

UNIVERSITY OF SALFORD

SCHEME OF DELEGATION

The purpose of this document is to summarise the responsibilities of the Council, the Senate, the Vice Chancellor and those to whom these are delegated, where delegation is permitted. These responsibilities are as set out in the University's Statutes, Charter, Ordinances and the Terms of Reference of the relevant committees, and are in accordance with the University's Financial Regulations <http://www.salford.ac.uk/finance/financial-regulations>, with the CUC guidance <http://www.universitychairs.ac.uk/wp-content/uploads/2015/02/Code-Final>, and the HEFCE assurance and accountability memorandum <http://www.hefce.ac.uk/pubs/year/2016/201612>

The responsibilities of the Council, the Senate and the Vice Chancellor are set out in the University's Ordinances, Statutes and Charter. According to these documents the Council may delegate authority and functions to Council committees, Senate, the Vice Chancellor or any other holder of senior staff position within the University. The delegation must be clearly defined in writing and be formally approved by the Council; however the Council remains ultimately accountable. Council delegates to Senate functions relating to planning, coordination, development and supervision of the academic work of the University or other functions as it sees fit. Appendix 1 shows the Terms of Reference for Council committees, Senate and the Vice Chancellor's Executive Team for completeness.

The scheme is set out as follows

Section	Title	Source	Page Number
1	Responsibilities of the Council	Statutes	2 - 4
2	Responsibilities of the Senate	Charter and Ordinances	5
3	Responsibilities of the Vice Chancellor	Charter	5 - 6
4	Responsibilities of the Director of Finance	Financial Regulations	6 - 7
5	Further Delegated Powers. Functions and Responsible Officer	Various	7 - 12
6	Responsibilities of the Chair of Council	Ordinances	12 - 13
7	Responsibilities of the Deputy Chair of Council	Ordinances	13
8	Responsibilities of the Chancellor	Charter	14
9	Appendix 1: Council Committees and Senate Terms of Reference		15
10	Appendix 2: VCET Terms of Reference		16

1. RESPONSIBILITIES OF THE COUNCIL

1.1 Council Responsibilities that cannot be delegated

In accordance with the University's Statutes the Council has a number of responsibilities that cannot be delegated. These are shown below:

1.1	The solvency of the University and for safeguarding its reputation and assets.	Statutes 5.5.1
1.2	The determination of the strategic direction or significant policy matters affecting the University.	Statutes 5.5.2
1.3	Appointing the Vice Chancellor and monitoring his or her performance.	Statutes 5.5.3
1.4	The variation, amendment or revocation of the Charter or Statutes.	Statutes 5.5.4
1.5	The approval of a business plan and budget.	Statutes 5.5.5
1.6	The approval of a strategy for risk management and monitoring systems of control and accountability within the University.	Statutes 5.5.6
1.7	The review and monitoring of the management of the University and its performance.	Statutes 5.5.7
1.8	The approval of the University's annual audited accounts.	Statutes 5.5.8

1.2 Council Responsibilities

The list of Council responsibilities which can be delegated and if relevant to whom is shown below:

Governance			
1.2.1	The oversight of the conduct and activities of the University and shall exercise all the University powers.	Statutes 5.1	
1.2.2	Appointing and regulating committees of Council.	Statutes 5.2.3	
1.2.3	Appointing and removing the Chancellor	Statutes 5.2.6	
1.2.4	Appointing office holders with such powers as the Council may see fit.	Statutes 5.2.8	
1.2.5	Making Ordinances and Regulations for the exercise of the functions and duties of the Council acting on behalf of the University.	Statutes 5.2.9	Governance Nominations and Ethics Committee
1.2.6	Establishing and monitoring systems of control and accountability including financial and operational controls and risk assessment.	Statutes 5.2.11	Director of Finance / Finance and

