

LSHTM SCHEDULE OF DELEGATION

Approved by LSHTM Council on 28 March 2023

Introduction

1. This schedule of delegation sets out the location of authority within the London School of Hygiene and Tropical Medicine (LSHTM) for particular types of decisions made in LSHTM's name and on its behalf. It provides a reference point to inform the locus of responsibility for categories of decisions. The delegation framework supports the governance arrangements for Council, Senate and the LSHTM's executive.

Overarching schedule of delegation

2. The Council is responsible for approving the Strategy. The Director is responsible for implementing the Strategy, reporting to Council on progress towards achievement of the Strategy. The Director is responsible for ensuring that relevant associated strategies and budgets are developed and approved in support of the Strategy. The Council monitors institutional performance in the delivery of the Strategy and holds the Director to account for its implementation. The Charter sets out the areas that cannot be delegated by Council. In addition, some matters are reserved to Council to ensure its effective functioning and oversight. The terms and conditions of funding for higher education institutions between the Office for Students (OfS) and institutions also set out particular areas of responsibility for governing bodies. Council has adopted a Statement of Primary Responsibilities which is set out in Ordinance B.1.
3. The Director is appointed by, and is responsible to, the Council for the operational management of all aspects of LSHTM's work within the framework set out by the Charter, Statute and Ordinances, the terms and conditions of funding for higher education institutions and the wider statutory environment with which LSHTM is required to comply along with LSHTM's internal control environment which includes risk management and adherence to the LSHTM Financial Regulations. The Director has been designated by Council as the Accountable Officer under the terms and conditions of funding for higher education institutions: that is, the officer who reports to the OfS on behalf of the HEI. The Director delegates responsibility for specific aspects of LSHTM's management to the Pro-Director(s) for Education, Research and EDI, other senior academic leaders and senior administrative officers.
4. The Executive Team¹ is the principal body for the management and leadership of London School of Hygiene and Tropical Medicine (LSHTM). While the Director is accountable to Council for developing LSHTM's strategic direction, objectives and

¹ [Executive Team - Terms of Reference](#)

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operational plans, the Executive Team work collaboratively and collectively to support these goals.

5. The senior academic authority at LSHTM is the Senate, which is responsible, under the general superintendence of Council, for academic governance. It is responsible for setting the academic framework for research, teaching, learning and training at the School. The Senate has specific responsibility for matters relating to academic standards and academic freedom and is established in the Charter with its membership and terms of reference approved by Council through Ordinance C8. Matters relating to the establishment of academic standards and agreement of students' achievement of academic standards are managed by subcommittees and boards of Senate, including the Post Graduate Taught Committee, the Research Degrees Committee, the Student Experience Committee and the Boards of Examiners.
6. LSHTM possesses degree awarding powers but has not chosen to exercise them to date and continues to award degrees of the University of London. Consequently, awards should have regard to the provisions of the QAA's UK Quality Code for Higher Education and meet the requirements specified for University of London degrees, diplomas and certificates.
7. The academic organisation of LSHTM comprises three Faculties and two MRC Units. The academic structure of each Faculty and MRC Unit may consist of academic departments, facilities, divisions, centres and other such groups as are contained therein. Council retains the authority to create, close, and approve the names of all Faculties and other equivalent groupings (for MRC Units see clause 23). The Director has delegated authority to make all other decisions on the academic organisational structure.
8. The Dean of each Faculty and the Unit Directors accountable to the Director for the leadership and overall management, including financial management, of their respective faculties and units in accordance with their remits and LSHTM's policies and the Financial Regulations. They may delegate specific aspects of faculty management to Faculty Operating Officers, or the MRC Unit Chief Operating Officers, or to members of faculty and MRC Unit academic leadership teams, but retain overall responsibility.
9. The Pro-Directors for Research, EDI and Education provide leadership across LSHTM in relation to their remits. They are accountable, through the Director, for the

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delivery of the Strategy as it relates to their responsibilities and collectively through their contributions to the Executive Team.

10. The Chief Operating Officer (COO), the Secretary to Council (StC) and other senior administrative officers are responsible to the Council, through the Director, for the oversight and leadership of the professional administrative and support services in accordance with their remits and the Financial Regulations. The Director of Finance is responsible through the COO and the Director for the financial management of LSHTM.

