



University of  
**Salford**  
MANCHESTER

## **Scheme of Delegation**

**As at July 2025**

## Preface

The organising principles for the Scheme of Delegation are as follows:

- A – Functions, powers and duties of the Council which cannot be delegated;
- B – Functions, powers and duties of the Council which can be delegated and, if relevant, to whom;
- C – authorities delegated by role.

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## 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: *‘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 out with 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 reference source for members of the governing body, staff, students and key stakeholders.

For the avoidance of doubt, the approved constitutional and authoritative 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 (and Standing Orders for Committees)**; approved by resolution of the Council;  
**Financial Regulations and associated material financial policies**; approved by resolution of the Council;

**Terms of Reference** (standing committees of Council); approved by resolutions of the Council;

**Articles of Association, University of Salford Students’ Union**; approved by resolution of the Council, 13 December 2024.

**Memorandum of Understanding between the University and the University of Salford Students’ Union**; approved by resolution of the Council, 24 January 2020.

The Scheme of Delegation shall be interpreted in such manner as not to conflict with the above.

NB. It is the responsibility of all staff to have due regard for the University’s Financial Regulations and material policies, and any local procedures relevant to their appointed roles.

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

	<b>The eight responsibilities of the Council which <u>cannot</u> be delegated (verbatim):</b>	<b>Primary source:</b>
1	The solvency of the University and for safeguarding its reputation and assets;	Statute 5.5.1
2	The determination of strategic direction or significant policy matters affecting the University;	Statute 5.5.2
3	Appointing the Vice-Chancellor and monitoring his or her [their] performance;	Statute 5.5.3
4	The variation, amendment or revocation of the Charter or Statutes;	Statute 5.5.4
5	The approval of the business plan and budget;	Statute 5.5.5
6	The approval of a strategy for risk management and monitoring systems of control and accountability within the University;	Statute 5.5.6
7	The review and the monitoring of the management of the University and its performance; or	Statute 5.5.7
8	The approval of the University's annual audited accounts.	Statute 5.5.8
	<b>Other matters, material strategy, policy and reports (further definitions)</b>	<b>Primary source:</b>
9	Overseeing the University's activities, determining its mission and future direction	Statute 5.2.1
10	<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"> <li>• Strategy</li> <li>• Risk Management Policy/ approach to risk</li> <li>• Health and Safety Policy</li> <li>• Equality and diversity policies, e.g., the Dignity at Work and Study Policy</li> <li>• Ethics Framework</li> </ul>	Statute 5.2.2

	<ul style="list-style-type: none"> <li>• Policy relating to staff, e.g., Pay, Reward, Redundancy, Settlement Policy</li> <li>• Policy relating to governance and compliance, e.g., Register of Interests, Gifts and Hospitality (Declaration and Management of Conflicts of Interest) Policy, Whistleblowing Policy</li> <li>• 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, Intellectual property policy</li> <li>• Regulations – Ordinances, and Financial.</li> </ul> <p>^Other matters affecting the University include <i>but are not limited to</i>:</p> <ul style="list-style-type: none"> <li>• adopting an annual Health and Safety Report;</li> <li>• adopting an annual Equity, Diversity and Inclusivity Report;</li> <li>• adopting a Student Protection Plan;</li> <li>• adopting an Access and Participation Plan;</li> <li>• adopting an annual financial report (integrated report);</li> <li>• adopting a Code of Practice for Freedom of Speech.</li> </ul>	
11	Approving the constitution of the Students' Union.	Article 11 of the Charter

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

	<b>Governance and Control</b>	<b>Primary source:</b>	<b>Delegated to:</b>
12	<b>Recommending changes to the University's Charter, Statutes, Ordinances</b>	<b>Terms of reference</b>	<b>Governance, Nominations and Ethics Committee</b>
13	Recommending on the operation and effective discharge of the University scheme for corporate governance and the appropriate delegation of Council's authority.	Terms of reference	Governance, Nominations and Ethics Committee
14	Making [i.e., approving and adopting] Ordinances and Regulations* for the exercise of the functions and duties of the Council acting on behalf of the University  *except Academic Regulations	Statute 5.2.9	(not delegated)
15	Adopting a Statement of Primary Responsibilities of the Council	Statute 5.2.2	(not delegated)
16	Approving a Code of Conduct (for Council Members and Senior Officers)	Statute 6	(not delegated)
17	Recommending on the establishment, terms of reference, composition, membership, and disestablishment of its standing committees and their standing committees.	Terms of reference	Governance, Nominations and Ethics Committee
18	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)  *Honorary Awards Committee is a joint standing committee of the Council and the Senate (see also Ordinances 4.1; 4.2; 4.3 for joint approval authorities).	Statute 5.2.3 (Statute 5.6)	(not delegated)
19	Recommending on the appointment of the internal and external auditors.	Terms of Reference	Audit and Risk Committee