			Resources Committee
1.2.7	Reviewing and monitoring the management of the University and its performance.	Statutes 5.2.12	
1.2.8	The Council may establish such committees as it shall deem necessary and whose terms of reference shall be set out in standing orders or as may otherwise be prescribed by Council.	Statutes 5.6	
Finance			
1.2.9	Coordination and Production of the Budget	Delegated Financial Authority	Director of Finance
1.2.10	Compliance with the HEFCE Financial Memorandum	Delegated Financial Authority	Director of Finance/ Finance and Resource Committee
1.2.11	Management of the Revenue Budget	Delegated Financial Authority	Director of Finance
1.2.12	Management of the Capital Budget	Delegated Financial Authority	Director of Finance
1.2.13	Management of all Financial Contracts	Delegated Financial Authority	Director of Finance
Strategy			
1.2.14	Overseeing the University's activities, determining its mission and future direction.	Statutes 5.2.1	
1.2.15	Fostering an environment in which the University's objects are achieved and providing strategic input on all material policy or other matters affecting the University.	Statutes 5.2.2	
1.2.16	Providing facilities to carry on any activities which are necessary or desirable to enable the University to fulfil its objectives.	Statutes 5.2.10	
Human Resources			
1.2.17	Approving the establishment and structure of University departments, schools, faculties and other units of organisation and delegating them to such functions, duties and powers as it sees fit.	Statutes 5.2.4	Senate
1.2.18	Ensuring that there are in place policies and procedures dealing with staff appointment, performance, discipline, dismissal and	Statutes 5.2.5	Director of Human Resources

	grievances and with Student discipline, complaints and academic appeals.		
1.2.19	Approving procedures for the appointment, reward and remuneration, appraisal, suspension and dismissal of the Vice Chancellor.	Statutes 5.2.7	Remuneration Committee
1.2.20	In carrying out its functions and duties in relation to staff employment, policies and procedures, the Council shall have regard to the University's responsibilities set out in Articles 13 and 14 of the Charter.	Statutes 5.2.13	Director of Human Resources
Audit			
1.2.21	Shall appoint auditors of the University who shall be members of a recognised supervisory body and are eligible for appointment under the rules of that body.	Statutes 9.	Audit and Risk Committee

1.3 As an overall principal, Council has responsibility for University Strategies, Executive for University policies and Senate for academic policy as set out below:

University Strategy	<p>Industry Collaboration Zone Strategy</p> <p>Academic Strategies</p> <ul style="list-style-type: none"> • Academic Growth & Diversification • International • Research & Enterprise • Salford Curriculum + <p>Key Functional Strategies</p> <ul style="list-style-type: none"> • Estates • Finance • Information & Technology • Marketing • People 	Council Approval
University Policy	<p>Estates</p> <p>Finance</p> <p>Human Resources</p> <p>Health, Safety and Environment</p> <p>Information Technology</p> <p>Legal</p> <p>Marketing</p> <p>Planning</p> <p>Student Administration</p>	Executive Approval

	Student Recruitment University Brand	
Academic Policy	Academic Enterprise Academic Quality Academic Research Academic Standards Admission Assessment Examination Student Discipline	Senate and its Committees Approval
University Procedures	All	Relevant Business area

2. RESPONSIBILITIES OF THE SENATE *For full TOR see

<http://www.salford.ac.uk/geo/AcademicGovernance/senate-and-its-committees/terms-of-reference>

2.1	Shall oversee teaching, learning, education and research and maintain the academic quality and standards of the University	Article 10 of the Charter
2.2	Oversee academic quality and standards of the University and to ensure that its academic activities, including mutually beneficial collaborations, flourish, develop and are enterprising in all aspects.	Ordinance 3.2
2.3	Sustain the University's distinctive integration of learning and teaching, research, and innovation and academic enterprise.	Ordinance 3.3
2.4	Make, add to amend or revoke Regulations relating to: <ul style="list-style-type: none"> (i) Teaching, research, programmes of study and the award of degrees and other academic distinctions; (ii) The conduct of examinations; (iii) The requirements for admission to the University and to any particular scheme of study; (iv) The conditions under which Students shall be permitted to continue their studies in the University; (v) Academic dress; and (vi) The discipline of the Students of the University. 	Ordinance 3.4

3. RESPONSIBILITIES OF THE VICE CHANCELLOR

3.1	Shall be the chief executive officer of the University and shall have a general responsibility to the Council for maintaining	Article 7 of the Charter
-----	---	--------------------------

	and promoting the efficiency and good order of the University.	
3.2*	Devise, implement and review strategic, financial and operational plans.	Article 7 of the Charter
3.3*	Devise, implement and review the annual budget and five-year financial plan and business plans, allocate resources and manage risk.	Article 7 of the Charter
3.4*	Develop, implement, and review high level policy and procedures against defined outcomes.	Article 7 of the Charter
3.5*	Oversee the operational management of the University.	Article 7 of the Charter
3.6*	Set standards and indicators for, and monitor and review, university outputs and performance.	Article 7 of the Charter
3.7*	Assure University compliance with law, regulation, policy and obligations.	Article 7 of the Charter
3.8	He or she shall be the Chair of Senate.	Article 7 of the Charter
3.9	Shall in the absence of the Chancellor confer Degrees and other academic awards	Article 7 of the Charter

*Functions consolidated from Statutes 3.1 – 3.4 into Article 7 of the Charter July Council 2016.

