



University of
Salford
MANCHESTER

Scheme of Delegation

As at July 2019

Introduction

The objects and powers of the University are set out in the Charter (Article 3 and Article 4 respectively) and pursuant to this the functions of the Council are defined in the Statutes. Statute 5.4 prescribes the entitlement to delegation (*5.4 Subject to paragraph 5.5 and other provision preventing delegation, the Council shall be entitled to delegate all or any of its functions, powers and duties to any person or body*).

Accordingly, the purpose of this schematic (the 'Scheme of Delegation') is to:

- summarise from the Charter, Statutes, Ordinances, Financial Regulations and Delegated Financial Authority Policy these functions, powers and duties and, where permissible, those bodies or roles to whom the Council's authority is appropriately delegated;
- assemble details of those delegations approved outwith the documents referenced above (i.e. through resolutions made by the Council).

In providing a schematic it is anticipated this will mitigate against error in decision-making (over and above procedural defect as outlined in the Standing Orders) and eradicate ambiguity, providing a reliable source for members of the governing body, staff, students and key stakeholders.

For the avoidance of doubt, the approved constitutional documents and resolutions are detailed below:

Charter; approved by the Privy Council 11 June 2008, amendments approved by the Privy Council 21 July 2010 and 13 July 2016

Statutes; approved by the Privy Council 11 June 2008, amendments approved by the Privy Council 21 July 2010, 30 November 2011, 8 October 2013, 3 July 2016 and 18 December 2018.

Ordinances; approved by the Council, 6 July 2018 [COU.18.44]

Financial Regulations; as amended 3 December 2015

Interim Delegated Financial Authority Policy; as amended March 2017, updated September 2017

Terms of Reference (committees of Council); approved by resolution of the Council, 12 July 2019 [COU.19.50]

Index

1.1 – 1.8	Powers of the Council which cannot be delegated	2.1.29	Constitution of the Students' Union
1.1.1 – 1.1.2	Material Strategy, Policy and Reports (further definitions)	2.1.30 – 2.1.31	Ethical and Legal compliance
2.1.1	Ordinances (making of)	2.1.32 – 2.1.33	Honorary degrees and fellowships (awards of)
2.1.2 – 2.1.6	Appointments to the Council	2.1.34	Operational control and accountability
2.1.7 – 2.1.11	Leadership of the Council	2.1.35	Appointment of auditors (audit services)
2.1.12	Appointment of Lead Members	2.1.36 – 2.1.37	Conferment of degrees and awards
2.1.13	Statement of Primary Responsibilities of the Council	2.1.38	Chair of the Senate
2.1.14	Code of Conduct (Council Members and Senior Officers)	2.1.39	Units of organisation
2.1.15 – 2.1.16	Standing committees of the Council	2.1.40	Facilities for objectives
2.1.17 – 2.1.18	Council effectiveness and review	2.2.1 – 2.2.8	Key financial delegations
2.1.19 – 2.1.21	Office of the Chancellor	2.3.1 – 2.3.14	Key human resources delegations
2.1.22 – 2.1.24	Appointment of Pro-Chancellor(s)	2.4.1 – 2.4.5	Academic and student matters (the Senate)
2.1.25	Professor Emeritus	2.5.1 – 2.5.2	Executive delegation (Vice-Chancellor/CEO)
2.1.2 – 2.1.27	Financial Regulations (approval of)	2.6.1	Executive delegation (Executive Director of Finance)
2.1.28	Use of the University Seal	3.0	Functions, powers and duties of the Council which have been delegated, by role profile