20	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)
21	Recommending on the processes to monitor and evaluate the effectiveness of Council.	Terms of Reference	Governance Nominations and Ethics Committee
22	Approving processes to monitor and evaluation the effectiveness of Council	Governance, Nominations and Ethics Committee Terms of Reference	(not delegated)
23	Adopting Standing Orders for the Council, the Senate and standing committees of those bodies	Ordinance 2.5	(not delegated)
24	Chair of the Senate [academic governance]	Article 7 of the Charter	Vice- Chancellor
25	Conferring degrees and other academic awards of the University	Article 6 of the Charter	Chancellor
26	Shall in the absence of the Chancellor confer degrees and other academic awards	Article 7 of the Charter	Vice- Chancellor
27	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)
28	Establishing and monitoring systems of control and accountability including financial and operational controls and risk assessment.	Statute 5.2.11	Audit and Risk Committee (Finance and Resources Committee for establishing Financial Regulations)



29	Use of the University Seal / Being present to the affixing of the University's common seal to contracts requiring to be made, varied or discharged as a deed.	Article 9 of the Charter & Ordinance 15.2  Financial Regulation G5.1	Deputy Chief Executive and Chief Finance Officer / Chief Academic Services Officer & University Secretary
30	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)
31	Approving [annually] the University's Modern Slavery Act Statement	Terms of Reference	Audit and Risk Committee
32	Overseeing and ensuring the effective operation of the University's activities relating to adherence to the Prevent Duty and safeguarding.	Terms of Reference	Audit and Risk Committee
33	Overseeing and ensuring the effective operation of the University's whistleblowing procedure.	Terms of Reference	Audit and Risk Committee
	<b>Governance and Control: Chancellor and Pro-Chancellor(s)</b>	<b>Primary source:</b>	<b>Delegated to:</b>
34	Determining a process of search, consultation and selection on terms of appointment for the Chancellor.	Ordinance 5.2	(not delegated)
35	Making recommendation to the office of the Chancellor.	Ordinance 5.8	Governance Nominations and Ethics Committee

36	Appointing and removing the Chancellor.	Statute 3 & Statute 5.2.6	(not delegated)
37	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)
38	Conferring the title of Pro-Chancellor and [if necessary] removing the Pro-Chancellor(s)	Ordinance 6.2 & Ordinance 10.1	(not delegated)
39	Undertaking the duties of the office of the Chancellor during periods of vacancy or incapacity ( <u>except</u> the conferment of awards)	Ordinance 6.6	Pro-Chancellor
	<b>Governance and Control: Vice-Chancellor</b>	<b>Primary source:</b>	<b>Delegated to:</b>
40	Determining the process of search, consultation and selection for the appointment of the Vice-Chancellor	Ordinance 11.2	(not delegated)
41	Determining the terms of appointment, functions and duties to be performed by the Vice-Chancellor.	Ordinance 11.2	(not delegated)
42	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
43	Appointing the Vice-Chancellor.	Ordinance 11.2	(not delegated)
44	During a vacancy in the office of Vice-Chancellor or in the event of their inability through illness or any other cause to perform their duties for a period likely to exceed three months, to appoint a suitable person as Acting Vice-Chancellor, and to determine the period and conditions.	Ordinance 11.3	(not delegated)
45	Monitoring the performance of the Vice-Chancellor.	Ordinance 11.4 Terms of Reference	Chair of Council / Remuneration Committee
46	Determining what constitutes 'good cause' to remove the Vice-Chancellor from office	Ordinance 11.5	(not delegated)