4. RESPONSIBILITIES OF THE DIRECTOR OF FINANCE

The Vice Chancellor's responsibility to devise, implement and review the annual budget and five-year financial plan and business plans, allocate resources and manage risk is delegated to the Director of Finance as outlined below.

4.1	The preparation of a Finance Strategy in support of the University's core objectives;	Delegated Financial Authority
4.2	Maintaining proper accounting records which enable the financial position of the University to be monitored and controlled;	Delegated Financial Authority
4.3	Preparing annual revenue and capital budgets and financial plans;	Delegated Financial Authority
4.4	Monitoring and maintaining the liquidity of the University, including the preparation of cash flow forecasts;	Delegated Financial Authority
4.5	Preparing management accounts and other information required to monitor and control expenditure against budgets and ensure prompt collection of income;	Delegated Financial Authority
4.6	Preparing the University's annual accounts and other financial statements and accounts which it is required to submit to other authorities;	Delegated Financial Authority
4.7	Monitoring the progress of capital developments and associated funding and, where required, securing external borrowing;	Delegated Financial Authority

4.8	Ensuring a cost-efficient, value for money approach is taken to procurement throughout the University;	
4.9	Providing advice and guidance on taxation related matters;	Delegated Financial Authority
4.10	Ensuring that proper arrangements are in place to operate and monitor treasury management activities including the use of effective performance measures;	Delegated Financial Authority
4.11	Ensuring that the University maintains satisfactory financial systems;	Delegated Financial Authority
4.12	Providing professional advice on all matters relating to financial policies and procedures;	Delegated Financial Authority
4.13	Ensuring compliance with all financial covenants;	Delegated Financial Authority
4.15	Ensuring compliance with all external regulatory requirements such as the HEFCE Memorandum of Assurance and Accountability and HEFCE Audit Code of Practice;	Delegated Financial Authority

5. FURTHER DELEGATED POWERS, FUNCTIONS AND RESPONSIBLE OFFICER.

Powers are current as at 1 January 2017 and are subject to periodic review.			
	Power	Delegated to	Source
	Finance		
	Revenue (aggregated, not yearly value)		Delegated Financial Authority
	20K – 100 K	Manager within School or Professional Services Deans of School or Director of Professional Service Head of Procurement Deans of School or Director of Professional Service Head of Procurement	
	100 K +	Exec Director of Finance	
	All non-budgeted expenditure		

		Approved (outside the Financial System) by the appropriate member of the University Executive. Where this will also result in a negative variance to the forecast results for the School or Professional Services area, this must be also approved by the Director of Finance who will seek agreement of Vice-Chancellor.	
	Capital Approval of Capital Expenditure Individual programmes under £5 million Capital Programmes in excess of £5 million Changes to Capital budget by substitution that does not affect the aggregate spend in each financial year.	Executive/VC to recommend the 3 year capital budget Expenditure under £5 million may be contracted by the VC/Executive. Executive/VC to recommend formal submissions to Council. Authorised by the VC	Delegated Financial Authority

	Non budgeted capital expenditure	Executive/VC to recommend nature of non-capital expenditure	
	<p>Research and Enterprise</p> <p>Non budget capital expenditure pertaining to Research and Enterprise.</p> <p>Non-budgeted expenditure</p> <p>All contracts that require a matched funding element All contracts that contain unusual terms and conditions or onerous responsibilities. All ERDF contracts</p> <p>All other contracts and/or contractual agreements must be authorised as follows:</p> <p>Up to £200k</p>	<p>Approved by relevant Dean of School</p> <p>Approval (outside the Financial System) by the appropriate member of the University Executive must be sought. Where this will also result in a negative variance to the forecast results for the School or Professional Services area, this must be also approved by the Director of Finance who will seek agreement of Vice-Chancellor.</p> <p>Must be referred to the Director of Finance for approval and signature.</p>	Delegated Financial Authority