1.0 FUNCTIONS, POWERS AND DUTIES OF THE COUNCIL WHICH CANNOT BE DELEGATED

	The eight responsibilities of the Council which <u>cannot</u> be delegated (verbatim):	Source:
1.1	The solvency of the University and for safeguarding its reputation and assets;	Statute 5.5.1
1.2	The determination of strategic direction or significant policy matters affecting the University;	Statute 5.5.2
1.3	Appointing the Vice-Chancellor and monitoring his or her performance;	Statute 5.5.3
1.4	The variation, amendment or revocation of the Charter or Statutes;	Statute 5.5.4
1.5	The approval of the business plan and budget;	Statute 5.5.5
1.6	The approval of a strategy for risk management and monitoring systems of control and accountability within the University;	Statute 5.5.6
1.7	The review and the monitoring of the management of the University and its performance; or	Statute 5.5.7
1.8	The approval of the University's annual audited accounts.	Statute 5.5.8

1.1	Material strategy, policy and reports (further definitions)	
1.1.1	Overseeing the University's activities, determining its mission and future direction	Statute 5.2.1
1.1.2	<p>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</p> <p>*Material policy includes <i>but is not limited to</i>:</p> <ul style="list-style-type: none"> • Strategy / Strategic Plans (all) • Risk Management Policy • Health and Safety Policy • Equality and diversity policies, e.g. the Dignity at Work and Study Policy • Ethics Framework • Policy relating to staff, e.g. Total Reward Framework, Redundancy Policy. • Policy relating to governance and compliance, e.g. Register of Interests, Gifts and Hospitality (Declaration and Management of Conflicts of Interest) Policy, Whistleblowing Policy, Freedom of Speech Policy • Accounting policies specified in the Financial Regulations, e.g. Delegated Financial Authority Policy, Treasury Management and Investment Policy, Counter Fraud Policy and Response Plan, Anti-Bribery Policy, Criminal Finance Act Policy, Senior officer travel and expenses policy / Staff Travel Policy, Intellectual property policy <p>^Other matters affecting the University include but are not limited to:</p> <ul style="list-style-type: none"> • adopting an annual Health and Safety Report; • adopting an annual Inclusion and Diversity Report; • adopting a Student Protection Plan; • adopting an Access and Participation Plan; • adopting an Annual Prevent Report 	Statute 5.2.2

2.0 FUNCTIONS, POWERS AND DUTIES OF THE COUNCIL WHICH CAN BE DELEGATED AND, IF RELEVANT, TO WHOM

2.1	Governance and Control	Source:	Delegated to:
2.1.1	Making Ordinances and Regulations for the exercise of the functions and duties of the Council acting on behalf of the University	Statute 5.2.9	(not delegated)
2.1.2	Determining processes to solicit, receive and review nominations for independent and internal members / Specifying processes and sources for the nomination of one academic and one non-academic staff member	Ordinance 8.5 Ordinance 8.6	(not delegated)
2.1.3	Making recommendation for the appointment of Chair, Deputy Chair(s), independent and independent members of the Council	Ordinance 8.3 Ordinance 8.6 Ordinance 8.7	Governance Nominations and Ethics Committee
2.1.4	Appointing the Chair and Deputy Chair(s) of the Council	Statute 4.2	(not delegated)
2.1.5	Agreeing exceptional extension to the total term of office of the Chair and Deputy Chair(s) of the Council	Statute 4.4.2	(not delegated)
2.1.6	Appointing independent and internal members of the Council	Ordinance 8	(not delegated)
2.1.7	Leading the Council	Ordinance 9.1.2 (a)	Chair of the Council
2.1.8	Developing a succession plan for his/her role	Ordinance 9.1.3 (c)	Chair of the Council
2.1.9	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, assuming the role of Acting Chair and chairing meetings of Council and relevant standing committees	Ordinance 9.2.2 (b)	Deputy Chair(s) of the Council

