Imperial College Union
Board of Trustees / 26 February 2025

Annual Review of Scheme of Delegation

Author(s): Tom Newman (Managing Director)

Purpose: To provide a delegation of Board duties to clearly articulate responsibilities across the organisation

Decision: To approve the Union Scheme of Delegation

1. Introduction

A Scheme of Delegation is a key document which sets out the authority that various groups and individuals have for taking decisions. It is key to enabling all parties to feel accountable for their actions. The Board of Trustees approved its scheme of delegation in February 2024, with a review to be held annually.

The Board are asked to provide any feedback and to approve the updated Scheme of Delegation. The Union executive will ensure operationalisation of the approved scheme.

2. Items to Note

The Board should be aware that whilst the Union is a separate legal entity to College, Union staff are contracted employees of the College. Ultimately the legal responsibility for Union employees sits with the College. The Union directs the work of all staff and thus is liable for ensuring this work is undertaken safely as part of its legal duties under health and safety.

3. Summary of Changes

The changes to the Scheme of Delegation are driven by increased financial risk mitigations. The document contains tracked changes, but can be summarised below:

- The Finance, Audit and Risk Committee approved the new approach to Student Group funding in February 2025, this includes delegated authority to the Finance, Audit and Risk Committee to approve the student group funding policy and for CSPB to recommend the principles of the policy. This has been existing practice but has now been include in the Scheme of Delegation.
- Codifying changes to CSP budget and expenditure approvals, this clarifies that relevant activities team staff can approve CSP expenditure up to delegated amounts. This concludes the implementation of the 2023/24 student group funding review.
- Increased clarity related to sponsorship agreements for commercial and activities staff. This also includes clarity on authority for multiyear sponsorship and contracts agreements. This helps mitigate a large risk area related to multiyear agreements with additional controls.

Imperial College Union Policy
Scheme of Delegation

Audience: Trustees, staff

Owner(s): Board of Trustees

Last updated: February 2024

Review Date: February 2025

Scheme of Delegation

Area: Good Governance & Democracy										
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**College**
Elections	Elect positions.	Appoint RO / DRO. Receive RO's report.		Approve election regulations. Authorise election results. Remove election candidates.						
Board of Trustees Effectiveness		Undertake annual effectiveness review, including subcommittees (Chair). Appointment of new Trustees. Induction of new Trustees (Chair with Managing Director).					Induction of new Trustees (with Chair of Trustees).			
Governing Documents	Approve changes to governing documents via Union Council / referenda.	Ensure compliance with governing documents. Approve changes to governing documents. Undertake quinquennial review of constitution (with College Council).				Review and recommend changes to governing documents.				College Council approve changes to constitution. Undertake quinquennial review of constitution with (Board of Trustees).

	Area: Financial										
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**All Staff**	**College**
Budgets		Approve budget principles and timeline. Approve budget. Approve CSP grant allocation.	Consider and recommend annual budget to the Board. Approve reforecast. Set provisional figure for CSP grant to be used in budget development. Approve the CSP grant allocation framework, which may be delegated, and the Student Group Funding Policy.			Consider and recommend budget.		FD: Develop budget principles and timeline. FD: Propose budgets and reforecasts.	Develop departmental budgets for SMT review		
Financial Monitoring & Reporting		Approve annual report & accounts and letter of representation. Review quarterly financial performance reports. Receive external auditors report.	Review and recommend annual report and accounts. Monitor financial performance at each meeting, report concerns to the Board of Trustees.				Prepare Trustees Annual Report.	Review financial performance on monthly basis, take appropriate actions required to meet budgets. FD: Ensure financial reporting is accurate and produced in line with agreed timetable. FD: Prepare annual report and accounts for presentation to Trustees.	(Where budget holders) review financial performance against budget on a monthly basis, raise areas of concern with their line manager.		

Financial Control Framework		Approve accounting policies (reserves, capex, investment etc). Approval of any changes to Bank Accounts (including signatories).	Review and recommend accounting policies. Approve Financial Regulations. Receive external auditors reports.								
Investments		Approve new investments. Receive annual investment performance report.	Monitor investment performance and approve changes to investment levels.								
Borrowing		Approve any borrowing of any kind (with College CFO).									Approve any borrowing (CFO).
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**All Staff**	**College**
Payments							Approval of payments over £25k (with a Senior Manager)	Approval of payments up to £10k (1 x Senior Manager or Financial Controller) Approval of payments £10-25k (2 authorisers from Senior Managers or Financial Controller) Approval of payments over £25k (with MD)	Approval of payments up to £10k (Financial Controller) Approval of payments up to £10k (with a Senior Manager)		