	Up to £500k	Director of Professional Services	
	Above £500k	Deans of Schools or the PVC [Research and Innovation]	
	Above £1m	PVC [Research & Enterprise] and the Director of Finance	
	Above £5m	The Director of Finance and any of the following: Vice Chancellor, Deputy Vice Chancellor, the Chief Operating Officer.	
		Chair of Council	
	Monitor an institution wide policy on fundraising	Director of Marketing and External Relations	CUC Code of Guidance
	Marketing		
	Development & Fundraising	Vice Chancellor	Article 7 of the Charter
	Entry Requirements	Vice Chancellor	Article 7 of the Charter
	Fee setting	Vice Chancellor / Executive	Article 7 of the Charter
	Marketing Plan	Executive	Article 7 of the Charter
	Public Affairs Policy	Vice Chancellor/ Director of Marketing and External Relations	Article 7 of the Charter
	Recruitment Policy	Vice Chancellor / Director of Marketing and External Relations	Article 7 of the Charter
	Scholarships & Bursaries	Executive/VC approves policies,	Article 7 of the Charter

		procedures and guidelines on advice from Executive Director of Marketing and External Relations.	
	University brand	Vice Chancellor	Article 7 of the Charter
	Corporate Governance		
	Ensure that an Ethics Framework for the University is available	University Secretary	CUC Code of Guidance
	Monitor subsidiary entity processes and attributes	University Secretary	CUC Code of Guidance
	Monitor and make recommendations concerning the membership of Council and its committees to ensure an appropriate skills mix	University Secretary	CUC Code of Guidance
	Processes to monitor and evaluate the effectiveness of the Council	University Secretary	Council Induction and Development Programme
	Publish a whistleblowing policy	University Secretary	CUC Code of Guidance
	Publish a corporate governance statement	University Secretary	CUC Code of Guidance
	Information Technology		
	IT infrastructure	Chief Information Officer	
	IT Plan	Chief Information Officer	
	Strategy		
	Higher Education sector good practice is considered where appropriate	Director of Strategy	CUC Code of Guidance
	Performance Management	Vice Chancellor, primary source of advice is the Director of Strategy.	Article 7 of the Charter
	Risk Management Policy	Executive/VC approves policy/procedural framework for submission to Council on advice from Director of Strategy	Article 7 of the Charter
	Legislative Compliance		

	<ol style="list-style-type: none"> 1. Child Protection 2. Data Protection/Freedom of Information 3. Equality Act 4. Environment, Health and Safety 5. Employment matters 6. Estates 7. Information Technology 	Director of Student Administration Director of Legal and Governance Director of Human Resources Director of Human Resources Director of Human Resources Director of Estates & Facilities Chief Information Officer	Article 7 of the Charter
	Human Resources		
	Appointment of staff: <ol style="list-style-type: none"> 1. Professorial 2. Other to UMT level and above 	Vice Chancellor Human Resources- led appointment panel	Article 7 of the Charter
	Policies, procedures, management guidelines and employment law	Executive	Article 7 of the Charter
	Academic Governance		
	Academic Research	Senate and its Committees	Ordinance 3.5
	Academic Partnerships	Senate and its Committees	CUC Code of Guidance
	Admission	Senate and its Committees	Ordinance 3.4
	Assessment	Senate and its Committees	Ordinance 3.5
	Examination	Senate and its Committees	Ordinance 3.5
	Quality assurance and academic standards	Senate and its Committees	Ordinance 3.2
	Student Discipline	Senate and its Committees	Ordinance 3.4

6. RESPONSIBILITIES OF THE CHAIR OF COUNCIL

6.1	To lead the Council	Ordinance 9.1.2 (a)
6.2	Establish performance objectives for the Vice Chancellor and conduct an annual appraisal of performance against those objectives.	Ordinance 9.1.2 (b)
6.3	Together with the Council :- (i) Hold the Executive to account for its leadership and management of the University; (ii) Undertake the functions outlined in the Charter and Statutes; (iii) Consider and approve the University's strategic objectives and, with the Executive, develop a road map for implementation; (iv) Provide constructive challenge and support to the Executive in delivering the University's strategy; (v) Monitor the University's performance against strategic objectives; (vi) Support the Executive in further enhancing the University's relationships with its stakeholders and with its regulators; (vii) Develop a succession plan for his/her role; and (viii) Ensure that Council reflects the appropriate mix of skills and experience effectively to fulfil its responsibilities.	Ordinance 9.1.3 (c)