Organisation of the professional services

11. The professional services comprise a number of directorates and departments and deliver administrative and support services to LSHTM staff and students. The Directors and Heads of professional service departments are responsible for the organisation, delivery and quality of services in their remit. This remit normally extends to all areas within LSHTM. However, in the MRC Units the local service leads for professional services are responsible for the organisation, delivery and quality of services, for which they are accountable to the MRC Unit COO or MRC Unit Director. Further detail on MRC Unit arrangements for professional services is provided in clauses 23-47.
12. The Faculty Operating Officers report to the Chief Operating Officer and are responsible for most of the professional services staff employed directly by their Faculty. The MRC Unit Chief Operating Officers report into either the LSHTM COO or the MRC Unit Director with a dotted line of accountability to whichever is the non-line management post (*Note:- a dotted-line reporting relationship — where an employee reports to an indirect manager in addition to their formal boss — this works well in a larger organisation to ensure understanding and oversight of the whole, including relevant/necessary reporting (high risk areas), where the indirect manager reviews and provides feedback*)
13. Associate Deans for Research have cross-cutting responsibilities within their faculties for providing leadership on matters related to research.
14. Taught Programmes Directors have cross-cutting responsibilities within their faculties for providing leadership on matters related to student experience, teaching and learning, academic standards and the quality of the student experience on taught programmes.

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15. Faculty Research Degree Directors have cross-cutting responsibilities within their faculties for providing leadership on matters related to student experience, teaching and learning, academic standards and the quality of the student experience on research degree programmes.
16. The Associate Deans for Student Experience, Quality and Standards report to the Pro-Director of Education and have cross-cutting responsibilities within LSHTM for providing leadership on these matters. The Head(s) of Doctoral College report to the Pro-Director of Research.
17. Heads of Department are responsible to Deans of Faculty for the activities, in particular relating to knowledge creation and dissemination, within their department.
18. The Directors of Centres are responsible to the Pro-Director of Research for the activities within their Centre.
19. For financial decisions, Council is responsible for approval of the Scheme of Delegation of Financial Authority contained within the Financial Regulations on the recommendation of the Finance and Development Committee. The Scheme of Delegation of Financial Authority contains the locus for decision-making and the associated financial thresholds.
20. For matters related to academic standards, awards and students, a series of delegations are made by the Senate as set out in the Academic Regulations Delegation Framework.
21. Except as otherwise provided, individuals and bodies in whom authority is vested by the Schedule of Delegation may sub-delegate to others provided that such sub-delegation is consistent with the Financial and other regulations. While authority and responsibility can be delegated where appropriate, accountability remains with the individual or body making the delegation.
22. Where sub-delegation occurs and there is further delegation, it should take place on the basis of a cascade i.e. the person with authority delegates it to the next person who may then delegate to another and so on. Sub-delegation should not bypass management tiers in the interests of clarity of responsibility and ensuring that individuals remain accountable even when others further along the chain are performing the task. Wherever feasible, sub-delegations should be recorded.

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MRC Units

23. In February 2018, the MRC transferred two of its research units to the LSHTM. The Strategic Alliance Agreement between LSHTM and the MRC dated 31 January 2018 sets out the agreed terms for the transfer of the MRC Units. The MRC Units should operate similarly to the faculties, subject to the same policies, modified only as required to take account of location and other specific local conditions and the continuing requirements and oversight from the MRC which would remain the primary funder in line with clause 5.1.4 of the Strategic Alliance Agreement.
24. The MRC Units are headed by a Unit Director whose appointment is made jointly between LSHTM and the MRC. The process for appointing a Director is set out in Schedule 8 of the Strategic Alliance Agreement.
25. The role of the MRC Unit Director is set out in Schedule 3 of the Strategic Alliance Agreement.

Relationship with and ongoing commitments to the MRC

26. The MRC Units have ongoing commitments to the MRC. Clear expectations for management, finance, accountability, branding and translation, and for regular communication with MRC Head Office, are laid out in the Strategic Alliance Agreement and Unit Transfer Agreements.
27. The MRC Units submit an annual Unit Assurance Statement to the MRC. MRC Unit responses are verified by the Chief Operating Officer on behalf of LSHTM, and the Unit Director signs off.
28. The MRC remains the primary funder and reserves the right to withdraw or cease funding activities at quinquennial reviews.
29. Quinquennial reviews and reports will be discussed with the Executive Team before submission.

