and Business Board; legal review	Reserved due to regulatory significance
Emergency operational response	CEO	Crisis management structure	Report to Chair of the Board of Governors and the Board as appropriate

12. Financial Authority and Sub-Delegation

Detailed financial limits are set out in the Financial Regulations and, where appropriate, a Delegated Financial Authority Schedule approved under those Regulations. The CEO may issue written sub-delegations to executive and senior staff within those limits. No sub-delegation may exceed the authority held by the delegating officer. Financial delegations specify monetary thresholds, aggregation rules, signatory requirements, procurement controls, tender waivers, reporting arrangements, and circumstances requiring legal, finance, estates, information security, or procurement review.

13. Escalation, Exception and Emergency Powers

Where a matter is outside approved policy, exceeds thresholds, is likely to attract adverse regulatory attention, affects LSST's solvency or reputation, creates a precedent, materially affects students or staff, or involves unusual legal or ethical complexity, it must be referred to the higher authority that would ordinarily consider a matter of that significance. Emergency powers are used only where delay would materially prejudice LSST or its students, staff, or assets. All emergency decisions are documented with reasons and any legal or professional advice obtained, and reported promptly to the Board of Governors for retrospective scrutiny.

14. Reporting, Assurance and Record Keeping

1. All decisions made under delegated authority are recorded in a proportionate and auditable manner.
2. Committees and postholders exercising delegated authority provide regular reports to the body from which authority is derived, including significant approvals, exceptions, emerging risks, and instances of emergency action.
3. The Secretary maintains the authoritative version of this Scheme and an associated register of major sub-delegations.
4. This Scheme is reviewed annually and any proposed amendments are submitted to the Board of Governors for approval.
5. Training and guidance on this Scheme is provided to governors, senior leaders, and staff holding delegated authority.

References

1. LSST Articles of Association.
2. LSST Regulations of the Board of Governors.
3. LSST Governance Handbook.
4. LSST Financial Regulations.
5. Committee of University Chairs. Higher Education Code of Governance (Revised 2026).
6. Office for Students. Public interest governance principles and Condition E1.
7. Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (2026 refresh).
8. UK (Revised) Quality Code for Higher Education.