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.10	Supporting the Chair in the fulfilment of his/her duties, including (without limitation) representing Council or the University (in circumstances where the Chair would otherwise fulfil this role)	Ordinance 9.2.2 (c)	Deputy Chair(s) of the Council
2.1.11	Ensuring that Council reflects the appropriate mix of skills and experience effectively to fulfil its responsibilities	Ordinance 9.1.3 (c)	Chair of the Council
2.1.12	Appointing [of independent members], determining detailed terms of reference and period of office for the discretionary role of Lead Member	Ordinance 9.3.3	(not delegated)
2.1.13	Adopting a Statement of Primary Responsibilities of the Council	Statute 5.2.2	(not delegated)
2.1.14	Approving a Code of Conduct (for Council Members and Senior Officers)	Statute 6	(not delegated)
2.1.15	<p>Appointing and regulating committees* of the Council (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)</p> <p>*Honorary Degrees Committee is a joint standing committee of the Council and the Senate (see also Ordinance 4.2 – joint approval of terms of reference – and Ordinance 4.3 - joint approval of the constitution)</p>	Statute 5.2.3 (Statute 5.6)	(not delegated)
2.1.16	Adopting Standing Orders for the Council, the Senate and standing committees of those bodies	Ordinance 2.5	(not delegated)
2.1.17	[Recommending] processes to monitor and evaluate the effectiveness of the Council	Terms of Reference	Governance Nominations and Ethics Committee
2.1.18	Approving mechanisms to enable effective assessment of the contribution of Council members (at least annually)	Terms of Reference	Governance Nominations and Ethics Committee

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.19	Making recommendation to the office of the Chancellor	Ordinance 5.8	Governance Nominations and Ethics Committee
2.1.20	Appointing and removing the Chancellor (determining the terms of appointment)	Statute 3 & Statute 5.2.6 (Ordinance 5.2)	(not delegated)
2.1.21	Approving an extension to the period of appointment to the office of the Chancellor (subject to a maximum term of ten years)	Ordinance 5.3	(not delegated)
2.1.22	Conferring the title of Pro-Chancellor	Ordinance 6.2	(not delegated)
2.1.23	Undertaking the duties of the office of the Chancellor during periods of vacancy or incapacity (except the conferment of awards)	Ordinance 5.7	Pro-Chancellor
2.1.24	Removing the Pro-Chancellor(s), appointed or elected members of the Council (including the Chair, Deputy Chair and Lead Members)	Ordinance 10.1	(not delegated)
2.1.25	Conferring the title of Professor Emeritus, and approving processes and procedures for the consideration of persons for this title	Ordinance 7.1	The Senate
2.1.26	Approving the Financial Regulations	Financial Regulation 2.1	(not delegated)
2.1.27	Authorising such minor amendments as are necessary to ensure the Financial Regulations are responsive to operational requirements	Financial Regulation 2.5	Executive Director of Finance

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.28	Use of the University Seal	Article 9 of the Charter & Financial Regulation 67.1	University Secretary or Executive Director of Finance
2.1.29	Approving the constitution of the Students' Union	Article 11 of the Charter, Statute 11 & Ordinance 16.3	(not delegated)
2.1.30	Approving and signing (annually) the University's Modern Slavery Act 2015 Statement	Terms of Reference	Chair, Governance, Nominations and Ethics Committee
2.1.31	Ensuring the University's due regard for the Prevent Duty	Terms of Reference	Governance, Nominations and Ethics Committee
2.1.32	Approving the Regulations for the Award of Honorary Degrees / Regulations for the Award of Honorary Fellowships	Terms of Reference	(not delegated)
2.1.33	Approving* candidates nominated for the award of honorary degree or honorary fellowship, and to consider the rescinding of awards previously bestowed (*under the Regulations for the Award of Honorary Degrees / Regulations for the Award of Honorary Fellowships)	Ordinance 4.5.1	Honorary Degrees Committee
2.1.34	Establishing and monitoring systems of control and accountability including financial and operational controls and risk assessment	Statute 5.2.11	Finance and Resources Committee

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.35	Appointing auditors of the University who shall be members of a recognised supervisory body and are eligible for appointment under the rules of that body	Statute 9	(not delegated)
2.1.36	Conferring degrees and other academic awards of the University	Article 6 of the Charter	Chancellor
2.1.37	Shall in the absence of the Chancellor confer degrees and other academic awards	Article 7 of the Charter	Vice-Chancellor
2.1.38	Chair of the Senate [academic governance]	Article 7 of the Charter	Vice-Chancellor
2.1.39	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	Statute 5.2.4	(not delegated)
2.1.40	Providing facilities to carry on any activities which are necessary or desirable to enable the University to fulfil its objectives	Statute 5.2.10	(not delegated)