MRC Unit Staff

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30. Staff, employed directly by LSHTM on international contracts are subject to LSHTM policies.
31. Locally-employed staff are subject to local employment law and local HR policies.
32. Staff, already employed on international contracts that are subject to MRC conditions of employment are not required to switch to LSHTM contracts. There is no new recruitment to this category.

Organisation of professional services in the MRC Units

33. As set out in clause 11, the Chief Operating Officer and Secretary to Council and other senior administrative officers are responsible to the Council, through the Director, for the oversight and leadership of the professional administrative and support services at an institutional level.
34. Professional services were established in the MRC Units prior to joining LSHTM. These services included, finance, estates, human resources, IT, communications and research support. Local service leads are responsible for the organisation, delivery and quality of services at the MRC Units, for which they are accountable to the MRC Unit COO or MRC Unit Director.
35. The MRC Unit Director and MRC Unit COO are accountable for ensuring that locally managed services operate in a manner consistent with all applicable regulations and policies.
36. The practical arrangements between LSHTM services and those managed and delivered locally in the MRC Units are set out within operational arrangements documents supplementary to this schedule. These provide an overview of responsibilities for service delivery, and details of escalation routes and reporting across key service areas to ensure LSHTM's institution-wide obligations are met.

Capital funding and governance

37. The MRC Unit Director can from time to time be invited by the MRC to bid for capital funding subject to any bid being approved through normal LSHTM processes. This will normally be through the annual planning and budget processes. The approval process for securing funding from either body is set out in the PMO Governance Model – LSHTM/MRCs Units Strategic Projects document, which also covers on-going

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project governance through to closure. This excludes capital projects under £100,000 in value and those related solely to procurement of scientific equipment.

38. LSHTM is responsible for ensuring that a safe working environment is provided to staff and students at all of its sites including the MRC Units. Capital projects at the Units must be in accordance with the approved Capital Governance Handbook.
39. All local regulatory and legislative requirements must be met and be consistent with best practice and working towards applicable UK standards, when compatible, through design and construction phases.
40. Through the Director of Estates and Head of the Project Management Office, LSHTM provides support to the MRC Unit Directors and Heads of Estates with knowledge exchange and sharing of resources, as well as oversight of capital project governance from conception through to delivery. This is carried out through regular meetings and audits of capital projects, monitoring monthly highlight reports, risk registers, board minutes, business cases and change requests in accordance with the Capital Governance Handbook.

Research ethics

41. All research projects undertaken at LSHTM require ethics approval.
42. The Gambia Unit has a Gambia government / MRC Joint Ethics Committee, hosted by MRC Unit The Gambia at the LSHTM.
43. The MRC/UVRI and LSHTM Uganda Research Unit does not have its own ethics committee/Institutional Review Boards but does have statutory obligations to seek ethics approval through their respective national government organisations. Both MRC Units also have a mandatory scientific review prior to submission to the ethics committee (which projects led by London faculties currently do not have).
44. MRC Unit research projects will be subject to the 'fast-track' LSHTM ethics approval process once the relevant national approval has been obtained.

Health and Safety

45. LSHTM is responsible for ensuring that a safe working environment is provided at the Units and when staff or students are working offsite from these. Unit policies and procedures on health and safety matters must meet all regulatory and legislative

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requirements and be consistent with best practice recommended by the UK Health & Safety Executive.

46. As such, the LSHTM Health and Safety Policy applies to the Units, as do most subject specific health and safety policies. Where the Units have standalone policies or procedures, then the Unit Director and Unit COO must ensure that these arrangements facilitate compliance with LSHTM policy.
47. The MRC requires that LSHTM must satisfy itself that all reasonable health and safety factors are addressed at the Units and the MRC reserves the right to require LSHTM to undertake a safety risk assessment in individual cases where health and safety is an issue, and to monitor and audit the actual arrangements made.

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Strategy	
Activity	Responsible Body or Post
Approval of the LSHTM Strategy	Council
Approval of LSHTM Key Performance Indicators	Council
Approval of Faculty and discussion of Unit strategies for Epidemiology and Population Health (EPH), Infectious and Tropical Diseases (ITD), Public Health and Policy (PHP), the MRC Unit The Gambia at LSHTM and MRC/UVRI the LSHTM Research Unit Uganda	Executive Team
Approval of Financial Strategy	Council on the recommendation of Finance and Development Committee and Executive Team
Approval of other enabling strategies (e.g. Estates, HR, IT)	Executive Team
Approval of academic strategies (including research, education, innovation)	Council on the recommendation of Senate and Executive Team
Reporting to Council on the approval of strategies and progress towards achieving them	LSHTM Director
Oversight of financial and business activities and LSHTM assets	Council