7. RESPONSIBILITIES OF THE DEPUTY CHAIR OF COUNCIL

7.1	Provide appropriate advice and support for the Chair of Council	Ordinance 9.2.2 (a)
7.2	On occasions when the Chair of Council is unable to discharge his/her office as Chair as a result of a potential conflict of interest or unavoidable absence, assume the role of Acting Chair and to chair meetings of Council and relevant standing committees.	Ordinance 9.2.2 (b)
7.3	Support the Chair in the fulfilment of his/her duties, including (without limitation) :- (i) Representing Council or the University (in circumstances where the Chair would otherwise fulfil this role); (ii) Attending internal and external meetings as necessary; (iii) Maintaining relationships with Council members and other members of standing committees; and (iv) Representing Council within the University and maintaining a positive profile with students, staff and wider stakeholders.	Ordinance 9.2.2 (c)

8. RESPONSIBILITIES OF THE CHANCELLOR

8.1	Shall be entitled to confer Degrees and other academic awards of the University.	Article 6 of the Charter
-----	--	--------------------------

1. COUNCIL RESPONSIBILITIES ARE LISTED IN THE STATUTES AND OUTLINED IN THE SCHEME OF DELEGATION

2. RESPONSIBILITIES OF THE COUNCIL COMMITTEES

2.1	<p>Council has established the following standing committees:-</p> <ul style="list-style-type: none"> (i) Audit and Risk Committee; (ii) Finance and Resources Committee; (iii) Governance, Nominations and Ethics Committee; (iv) Remuneration Committee; (v) Student Experience Committee. <p>The terms of reference of the Audit and Risk Committee shall be :-</p> <ul style="list-style-type: none"> (i) To keep under review the effectiveness of the risk management, control and governance arrangements and provide an opinion on the adequacy and effectiveness of these arrangements in an annual report to Council and the Vice-Chancellor (ii) To advise the Council on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors. (iii) To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit. (iv) To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary). (v) To consider and advise the Council on the appointment and terms of engagement of the internal audit service (and the head of internal audit, if applicable), the audit fee, the provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors. (vi) To review the internal auditors' audit risk assessment and strategy; to consider major findings of internal audit investigations and management's response; and to promote co- 	Ordinance 2.3
-----	--	---------------

	<p>ordination between the internal and external auditors. The committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the Council as appropriate)</p> <p>(vii) To review the external auditors' management letter, the internal auditors' annual report, and management responses.</p> <p>(viii) To monitor the implementation of agreed audit-based recommendations, from whatever source.</p> <p>(ix) To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE accounting officer, have been informed</p> <p>(x) To oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.</p> <p>(xi) To satisfy itself that suitable arrangements are in place to promote economy, efficiency and effectiveness and provide an opinion on the adequacy and effectiveness of these arrangements in an annual report to Council and the Vice-Chancellor.</p> <p>(xii) To satisfy itself that suitable arrangements are in place for the management and quality assurance of data submitted to funding bodies and provide an opinion on the adequacy and effectiveness of these arrangements in an annual report to Council and the Vice-Chancellor.</p> <p>(xiii) To receive any relevant reports from the National Audit Office, HEFCE and other organisations.</p> <p>(xiv) To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity, and to make recommendations to the Council concerning their reappointment, where appropriate.</p> <p>(xv) To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with HEFCE's Accounts Directions.</p> <p>(xvi) In the event of the merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.</p>	
--	--	--