47	In the event the Chair of Council declines or fails to act, or is required by Council to cease acting, in respect of any complaint made against the Vice-Chancellor, to appoint one of its other members to fulfil the role of Chair of Council in respect of the complaint procedure (NB. normally the Deputy Chair)	Ordinance 11.15	(not delegated)
48	Upholding (or not) any complaint made against the Vice-Chancellor such that the Vice-Chancellor be removed	Ordinance 11.11	(not delegated)
	<b>Governance and Control: Chair, Deputy Chair, Members (including Lead Members)</b>	<b>Primary source:</b>	<b>Delegated to:</b>
49	Determining processes to solicit, receive and review nominations for independent and internal members, including co-opted 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)
50	Making recommendation for the appointment of Chair, Deputy Chair(s), independent and internal members [other than those prescribed in Statute 4.3] of the Council	Ordinance 8.3 Ordinance 8.6 Ordinance 8.7	Governance, Nominations and Ethics Committee
51	Appointing the Chair and Deputy Chair(s) of the Council.  Appointing independent and internal members of the Council.	Statute 4.2  Ordinance 8.	(not delegated)
52	Authorising any benefit conferred on any Council member(s)	Ordinance 17.1	(not delegated)
53	Determining any salary and associated payments made to the Chair of the Council	Terms of Reference	Remuneration Committee
54	Leading the Council	Ordinance 9.1.2 (a)	Chair of the Council
55	On occasions when the Chair of Council is unable to discharge their 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  Supporting the Chair in the fulfilment of their duties, including (without limitation) representing Council or the University (in circumstances where the Chair would otherwise fulfil this role)	Ordinance 9.2.2 (b)  Ordinance 9.2.2 (c)	Deputy Chair(s) of the Council

56	Agreeing exceptional extension to the total term of office of the Chair / Deputy Chair(s) of the Council.	Statute 4.4.2	(not delegated)
57	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
58	Reviewing and monitoring the membership needs of Council and its standing committees (including the need for succession planning).  Monitoring and reviewing the equity, diversity and inclusivity of Council's membership.	Terms of Reference	Governance, Nominations and Ethics Committee
59	Recommending on the appointment of Council representatives to other bodies.	Terms of Reference	Governance, Nominations and Ethics Committee
60	Approving appointment of Council representatives to other bodies.	Governance, Nominations and Ethics Committee Terms of Reference	(not delegated)
61	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)
62	Approving mechanisms to enable effective assessment of the contribution of Council members (at least annually)	Terms of Reference	Governance Nominations and Ethics Committee
66	Considering report of committee non-attendance and making a recommendation to Council	Standing Order 7.3	Governance Nominations and Ethics Committee

67	Undertaking a process of review for the removal of members of Council (including the Chair, Deputy Chair(s) and Lead Member(s)) [in support of a motion of the Chair / Deputy Chair]	Ordinance 10.3	Governance Nominations and Ethics Committee
68	Removing the appointed or elected members of the Council (including the Chair, Deputy Chair and Lead Members)	Ordinance 10.1	(not delegated)
	<b>Governance and Control: Honorary awards</b>	<b>Primary source:</b>	<b>Delegated to:</b>
69	Approving the Regulations for Honorary Awards	Ordinance 4	(not delegated – joint with Senate)
70	Approving* candidates nominated for honorary awards and deciding upon* the rescinding of awards previously bestowed. (*under the Regulations for Honorary Awards and the Code of Practice for Honorary Titles and Awards)	Ordinance 4.5.1 & Ordinance 4.5.2	Honorary Awards Committee
71	Approving the range of honorary awards of the University	Honorary Awards Committee Terms of Reference	(not delegated – joint with Senate)
72	Conferring the title of Professor Emeritus/ Emerita/ Emerit, and approving processes and procedures for the consideration of persons for this title (including the revocation of a title previously bestowed).	Ordinance 7.1	Honorary Awards Committee
	<b>Governance and Control: Academic</b>	<b>Primary source:</b>	<b>Delegated to:</b>
73	Overseeing teaching, learning, education and research and maintaining the academic quality and standards of the University	Article 10 of the Charter	Senate
74	Overseeing academic quality and standards of the University and ensuring that its academic activities, including mutually beneficial collaborations, flourish, develop and are enterprising in all aspects	Ordinance 3.2	Senate

75	Sustaining the University's distinctive integration of learning and teaching, research, and innovation and academic enterprise	Ordinance 3.3	Senate
76	<p>Making, adding to, amending or revoking Regulations relating to:</p> <ul style="list-style-type: none"> <li>• Teaching, research, programmes of study and the award of degrees and other academic distinctions;</li> <li>• The conduct of examinations;</li> <li>• The requirements for admission to the University and to any particular scheme of study;</li> <li>• The conditions under which Students shall be permitted to continue their studies in the University;</li> <li>• Academic robes; and</li> <li>• The discipline of the Students of the University.</li> </ul>	Ordinance 3.4	Senate
77	Regulating the admission, assessment and academic conduct of students and the award or withdrawal of credit and qualifications and related academic decisions.	Ordinance 3.5 (terms of reference)	Senate
78	Overseeing the approval, review and withdrawal of award and credit bearing provision and related collaborative partnerships.	Ordinance 3.5 (terms of reference)	Senate
79	Overseeing audits of the operation of academic regulations, policies and procedures	Ordinance 3.5 (terms of reference)	Senate
80	Overseeing the effectiveness of academic activities and entities and the University's academic governance	Ordinance 3.5 (terms of reference)	Senate
81	Establishing committees and working groups necessary for the effective execution of Senate responsibilities.	Ordinance 3.5 (terms of reference)	Senate
82	Making a formal declaration [on the regulations for emergency circumstances] at the beginning on the anticipated duration and at the end of any instance of exceptional circumstances [impacting on assessment processes].	Academic Regulations Taught Degrees, Section 12.3	Vice-Chancellor