2.2	Finance: Please also refer to the Financial Regulations and the Delegated Financial Authority Policy	Source:	Delegated to:
2.2.1	Ensuring that the funds provided by the funding body are used in accordance with the Memorandum of Assurance and Accountability	Financial Regulation 3.5 c)	(not delegated)
2.2.2	Acting as a trustee for any property, legacy, endowment, bequest or gift in support of the welfare of the University	Financial Regulation 3.5 f)	(not delegated)
2.2.3	Approving investment, borrowing and acquiring, owning, maintaining and disposing of real estate and other property on behalf of the University	Article 4 of the Charter	(not delegated)
2.2.4	Approving capital projects in excess of £5m	Interim Delegated Financial Authority Policy 1.3	(not delegated)
2.2.5	Approving changes in capital budget by substitution that does not affect the aggregate spend in each financial year, up to £1m in each case* *above this value cases are referred to the Council for approval	Interim Delegated Financial Authority Policy 1.4	Vice-Chancellor
2.2.6	Approving non-budgeted capital expenditure that is not by way of substitution and in excess of £1m (with the exception of capital expenditure that is part of a research or enterprise grant)	Interim Delegated Financial Authority Policy 1.5	(not delegated)
2.2.7	Ensuring appropriate pension arrangements for employees	Financial Regulation 44.1	(not delegated)
2.2.8	In the event of a merger or dissolution of the institution, to ensure the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed	Terms of Reference	Audit and Risk Committee

2.3	Human resources	Source:	Delegated to:
2.3.1	Appointing office holders with such powers as the Council may see fit	Statute 5.2.8	(not delegated)
2.3.2	Confirming the process of search, consultation and selection of others officer holders	Ordinance 13.2	Vice-Chancellor
2.3.3	<p>Sitting on the selection panel* for all posts for which Remuneration Committee is responsible for determination of salary [i.e. the Vice-Chancellor's Executive Team and senior staff above point 51 of the JNCHES pay spine]</p> <p>*at least one independent member of the Council</p>	Ordinance 13.3	(not delegated)
2.3.4	<p>Approving procedures for the appointment, reward and remuneration, appraisal, suspension and dismissal of the Vice-Chancellor</p> <p>These have been further defined as:</p>	Statute 5.2.7	(not delegated)
	Approving the process for search and selection	Ordinance 11.2	(not delegated)
	Determining salary and payments associated with the holding of the office of the Vice-Chancellor including: performance, pay, pensions and any other emoluments;	Terms of Reference	Remuneration Committee
	Determining the criteria for good cause to remove the Vice-Chancellor	Ordinance 11.5	(not delegated)
	Considering the Chair of Council's recommendation regarding written complaint(s) made against the Vice-Chancellor for removal from office	Ordinances 11.6.4 & 11.6.5	(not delegated)
	Considering the Special Committee's recommendation in respect of the complaint(s) made against the Vice-Chancellor	Ordinance 11.9	(not delegated)
	Appointing a member to fulfil the role of Chair of Council under Ordinance 11, when the Chair had declined, is unable or should not act in regards to the complaint(s) made against the Vice-Chancellor	Ordinance 11.14	(not delegated)