	<p>(xvii) To have regard to the schedule and outcome of academic reviews and audits conducted under the auspices of the Senate, with a view to avoiding duplication of effort in determining the schedule of business audits.</p> <p>(xviii) To recommend to Council the establishment, terms of reference and composition of any time or task-limited working groups deemed necessary to develop, advance or review the Committee's business.</p> <p>The terms of reference of the Finance and Resources Committee shall be :-</p> <p>(i) To consider, review and advice Council on financial, estates, human resources and information technology strategy, ensuring alignment with the University's overall strategy.</p> <p>(ii) To consider and review University financial performance, including monitoring and scrutiny of: quarterly management accounts; financial key performance indicators; financial impact of student recruitment and registration; income generation and business opportunities; efficiency and cost reduction related activity; bank covenants.</p> <p>(iii) To ensure compliance with all HEFCE financial requirements and obligations.</p> <p>(iv) To consider and make recommendations to Council regarding: the Annual Finance Statement and related documents; HEFCE financial returns and forecasts (including TRAC); three year budgets for the University Group including capital budget and associated cash flow; the adoption of Financial Regulations; the adoption of relevant policies, including Treasury Management and Investment; borrowing policy, including approval of new borrowings; capital expenditure plans in excess of £5 million: fees chargeable by the University.</p> <p>(v) In relation to Human Resources (HR) matters, to: consider, advise and make appropriate recommendations to Council on all aspects of HR strategy, including policy and procedures; monitor the University's annual staff profiles and trends, including employee perception data; monitor progress against HR plans in relation to recruitment, leadership and professional</p>	
--	---	--

	<p>development, performance management and employment policies and procedures; consider the impact of and proposals for implementation of national collective bargaining on the University's objectives.</p> <p>(vi) In relation to Estates matters, to: consider, advise and make appropriate recommendations to Council on all aspects of the Estates strategy, including policy and procedures; monitor the University's capital expenditure programme to ensure it is on time, on budget and on specification; review capital proposals for recommendation to Council; ensure all capital acquisitions and disposals accord with the overall strategy; ensure the effective use of the estate, particularly in relation to utilisation and efficiency.</p> <p>(vii) In relation to Information Technology (IT), to: consider, advise and make appropriate recommendations to Council on all aspects of the Estates strategy, including policy and procedures; monitor progress on the implementation of the IT strategy; ensure that the IT strategy reflects current thinking and practice; ensure that the IT strategy meets academic needs and developments; ensure the IT strategy complements the Estates strategy.</p> <p>(viii) In relation to International matters, to: consider, advise and make appropriate recommendations to Council on all aspects of International strategy; have oversight of the operation of any overseas operations in which the University is involved; have oversight of policies and procedures relating to international students, including compliance with UKVI and other external requirements.</p> <p>(ix) To establish such sub-committees or time limited task groups as may be required to enable the Committee to effectively discharge its terms of reference.</p> <p>The terms of reference of the Governance Nominations and Ethics Committee shall be :-</p> <p>(i) To advise Council on the operation and effective discharge of the University scheme for corporate governance and the appropriate delegation of Council's authority.</p> <p>(ii) To advise Council on developments and good practice in governance and the conduct of</p>	
--	---	--

	<p>Council business, taking cognisance of national guidelines.</p> <p>(iii) To advise Council on proposed changes to the University's Charter and Statutes</p> <p>(iv) To make recommendations to Council in respect of the process for the appointment of a Vice Chancellor or Acting Vice-Chancellor in accordance with Statute 3</p> <p>(v) To make recommendations to Council in respect of the appointment of</p> <ul style="list-style-type: none"> · a Chancellor · Independent Members of Council in accordance with Statute 4 · Internal Members of Council other than those appointed by methods prescribed in Statute 4.3 <p>(vi) To approve mechanisms to enable effective assessment of the contribution of Council members (at least annually) and to report to Council on the output from such mechanisms, including development needs.</p> <p>(vii) To review and monitor the membership needs of the Council and its standing committees (including the need for appropriate succession planning) and to solicit, receive and review names of potential members</p> <p>(viii) To advise Council on the appointment of Council representatives on other bodies.</p> <p>(ix) To advise Council on the establishment, terms of reference, composition, membership and disestablishment of its standing committees and their standing sub-committees.</p> <p>(x) To consider where appropriate the removal of Council members for good reason, to enable the Chair of Council to submit motions to Council as specified in the Ordinances.</p> <p>(xi) To monitor and report to Council on the effective operation of the Council's standing committees and their sub-committees and time or task-limited working groups.</p> <p>(xii) To develop an ethical framework for the University, to be approved by Council.</p> <p>(xiii) To advise Council on mechanisms to ensure engagement and communication with internal and external stakeholders.</p> <p>(xiv) To recommend to Council the establishment, terms of reference and composition of any time or task-limited working groups deemed necessary to develop, advance or review the Committee's business.</p>	
--	--	--