Accountability for compliance with statutory and regulatory frameworks	
Activity	Responsible Body or Post
Compliance with the OfS regulatory framework and conditions of registration	Council
The proper use of public funds received through OfS, Research England and other funders	Council
Designated accountable person for OfS	LSHTM Director
Compliance with charity law	Council
Compliance with the integrated public sector equality duty	Council
Compliance with legislation and regulatory frameworks relevant to the higher education sector (including UKVI, Competition and Markets Authority, Information governance and the ICO)	LSHTM Director
Ensuring that there is an adequate system for the management of risk	Council through Audit and Risk Committee

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Setting Value for Money (VfM) targets	LSHTM Director and Finance and Development Committee
Approving and monitoring progress against the Value for Money (VfM) Strategy and targets	Council through Finance and Development Committee
Reviewing the effectiveness of the systems for obtaining VfM	Council through Audit and Risk Committee
Compliance with OfS Audit Code of Practice	Council through Audit and Risk Committee
The quality of data returned to statutory and regulatory bodies. This includes but is not limited to the Higher Education Statistics Agency (HESA), the HESES and other data returns submitted to the OfS, and Research England	LSHTM Director
Ensuring effective arrangements for the management and quality assurance of data submitted in HESA and HESES returns and data returns to other external agencies and funders.	Council through Audit and Risk Committee
Ensuring an effective framework to manage the quality of learning and teaching and to maintain academic standards	LSHTM Director, as Chair of Senate, subject to review by Council

Budgets and the allocation of resources	
Activity	Responsible Body or Post
Financial Regulations incorporating Scheme of Delegation of Financial Authority	Finance and Development Committee recommends, Council approves
Approval of the annual budget	Finance and Development Committee recommends, Council approves
Approval of the annual capital expenditure plan and prioritisation	Finance and Development Committee recommends, Council approves
Ensuring the adequacy of LSHTM's insurance arrangements as risk mitigation	Council through Finance and Development Committee
Ensuring the quality of insurance arrangements	Council through Finance and Development Committee
Property purchases exceeding £500K, leases exceeding a rental value of £500K per annum)	Council
Property purchases below £500K, leases below a rental value of £500K per annum)	Finance and Development Committee

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For further information see the Financial Regulations and Scheme of Delegation of Financial Authority

Forward commitments	
Activity	Responsible Body or Post
Agreements that lock LSHTM into significant contractual commitments of over 5 years and over a value of £3m per year other than contracts of employment	Council
Major building capital expenditure projects over a value of £3m	Council
Research contracts	Dean of Faculty/MRC Unit Director for contracts up to £1m Director for contracts exceeding £1m, unless they have a conflict of interest or judge that Council would wish to be involved in the decision

Governance and organisation	
Activity	Responsible Body or Post
Amendments to the Charter	The Privy Council on the recommendation of Council by Special Resolution
Approval of Ordinances and amendments and HR codes of practice (i.e. those that have a material impact on the working conditions of members of LSHTM or materially affect reputation, e.g. Anti-Bribery, Whistle-blowing)	Council Review by Audit and Risk Committee and approval by Council on the recommendation of Executive Team
Approval of other non-academic policies designed for operational purposes which do not determine the terms and conditions of staff or materially affect reputation. However, they may be developed in support of terms and conditions and to protect and enhance reputation.	Executive Team
Appointment of Officers of Council	Council on the recommendation of the Nominations Committee
Appointment of external members of Council	Council on the recommendation of the Nominations Committee
Appointment of Auditors	Council on the recommendation of Audit and Risk Committee
Conferment of Honorary Fellowships	Council on the recommendation of Senate

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LSHTM Medal(s)	Council/Senate upon recommendation from individual medal selection panels
Appointment of the Director	Council
Appointment of the Secretary to Council	Council
Establishment/disestablishment of faculties and other equivalent groupings	Council following consideration by Senate and Executive Team
Appointment of Senior Office holders (Pro-Director(s) of Education, Research, EDI; COO, Deans of Faculty)	LSHTM Director on the recommendation of the appointment panels as appropriate
Appointment of MRC Unit Directors	LSHTM Director joint responsibility with MRC (as in SAA schedule 8), on the recommendation of the appointment panels as appropriate
Appointment of Heads of Department (academic)	Deans of Faculty/MRC Unit Directors
Appointment of Directors of Centres	Pro Director Research
Appointment of Heads of Professional Services	Chief Operating Officer/Secretary to Council Unit Director or Unit COO for local service leads in the MRC Units
Appointment of directors or trustees to the board of any subsidiary entity	Finance and Development Committee on the recommendation of Nominations Committee.