2.3	Human resources contd.	Source:	Delegated to:
2.3.5	Determining the functions and duties to be performed by the University Secretary	Ordinance 12.1	(not delegated)
2.3.6	Determining the process for search and selection of the University Secretary	Ordinance 12.1	(not delegated)
2.3.7	Approving protocols for the removal of the University Secretary from office	Ordinance 12.4	(not delegated)
2.3.8	Determining any salary and associated payments made to the Chair of the Council	Terms of Reference	Remuneration Committee
2.3.9	Determining the remuneration and reward of the Vice-Chancellor's Executive Team and senior staff above point 51 of the JNCHE pay spine	Terms of Reference	Remuneration Committee
2.3.10	Determining whether the nationally agreed annual pay settlement will apply to members of the University Executive Team	Terms of Reference	Remuneration Committee
2.3.11	Deciding on reward for exceptional contribution for all staff except those whom Remuneration Committee retains direct responsibility [i.e. the Vice-Chancellor's Executive Team and senior staff above point 51 of the JNCHE pay spine]	Terms of Reference (Remuneration Committee)	Vice-Chancellor
2.3.12	Ensuring that there are in place policies and procedures dealing with staff appointment, performance, discipline, dismissal and grievances	Statute 5.2.5	Director of Human Resources & Organisational Development
2.3.13	Overseeing and ensuring the appropriate implementation of the University's guidance on settlement agreements including settlement payments and the augmentation of pension benefits	Terms of Reference	Remuneration Committee
2.3.14	Approving promotion of academic staff to professorial or readership roles	Terms of Reference	Professorial Promotions Advisory Group

2.4	Academic and student matters: See also the Scheme of Academic Governance	Source:	Delegated to:
2.4.1	[the Senate] shall oversee teaching, learning, education and research and maintain the academic quality and standards of the University	Article 10 of the Charter	The Senate
2.4.2	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	The Senate
2.4.3	Sustain the University's distinctive integration of learning and teaching, research, and innovation and academic enterprise	Ordinance 3.3	The Senate
2.4.4	<p>Make, add to amend or revoke Regulations relating to:</p> <ul style="list-style-type: none"> a) Teaching, research, programmes of study and the award of degrees and other academic distinctions; b) The conduct of examinations; c) The requirements for admission to the University and to any particular scheme of study; d) The conditions under which Students shall be permitted to continue their studies in the University; e) Academic robes; and f) the discipline of the Students of the University. 	Ordinance 3.4	The Senate

2.4	Academic and student matters contd. See also the Scheme of Academic Governance	Source:	Delegated to:
2.4.5	<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 (terms of reference)	The Senate

2.5	Executive	Source:	Delegated to:
2.5.1	[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	Article 7 of the Charter	Vice-Chancellor
2.5.2	<ul style="list-style-type: none"> • devising, implementing and reviewing strategic, financial and operational plans; • devising, implementing and reviewing the annual budget and five-year financial plan and business plans, allocating resources and managing risk • developing, implementing, and reviewing high-level policy and procedures against defined outcomes; • overseeing the operational management of the University; • setting standards and indicators for, monitoring and reviewing, university outputs and performance; • assuring the University's compliance with law, regulation, policy and obligations. 	Article 7 of the Charter*	Vice-Chancellor

*functions consolidated from the previous statutes, as per the amendment approved by the Privy Council 3 July 2016

2.6	Executive (further definitions)		
2.6.1	<p>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 further defined as:</p> <ul style="list-style-type: none"> • preparing a Finance Strategy in support of the University's core objectives; • maintaining proper accounting records which enable the financial position of the University to be monitored and controlled; • preparing annual revenue and capital budgets and financial plans; • monitoring and maintaining the liquidity of the University, including the preparation of cash flow forecasts; • Preparing management accounts and other information required to monitor and control expenditure against budgets and ensure prompt collection of income; • Preparing the University's annual accounts and other financial statements and accounts which it is required to submit to other authorities; • monitoring the progress of capital developments and associated funding and, where required, securing external borrowing; • ensuring a cost-efficient, value for money approach is taken to procurement throughout the University; • providing advice and guidance on taxation related matters; • ensuring that proper arrangements are in place to operate and monitor treasury management activities including the use of effective performance measures; • ensuring that the University maintains satisfactory financial systems; • providing professional advice on all matters relating to financial policies and procedures; • ensuring compliance with all financial covenants; • ensuring compliance with all external regulatory requirements such as the funding body's Memorandum of Assurance and Accountability and Audit Code of Practice; • Managing the Revenue Budget; • managing the Capital Budget; • Managing all Financial Contracts. 	Article 7 of the Charter*	Executive Director of Finance