	<p>(xv) To ensure that institutional policies, procedures, codes of practice and guidelines take appropriate account of ethical issues and area consistent with the University's ethical framework.</p> <p>(xvi) To ensure that Council is apprised of the effective operation of the above arrangements in support of Council's overall responsibility for ethical governance.</p> <p>The terms of reference of the Student Experience Committee shall be :-</p> <p>(i) 1. To review and monitor all aspects of the student experience in order to be assured that it meets agreed KPIs. The consideration will include taught and research students and will encompass the student journey from entry to employment.</p> <p>(ii) In particular the SEC will focus on the stages of the journey set out below and seek assurance that all elements of the journey are focussed on continuous improvement and meeting agreed KPI's and national benchmarks (reporting to Council, Senate and the Executive as appropriate if such assurance is not achieved):</p> <ul style="list-style-type: none"> a) recruitment and admissions b) teaching and learning c) research d) the academic portfolio e) student support f) student satisfaction g) student appeals and complaints h) retention and progression i) employment and other outcomes <p>(iii) To consider any other relevant matters referred to the Committee by Council, Senate or other Committees thereof.</p> <p>(iv) To receive reports on internal and external student satisfaction surveys and on cross-institutional external academic reviews (such as</p>	
--	--	--

	<p>QAA Higher Education Review or HEFCE Research Excellence Framework).</p> <p>(v) To ensure a proactive approach to and effective engagement with equality and diversity across the constituent parts of the University, assuring that this reflects the University's vision and mission</p> <p>The terms of reference of the Remuneration Committee shall be :-</p> <p>(i) To receive and review comparative information on salaries, other emoluments, conditions of service and general pay trends in the higher education sector where relevant and ensuring consideration of the public interest and safeguarding of public funds when determining salaries</p> <p>To oversee overall University pay policy and pay banding</p> <p>To determine on behalf of Council the salary, other remuneration (including performance reward payments), performance criteria and associated monitoring, and conditions of service of the following positions:</p> <ul style="list-style-type: none"> i. Vice-Chancellor ii. Deputy Vice-Chancellor iii. Registrar iv. Pro Vice-Chancellors v. Director of Finance vi. Director of Human Resources vii. Chair of Council (and any other members whom Council determine should be remunerated in accordance with the relevant Ordinance) <p>(ii) Exceptionally, the Committee may determine the remuneration of other senior managers and staff as appropriate.</p> <p>(iii) To approve the design of, and determine targets for, any performance/merit related pay arrangements operated by the University and approve the total payments made under such schemes.</p> <p>(iv) To ensure that all provisions regarding the disclosure of remuneration, including pensions, are fulfilled.</p> <p>(v) To determine a material financial settlement for i) the Vice-Chancellor and ii) where settlements</p>	
--	---	--

	<p>are outside of normal policy , any member of staff listed in [1c] above, in the event of individuals specified in i) and ii) leaving the employment of the institution in circumstances where that is deemed appropriate.</p> <p>(vi) In respect of Professorial staff and any individual on the management scale the Committee will: (i) receive and review comparative information on salaries, other emoluments and conditions of service in the higher education sector and review decisions made by the Vice-Chancellor in that context; and (ii) approve the overall reward policy; and (iii) review decisions made by the Vice Chancellor.</p> <p>(vii) To set the terms of reference for any remuneration consultants who advise the Committee.</p> <p>(viii) To deal with other relevant remuneration matters referred to it by the Council.</p> <p>(ix) To recommend to Council the establishment, terms of reference and composition of any time or task-limited working groups deemed necessary to develop, advance or review the Committee's business.</p> <p>(x) To review the Terms of Reference as required but normally no less than once every three years.</p> <p>(xi) To publish its Terms of Reference on the University's website.</p>	
2.2	<p>The Honorary Degrees Committee is a joint committee of Council and Senate.</p> <p>The terms of reference of the Honorary Degrees Committee shall be :-</p> <p>(i) The Honorary Degrees Committee ensures that due consideration is given to ensure the following: that all honorary awards of the University are conferred upon individuals whose achievements and activities are resonant with the core values of the University.</p> <p>(ii) That in the process of consideration and evaluation of candidates (including the due diligence and scrutiny process) and recommendation for conferment of awards, the University's good name and reputation are appropriately safeguarded that the style and level of the honour reflects appropriately the nature of the achievement and/or contribution.</p>	Ordinance 4

