

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

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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 there are in place policies procedures dealing with staff appointment, performance, discipline, dismissal and grievances	Statutes 5.2.5	Director of Human Resources

1.2.18 a	Student discipline, complaints and academic appeals.	Statutes 5.2.5	University Registrar
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
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	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 	<p>Director of Student Administration</p> <p>Director of Legal and Governance</p> <p>Director of Human Resources</p> <p>Director of Human Resources</p> <p>Director of Human Resources</p> <p>Director of Estates & Facilities</p> <p>Chief Information Officer</p>	Article 7 of the Charter
	Human Resources		
	<p>Appointment of staff:</p> <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
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VICE-CHANCELLOR'S EXECUTIVE TEAM

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.