*functions consolidated from the previous statutes, as per the amendment approved by the Privy Council 3 July 2016

3.0 FUNCTIONS, POWERS AND DUTIES OF THE COUNCIL WHICH HAVE BEEN DELEGATED, BY ROLE PROFILE

Role	Delegated responsibility:	Reference No.
Chancellor	Conferring degrees and other academic awards of the University	2.1.36
Pro-Chancellor	Undertaking the duties of the office of the Chancellor during periods of vacancy or incapacity (except the conferment of awards)	2.1.23
Chair of Council	Leading the Council	2.1.7
	Developing a succession plan for his/her role	2.1.8
	Ensuring that Council reflects the appropriate mix of skills and experience effectively to fulfil its responsibilities	2.1.11
Deputy Chair(s) of Council	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, assuming the role of Acting Chair and chairing meetings of Council and relevant standing committees	2.1.9
	Supporting the Chair in the fulfilment of his/her duties, including (without limitation) representing Council or the University (in circumstances where the Chair would otherwise fulfil this role)	2.1.10
Chair, Governance, Nominations and Ethics Committee	Approving and signing (annually) the University's Modern Slavery Act 2015 Statement	2.1.30

Role	Delegated responsibility:	Reference No.
Vice-Chancellor	Shall in the absence of the Chancellor confer degrees and other academic awards	2.1.37
	Chair of the Senate [academic governance]	2.1.38
	Approving changes in capital budget by substitution that does not affect the aggregate spend in each financial year, up to £1m in each case*	2.2.5
	*above this value cases are referred to the Council for approval	
	Confirming the process of search, consultation and selection of others officer holders	2.3.2
	Deciding on reward for exceptional contribution for all staff expect those whom Remuneration Committee retains direct responsibility [i.e. the Vice-Chancellor's Executive Team and senior staff above point 51 of the JNCHES pay spine]	2.3.11
	[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	2.5.1
	<ul style="list-style-type: none"> • devising, implementing and reviewing strategic, financial and operational plans; • devising, implementing and reviewing the annual budget and five-year financial plan and business plans, allocating resources and managing risk • developing, implementing, and reviewing high-level policy and procedures against defined outcomes; • overseeing the operational management of the University; • setting standards and indicators for, monitoring and reviewing, university outputs and performance; • assuring the University's compliance with law, regulation, policy and obligations. 	2.5.2
University Secretary	Use of the University Seal	2.1.28
Director of Human Resources & Organisational Development	Ensuring that there are in place policies and procedures dealing with staff appointment, performance, discipline, dismissal and grievances	2.3.12

Executive Director of Finance	Authorising such minor amendments as are necessary to ensure the Financial Regulations are responsive to operational requirements	2.1.27
	Use of the University Seal	2.1.28
	<p>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 further defined as:</p> <ul style="list-style-type: none"> • preparing a Finance Strategy in support of the University's core objectives; • maintaining proper accounting records which enable the financial position of the University to be monitored and controlled; • preparing annual revenue and capital budgets and financial plans; • monitoring and maintaining the liquidity of the University, including the preparation of cash flow forecasts; • Preparing management accounts and other information required to monitor and control expenditure against budgets and ensure prompt collection of income; • Preparing the University's annual accounts and other financial statements and accounts which it is required to submit to other authorities; • monitoring the progress of capital developments and associated funding and, where required, securing external borrowing; • ensuring a cost-efficient, value for money approach is taken to procurement throughout the University; • providing advice and guidance on taxation related matters; • ensuring that proper arrangements are in place to operate and monitor treasury management activities including the use of effective performance measures; • ensuring that the University maintains satisfactory financial systems; • providing professional advice on all matters relating to financial policies and procedures; • ensuring compliance with all financial covenants; • ensuring compliance with all external regulatory requirements such as the funding body's Memorandum of Assurance and Accountability and Audit Code of Practice; • Managing the Revenue Budget; • managing the Capital Budget; • Managing all Financial Contracts. 	2.6.1