	<ul style="list-style-type: none"> (iii) That the list of candidates nominated for honorary awards reflects the range of academic endeavour in which the University is engaged. (iv) That the recipient of an award is wholly suitable. (v) That all reasonable steps have been taken to minimise the risk of: <ul style="list-style-type: none"> (a) embarrassment to (b) damage to the reputation of, or (c) adverse political consequences for either the candidate or the University as the result of the conferment of a particular award. 	
2.3	Current terms of reference for these committees of Council can be found on the University's website at www.governance.ac.uk	Ordinance 2.6

RESPONSIBILITIES OF SENATE AS SET OUT IN THE CHARTER, STATUTES AND ORDINANCES CAN BE FOUND AT: <http://UniversityofSalfordSchemeofDelegation.com>

3.1	<p>The terms of reference of the Senate shall be:</p> <ul style="list-style-type: none"> (i) To assure the quality of learning opportunities, academic practice and the student experience and promote their enhancement. (ii) To develop and promote research and innovation. (iii) To authorise academic regulations, policies and procedures. (iv) To regulate the admission, assessment and academic conduct of students and the award or withdrawal of credit and qualifications and related academic decisions. (v) To oversee the approval, review and withdrawal of award and credit bearing provision and related collaborative partnerships. (vi) To oversee audits of the operation of academic regulations, policies and procedures. (vii) To oversee the effectiveness of academic activities and entities and the University's academic governance. (viii) To advise Council, through Executive, on the academic merits of the establishment and disestablishment of academic units of organisation. (ix) To advise Council and the Vice Chancellor on any matter under the terms of Clause 10c of the Charter. (x) To establish committees and working groups necessary for the effective execution of Senate responsibilities. 	Ordinance 3.5
-----	--	---------------

2.2	Shall establish such standing and non-standing committees as it determines necessary to conduct its business effectively. The Senate shall determine or modify the terms of reference and constitution of its committees. The Senate shall review the effectiveness of its committees and shall modify academic governance as it determines necessary to fulfil its purpose and primary duty.	Ordinance 3.13
-----	---	----------------

VICE-CHANCELLOR'S EXECUTIVE TEAM

STANDING ORDERS

1. TERMS OF REFERENCE

Purpose

Article 7 of the Charter stipulates the Vice Chancellor shall be the Chief Executive Officer of the University and shall have a general responsibility to the Council for maintaining and promoting the efficiency and good order of the University. The Vice-Chancellor's Executive Team (VCET) support the Vice Chancellor in this role and VCET acts as the forum for debate and decision-making on strategic initiatives and issues for the University. It is responsible for assisting the Vice Chancellor in managing the University's performance and the delivery of the University's strategic direction. VCET also provides advice and views on proposals and reports going to other bodies to ensure a joined-up approach to University activity.

Decision-making Powers

VCET can make decisions on management or operational issues, policies and plans, in accordance with the Charter, Statutes and Ordinances of the University.

Duties & Responsibilities

1. To lead the development of the strategic and operational plans, the annual budget and financial forecasts for the Vice-Chancellor to propose to Council for approval;
2. To manage performance against all KPIs and intermediate measures;
3. To determine related implementation of policies as necessary, manage and be accountable for the University's performance against its plans taking into account relevant indicators, benchmarks and targets;
4. To agree and oversee the processes by which strategic and operational planning is undertaken, resources allocated, student numbers and recruitments targets set;
5. To approve strategies and plans relating to the University's infrastructure;
6. To agree and oversee the strategic delivery of major cross University projects;
7. To ensure the adequate operation of the University's systems of internal control, including the University's risk management policy, register and action plans, and internal audit reports;
8. To decide, as necessary, the action to be taken by the University in response to external opportunities and initiatives;
9. To undertake regular business items as stated on the annual business cycle; and
10. To consider such other matters as the Vice-Chancellor may refer to the Executive Team.

Membership*

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor (Deputy Chair)
- Pro Vice-Chancellor for International and Regional Partnerships
- Pro Vice-Chancellor for Student Experience
- University Registrar*
- Chief Operating Officer

- Director of Human Resources
- Executive Director of Finance

*Membership reflects the interim structure following the Chief Operating Officer's departure.

In attendance

- Director of Legal & Governance
- Executive Director of Marketing & External Relations
- Director of Strategy
- ICZ Programme Director and Associate PVC
- Strategic Advisor to Vice Chancellor
- Corporate Governance Officer (Committee Secretary)

Occasional attendance from University members of staff and external partners will be invited for specific business as required.