	<b>Governance and Control: Financial</b>	<b>Primary source:</b>	<b>Delegated to:</b>
83	Approving such minor amendments, including role name changes, as are necessary to ensure the [Financial] Regulations are responsive to operational requirements.	Financial Regulation A2.5	Deputy Chief Executive and Chief Finance Officer
84	Approving policy changes that do not impact strategy or financial viability, for example expenses policy	Financial Regulation B3.5	Finance and Resources Committee
85	Making, varying, discharging contract(s) on behalf of the University under express or implied authority of the Council as set out in the University's Financial Regulations	Ordinance 15.1	Any person as per the Financial Regulations
86	Ensuring that the funds provided by the Office for Students or other funding bodies are used in accordance with their respective terms and conditions	Financial Regulation B1.5 (c)	(not delegated)
87	Creation of any new legal entity or an acquisition of equity holding in an existing legal entity.	Financial Regulation C4.1	(not delegated)
88	Appointing of directors of companies wholly owned by the University.	Financial Regulation G2.3	University Leadership Team
89	Appointing of directors of companies partly owned by the University.	Financial Regulation G2.3	University of Salford Enterprises Ltd
90	Ensuring appropriate arrangements are in place for the management and operation of such companies that are wholly or partly owned by the University	Financial Regulation B1.5 (e)	(not delegated)

91	Responsibilities for governance and monitoring of University company and joint venture activity, where the University is the majority shareholder.	Financial Regulation G2.4	University Leadership Team
92	Approving the appointment [by the subsidiary company board] of different external auditors to the University Group.	Financial Regulation G2.4	Deputy Chief Executive and Chief Finance Officer
93	Acting as a trustee for any property, legacy, endowment, bequest or gift in support of the welfare of the University	Financial Regulation B1.5 (f)	(not delegated)
94	Approving investment, borrowing, and the acquiring, owning, maintaining and disposing of real estate and other property on behalf of the University  (Approving disposal of land and buildings).	Article 4 of the Charter  (Financial Regulation F5.1)	(not delegated)
95	Approving changes to the approved overall budget	Financial Regulation C5.8	(not delegated)
96	Approving capital projects in excess of £5m	Delegated Financial Authority Policy	(not delegated)
97	Approving capital projects in excess of £1m / less than £5m  (recommending on capital projects in excess of £5m)	Delegated Financial Authority Policy	University Leadership Team
98	Appointment of the institution's bankers and other professional service advisors (such as investment managers)	Financial Regulation c9.4	(not delegated)
99	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



100	In the event that the University is no longer a going concern, the delegated authority moves to the management board in place to manage the University through that process.	Financial Regulation C1.5	Management Board
101	Approving an annual statement 'use of resources' (including VFM)	Financial Regulation B6.2	Audit and Risk Committee
102	Authorising the write off of material debts i.e. above £250,000	Financial Regulation D4.3	(not delegated)
103	Approving the financial systems operating within schools and directorates including the form in which accounts and financial records are kept.	Financial Regulation B7.7; B7.9	Deputy Chief Executive and Chief Finance Officer / Director of Finance
104	Approving levels of charges for non-regulated academic fees.	Financial Regulation D1.2	University Leadership Team
105	Subject to any constraints imposed by the funding body, determining the level of grant to be paid annually to the Students' Union by approving the overall University annual budget.	Financial Regulation G4.3	(not delegated)
	<b>Governance and Control: People</b>	<b>Primary source:</b>	<b>Delegated to:</b>
106	Approving salary scales for staff.	Financial Regulation E4.1	Remuneration committee / Finance and Resources Committee
107	Ensuring appropriate pension arrangements for employees	Financial Regulation E5.1	(not delegated)

