



Delegation Framework

Outcome requested:	Finance and Investment Committee is asked to consider a proposed update to the Delegation Framework.
Executive Summary:	[a] At its previous meeting, the Committee considered the first in a series of planned updates to the Delegation Framework. The first update aligned the Delegation Framework with the new Charter and Ordinances and the current leadership structure. This next update incorporates the Scheme of Delegation of Financial Authority into the Delegation Framework, without altering the existing thresholds, and defines new authorities for the disposal of assets. These updates are highlighted in yellow. [b] It will be necessary to move the Bank Mandate and certain procedures from the Scheme of Delegation of Financial Authority into the Financial Regulations when the Scheme of Delegation of Financial Authority is deleted. Relevant updates to the Financial Regulations will be brought to the Committee in November, so they can be presented to Council alongside the Delegation Framework. [c] Future updates to the Delegation Framework will address signing authorities, employment, education and research.
QMUL Strategy:	Good governance supports all aspects of the strategy
Internal/External reference points:	Charter and Ordinances Regulatory Framework of the Office for Students CUC Higher Education Code of Governance Financial Regulations
Strategic Risks:	Compliance with the Charter and ongoing conditions of registration with the Office for Students
Equality Impact Assessment:	Not required
Subject to prior and onward consideration by:	This update to the Delegation Framework has been reviewed by the Chief Financial Officer and the Director of Finance, and will be presented to Council for approval, alongside related updates to the Financial Regulations, on 27 November 2025
Confidential paper under FOIA/DPA:	No
Timing:	Occasional paper
Author:	Jonathan Morgan, Chief Governance Officer and University Secretary

Date:	11 September 2025
Senior Management Sponsor:	Jonathan Morgan, Chief Governance Officer and University Secretary

Ref	Function	Authority	Process	Source
B1	Financial policies			
B1.1	To approve the following Regulations, Codes of Practice and Policies: Anti Bribery and Corruption Policy Anti Money Laundering and Criminal Finances Act Policy Capital Expenditure Policy Expenses Policy Standards of Business Conduct Treasury Management Policy University Fee Regulations	Finance and Investment Committee	The Chief Financial Officer makes a recommendation to Finance and Investment Committee	Charter, Article 22
B1.2	To approve the Commercialisation and Benefit Sharing Policy	Senior Executive Team	The Chief Financial Officer makes the recommendation to the Senior Executive Team	Charter, Article 18
B2	The Budget and Financial Statements			
B2.1	To approve the University's annual budget	Reserved to Council under Charter, Article 15	Finance and Investment Committee makes a recommendation to Council	Charter, Article 8
B2.2	To approve the University's infrastructure plan for capital and other infrastructure project expenditure	Reserved to Council under Charter, Article 15	Finance and Investment Committee makes a recommendation to Council	Charter, Article 8
B2.3	To approve the University's future year financial forecasts	Council	Finance and Investment Committee makes a recommendation to Council	Charter, Article 8
B2.4	To appoint the external auditors	Reserved to Council under Charter, Article 15	Audit and Risk Committee makes a recommendation to Council	Charter, Article 8

Ref	Function	Authority	Process	Source
B2.5	To adopt the Financial Statements	Reserved to Council under Charter, Article 15	Audit and Risk Committee makes a recommendation to Council after consulting Finance and Investment Committee	Charter, Article 8
B3	Treasury and investment management			
B3.1	To appoint bankers and approve the provisions of the bank mandate	Finance and Investment Committee	The Chief Financial Officer makes a recommendation to Finance and Investment Committee	Charter, Articles 8 and 14
B3.2	To appoint investment managers and advisers	Finance and Investment Committee	The Chief Financial Officer makes a recommendation to Finance and Investment Committee	Charter, Articles 8 and 14
B4	Non-pay and contract expenditure			
B4.1	To approve purchase orders, non-pay or contract expenditure invoices, and other payment documents for financial commitments of up to 12 months ≤ £1,000 Junior administrative and technical staff ≤ £5,000 Administrators, research assistants and technicians ≤ £10,000 Laboratory managers, postdoctoral researchers and project managers ≤ £20,000 School and Institute Managers and other senior staff in schools and institutes; Professional Services Directors and			Charter, Article 18

Ref	Function	Authority	Process	Source
		Assistant, Associate and Deputy Directors not reporting to members of the Senior Executive Team ≤ £50,000 Heads of Schools; Directors of Institutes and Professional Services reporting to members of the Senior Executive Team; JRMO Operations Manager ≤ £200,000 Vice-Principals; Director of Estates, Facilities and Capital Projects; Chief Information Officer; Director of Research and Innovation > £200,000 President and Principal; Chief Financial Officer; Chief Governance Officer and University Secretary; Chief Operations Officer	Commitments at this level that relate to research activity must be reviewed first by the Joint Research Management Office.	
B4.2	To approve self-approval limits for Agresso orders greater than £100, up to a maximum of £1,000 per purchase order	Heads of Schools; Directors of Institutes and Professional Services reporting directly to members of the Senior Executive Team		Charter, Article 18
B4.3	To approve non-pay financial commitments for more than 12 months	Chief Financial Officer	The budget holder makes a recommendation to the Chief Financial Officer	Charter, Article 18

Ref	Function	Authority	Process	Source
B4.4	To approve non-pay financial commitments of over £5,000,000 annually and over five years	Council	Finance and Investment Committee makes a recommendation to Council	Charter, Article 8
B4.5	To approve finance leases	Chief Financial Officer	The budget holder makes a recommendation to the Chief Financial Officer	Charter, Article 18
B5	Disposal of assets			
B5.1	To dispose of assets purchased for a cost greater than £25,000 (£10,000 if acquired prior to 2022)			Charter, Articles 8 and 18
	≤ £20,000	School and Institute Managers; Professional Services Directors and Assistant, Associate and Deputy Directors not reporting to members of the Senior Executive Team		
	≤ £50,000	Heads of Schools; Directors of Institutes and Professional Services reporting to members of the Senior Executive Team		
	≤ £200,000	Vice-Principals; Director of Estates, Facilities and Capital Projects; Chief Information Officer; Director of Research and Innovation	The budget holder makes a recommendation to the relevant officer	

Ref	Function	Authority	Process	Source
	≤ £2m > £2m > £5m	Senior Executive Team Finance and Investment Committee Council	The Chief Financial Officer makes a recommendation to the Senior Executive Team The Senior Executive Team makes a recommendation to Finance and Investment Committee Finance and Investment Committee makes a recommendation to Council	
B6	Bad debt write-offs			
B6.1	To write off bad debts Individual debts ≤ £30,000 Individual debts ≤ £50,000 Individual debts > £50,000	Chief Financial Officer Senior Executive Team Finance and Investment Committee	The Chief Financial Officer makes a recommendation to the Senior Executive Team The Chief Financial Officer makes a recommendation to Finance and Investment Committee	Charter, Articles 8 and 18
B7	Philanthropic gifts			
B7.1	To accept or not accept philanthropic gifts < £10,000 < £250,000	Development Manager Head of Development; Head of Operations and Campaigns	See Gift Acceptance Policy	Charter, Article 18

Ref	Function	Authority	Process	Source
	< £1,000,000	Director of Development and Alumni Engagement		
	≥ £1,000,000	Gift Review Committee		