Capital and major project governance	
Activity	Responsible Body or Post
Project approval as part of annual planning and budget process	Executive Team
Project approval for emergent projects (unless linked to the Units and covered by clause 32)	<p>Initial review by Executive Team on the recommendation of SDA and Corporate IT Services Board (IT projects) and Capital Projects Steering Group (Estates projects)</p> <p>Individual projects within the approved capital investment plan:</p> <ul style="list-style-type: none"> • up to £100k – Executive Team; • >£100k – Finance & Development Committee; • >£500k – Council <p>Individual projects outside of the approved capital investment plan – Council</p>

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Monitoring projects	Executive Team and CPSG (Estates projects) and onward to Finance and Development Committee Executive Team and CITSB (IT projects) Executive Team – other major projects

Research governance	
Activity	Responsible Body or Post
Oversight of research, governance and integrity	Research Governance Committee under authority of Senate
Policies and procedures for research governance	Senate on the recommendation of Research Governance Committee
Ethics approval (faculties)	Research Governance Committee through the LSHTM Ethics Committees: Interventions, Observational A, Observational B, Commercialisation and Rapid Response (CARR) and MSc. There is a single Chair of all the Committees except the MSc committee appointed by the Director.
Ethics approval (MRC Units)	LSHTM Ethics Committee on the recommendation of: Uganda: UVRI Research Ethics Committee followed by Uganda National Council of Science and Technology (UNCST) The Gambia: The Gambia Government/MRC Joint Ethics Committee responsible to the Ministry of Health following approval from the Scientific Coordinating Committee at MRCG. Once requisite approvals sought locally, all Unit research projects will be subject to fast-track review by Chair of Ethics Committee (proposal subject to approval)

Health and Safety	
Activity	Responsible Body or Post

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Overall responsibility for all LSHTM Staff and Students including at the MRC Units	Council and delegated to the Director, Senior Managers and Unit Directors
Responsibility for Faculty Staff including those working offsite or overseas	Dean of Faculty and delegated to Heads of Departments.
Responsibility for Students	Director of Education Services
Responsibility for MRC Unit Staff and Students	Director and delegated to the Unit Director and the Unit Chief Operating Officer.
Provision of safety strategic direction, objectives and plans and promoting efficient and proper leadership.	Director and Executive Team, delivered by the LSHTM Head of Occupational Health and Safety and the Unit Heads of Health and Safety. This is overseen by the LSHTM Health and Safety committee.
Approval of overarching Health and Safety policy	Executive Team on the recommendation of LSHTM Health and Safety Committee after consultation with relevant Faculties, Units and the Trade Unions. Signed by the Director.
Approval of LSHTM Health and Safety arrangements, guidance, codes of practice.	LSHTM Health and Safety Committee after consultation with relevant Faculties, Units and the Trade Unions.
Approval of MRC Unit Health and Safety procedures, guidance, and codes of practice.	Unit Health and Safety Committee
Appointment of LSHTM Health and Safety committee members.	Chair of LSHTM Health and Safety Committee.
Delivery of an effective occupational health and safety management system, including (but not limited to) the identification and control of risks, performance monitoring, provision of training and the reporting of incidents.	Head of Occupational Health and Safety for delivery of the system, in consultation with stakeholders across LSHTM and the MRC Units, and monitoring compliance across all LSHTM. At Unit Directors & Unit Heads of Health & Safety have delegated responsibility for ensuring compliance at the Units.