Expenditure		Approve any expenditure over £50k (except payroll)	Approve unbudgeted expenditure over £10k		President or DPFS: Approve all expenditure £10 - 50k (or MD) DPCS or DPFS: Approve all CSP expenditure ~~£1k -~~ up to 50k (or Student Activities Managers)		Approve all expenditure £10 - 50k (or President or DPFS) Approve contingency spend Approve capital expenditure over £10k (with FD)	Approve budgeted expenditure up to £10k FD: Approve contingency spend (or MD) FD: Approve capital expenditure up to £10k FD: Approve capital expenditure over £10k (with MD)	(Where budget holders) approve budgeted expenditure up to £5k Student Activities Managers: Approve CSP all expenditure ~~£1k -~~ up to 50k (or DPCS or DPFS)	Student Activities Staff: Approve all CSP expenditure up to 10k.	
Tax								FD: Approve tax returns	Financial Controller: Prepare tax returns for approval		
Contracts					President: Approve all other contracts ~~over one year~~ (with MD) DPFS or DPCS: Approve CSP contracts up to ~~one year~~two years and up to 50k in value (or Student Activities Manager)		Approve all other contracts ~~over one year~~ (with President)	(Where budget holders) Approve contracts up to three years in line with their budgets and remits.	(Where budget holders) approve contracts up to one year and up to 10k in value, in line with their budgets and remits. Student Activities Managers: Approve CSP contracts up to ~~one year~~two years and up to 50k in value (or DPFS or DPCS)	Commercial staff: Approve contracts up to one year and up to 5k in value (or up to 10k with approval from their line manager), in line with their budgets and remits. Student Activities Staff (direct reports to Student Activities Managers): Approve CSP contracts up to one year and up to 10k in value.	

Area: Human Resources										
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**College**

Performance Management		Chair: Performance management of MD (with President).			President: Performance management of MD (with Chair).					
Recruitment		Chair: Lead recruitment and induction of MD. Board: Approve panel for MD appointment. A Trustee: On panel for all Senior Management appointments.			On panel for Senior Management appointments.		Appointment of Senior Managers.			
Restructuring		Approve changes to structure of Senior Management Team. Approve restructures (if over three staff face redundancy).					Approve changes to staffing structures below Senior Management.			Approve restructures (if over three staff face redundancy).
Disciplinaries		Disciplinary process at appeal stage for MD.			President: Disciplinary process at appeal against dismissal stage for senior managers where required.			Responsible for managing disciplinary matters in line with policy.		

Area: Strategy										
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**College**
Strategic Plan, Mission & Values	Consulted on strategic plan, mission & values.	Approve strategic plan. Monitor progress against strategic plan.			Lead student engagement and consultation.	Review and recommend strategy to Board for approval.	Lead on development of strategic plan/ Ensure plan is measured against KPIs and reported to Board.	Consulted on strategic plan, mission & values. Model organisational values. Translate strategic plan into operational plans.	Responsible for operational planning and delivery.	Consulted on strategic plan, mission & values.
Financial Strategy			Approve financial strategy. Monitor performance against financial strategy.					FD: Develop financial strategy.		

Area: Risk Management										
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**College**
Strategic Risk		Set the organisation's approach to managing risk. Annually review and approve the strategic risk register.	Regularly review the strategic risk register and monitor progress to reduce or mitigate risk.			Monitor strategic risks biannually.	Overall responsibility for risk management.	Regularly review organisation's risk profile. DoSS: Maintain strategic risk register.		Review Union risk register annually.
Operational Risk								Regularly review operational / departmental risk registers.	Maintain operational / departmental risk registers.	
H&S Risk		Receive an annual report on H&S management.	Approve H&S policies. Monitor progress of H&S action plan.				Overall responsibility for H&S management as the designated Safety Officer.	DoSS: Lead collaboration with the College on H&S matters.	Implement H&S policies. Facilities, H&S Manager: Maintain training and policy monitoring.	

Area: Equality, Diversity & Inclusion										
	Membership	**Board of Trustees**	**Finance, Audit & Risk Subcommittee**	**Governance & Membership Subcommittee**	**Officer Trustees**	**Management Committee**	**Managing Director**	**Senior Management**	**Managers**	**College**
Policy		Approve ED&I policies.								
Monitoring and management		Monitor performance of ED&I initiatives alongside other HR metrics.			President: Appoint a lead OT representative on EDI.		Overall responsibility for ED&I management.	Role model inclusive leadership practice.	Implement ED&I policies.	