Academic governance, management and control	
Activity	Responsible Body or Post
Academic Regulations (as referenced in Ordinance C.8.2) and regulations for the conduct of students (as referenced in Ordinance C4).	Senate
Policies and procedures for the approval of programmes and modules	Senate

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Approval of taught programmes and modules	Post Graduate Taught Sub-Committee under authority of Senate
Approval of research programmes and modules	Research Degrees Sub-Committee under authority of Senate
Conferment of academic awards for taught programmes	Board of Examiners under authority from Senate
Conferment of research degrees	Research Degrees and Examinations Board under authority from Senate
Approval of collaborative partners	Research - Senate/Executive Team Collaborative taught or research degree provision – Senate Other - Executive Team with referral to Senate and Council as appropriate
Approval of collaborative provision	Senate

Staff	
Activity	Responsible Body or Post
Setting the framework for determining the pay and conditions of staff	Council For Senior Office Holders and highly paid staff, Council is advised by Remuneration Committee
Main features of terms and conditions of employment	Council
Decision to initiate recruitment to posts	Executive Team for senior leadership roles, and approval for creation of new posts through business cases or planning round.
Appointment of staff to vacancies (including through the Single Nomination Procedure)	Appointment panel constituted in accordance with the relevant HR policy or procedure
Appointment of non-contracted staff	Dean of Faculty, MRC Unit Director and/or Head of Professional Service department
Appointment of locally employed staff in the MRC Units	MRC Unit Director
Promotion of academic staff	Executive Team through the LSHTM Staff Review Committee established for that purpose

Students

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Activity	Responsible Body or Post
Admissions Policy	Senate
Admissions criteria	Minimum entry requirements set out in Admissions policy approved by Senate. Local variations approved through programme approval and review processes
Selection of students	Taught Programme Directors and individual Programme Directors based on published admissions criteria
Award of prizes	Boards of Examiners and ratified by Senate
Criteria for the award of bursaries and hardship funds	Executive Team
Award of research degree scholarships and studentships	Pro Director of Research
Interface with the Students' Representative Council	Director of Education Services

The Director's Delegations to, Pro-Director(s), Deans, Unit Directors and Senior Administrative Officers ²		
Area of Responsibility	Delegated to: Ex-Officio Responsible Role	Delegated to: Responsible Post
Leadership of cross-LSHTM student experience, teaching and learning matters, including academic standards and delivery of the associated strategies	Pro-Director of Education	Taught Programme Directors, Associate Dean (Student Experience), Head of Doctoral School
Leadership of cross-LSHTM research , including academic standards and the development and delivery of the LSHTM Research Strategy	Pro Director of Research	Faculty Deans and MRC Unit Directors
Leadership of cross-LSHTM international matters, including collaborative provision and the development and delivery of the LSHTM Strategy	Director	Dean of Faculty as appointed by the Director
Leadership of central professional services functions and ensuring co-ordination with administrative activity in Faculties and the Units	Chief Operating Officer and Secretary to Council	Directors and Heads of Service, Faculty Operating Officers, and MRC Unit Chief Operating Officers

² This section will be updated on an annual basis as these areas of responsibility may be subject to change.

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Strategic oversight of the estate, including the development and delivery of the LSHTM estates strategy	Director	Chief Operating Officer and the Director of Estates. At the MRC Units, responsibility additionally resides with the Unit Director and Unit COO
Strategic oversight of information technology services, including the development and delivery of the LSHTM IT strategy	Director	Chief Operating Officer and the Director of IT At the MRC Units, responsibility additionally resides with the Unit Director and Unit COO
Strategic oversight of human resources, including the development and delivery of the LSHTM HR strategy and well-being issues	Director	Chief Operating Officer and the Director of HR At the MRC Units, responsibility additionally resides with the Unit Director and Unit COO
Strategic oversight of health and safety matters	Director	Chief Operating Officer, Director of Estates and the Head of Health and Safety. At the MRC Units, responsibility additionally resides with the Unit Director and Unit COO
Strategic oversight of risk management	Director	Chief Operating Officer and Chair of LSHTM's Risk Management Group
Strategic oversight of LSHTM's promotion of equality and diversity issues	Director	Head of EDI

Academic leadership roles

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Area of Responsibility	Delegated to: Responsible Post
The operational management of departments including budgetary control and staffing matters.	Heads of Department
The operational management of centres including budgetary control	Centre Directors
Operational responsibility for the Doctoral College	Pro-Director of Research delegated to the Head of the Doctoral College
Leadership of cross-faculty research and delivery of the faculty Research Strategy.	Faculty Associate Deans for Research
Leadership of student experience, teaching and learning matters across LSHTM	Associate Dean (Student Experience)
Leadership of cross-faculty taught programmes and student experience	Faculty Taught Programme Directors
Leadership of cross-faculty research degree programmes and student experience	Faculty Research Degree Directors
Appointment of individuals to Taught Programmes Directors, Research Degree Directors and Associate Deans for Research	Pro-Director of Education