108	Approving promotion of academic staff to professorial or readership roles	Terms of Reference	Professorial Promotions Panel
109	<p>Overseeing and ensuring the appropriate implementation of the University's guidance on settlement agreements including settlement payments and the augmentation of pension benefits</p> <p>(Approving Senior Officer settlement or severance payments)</p> <p>(Approving senior staff settlement or severance payments)</p> <p>(Approving all other staff settlement or severance payments)</p>	<p>Terms of Reference</p> <p>(Financial Regulation E6.1)</p>	<p>Remuneration Committee</p> <p>Remuneration Committee</p> <p>Deputy Chief Executive and Chief Finance Officer / the Chief People Officer</p> <p>Director of Finance and Associate Director HR Operations</p>
110	Confirming the process of search, consultation and selection of [senior] officer holders	Ordinance13.2	Vice-Chancellor
111	<p>Determining the remuneration and reward of the University Leadership Team</p> <p>(considering non-consolidated, non-pensionable awards in recognition of exceptional and outstanding achievement which has enhanced the reputation and standing of the University)</p>	<p>Terms of Reference</p> <p>(Remuneration Committee Policy)</p>	Remuneration Committee
112	Approving Remuneration Committee Remuneration Policy	Terms of Reference	Remuneration Committee

113	Sitting on the selection panel* for all posts for which Remuneration Committee is responsible for determination of salary (i.e., the University Leadership Team)  *at least one independent member of the Council	Ordinance13.3	(not delegated)
114	Determining whether the nationally agreed annual pay settlement will apply to members of the University Leadership Team	Terms of Reference	Remuneration Committee
115	Deciding on reward for exceptional contribution for all staff except those whom Remuneration Committee retains direct responsibility (i.e., senior staff above point 51 of the JNCHES pay spine)	Remuneration Committee Terms of Reference	Vice-Chancellor
116	Determining the process for search and selection of the University Secretary (see also Ordinance 12.3 in the appointment to a dual role)	Ordinance12.1	(not delegated)
117	Determining the functions and duties to be performed by the University Secretary	Ordinance12.1	(not delegated)
118	Approving protocols for the removal of the University Secretary from office	Ordinance12.4	(not delegated)

**C AUTHORITIES DELEGATED BY ROLE (SEE ALSO DELEGATED FINANCIAL AUTHORITY POLICY)**

	<b>Chair of Council</b>	<b>Primary source:</b>
119	Developing a succession plan for the role	Ordinance 9.1.3 (c)
	<b>Vice-Chancellor (see also the description in the Code of Conduct for Council Member and Senior Officers).</b>	<b>Primary source:</b>
120	<p>Being the chief executive officer of the University and having a general responsibility to the Council for maintaining and promoting efficiency and good order of the University.</p> <p>(Abridged from the original version of the Charter:</p> <ul style="list-style-type: none"> <li>• devising, implementing and reviewing strategic, financial and operational plans;</li> <li>• devising, implementing and reviewing the annual budget and five-year financial plan and business plans, allocating resources and managing risk</li> <li>• developing, implementing, and reviewing high-level policy and procedures against defined outcomes;</li> <li>• overseeing the operational management of the University;</li> <li>• setting standards and indicators for, monitoring and reviewing, university outputs and performance;</li> <li>• assuring the University's compliance with law, regulation, policy and obligations).</li> </ul>	Article 7 of the Charter
121	Personal responsibility to the Council, as the accountable officer designated by the Council under the terms of the University's registration with the OfS and for ensuring compliance with the conditions of registration and for providing OfS with clear assurances to this effect.	Section 5.8, Code of Conduct for Council Members and Senior Officers
	<b>Deputy Vice-Chancellor &amp; Provost</b>	<b>Primary source:</b>
122	Chair of the Academic Promotions Panel	Academic Promotions Panel Terms of Reference

	<b>Deputy Chief Executive and Chief Finance Officer (see also Financial Regulation B7.3 for a list of general responsibilities reporting to the Vice-Chancellor).</b>	<b>Primary source:</b>
123	Responsibility for preparing annually a rolling five-year financial plan for approval by the University Council and for preparing financial forecasts for submission to the Office for Students	Financial Regulation C1.1
124	Responsibility for supplying a quarterly finance report to the Finance and Resources Committee and then University Council, which has overall responsibility for the University's finances	Financial Regulation C5.7
125	Making executive decisions concerning borrowing, investment or financing (within policy parameters) with an appropriate reporting system to the University Leadership Team and Council. All borrowing shall be undertaken in the name of the University and be within the powers prescribed in the University's Charter.	Financial Regulation C9.1
126	Recommending on the appointment of the institution's bankers and other professional financial advisers (such as investment managers).	Financial Regulation C9.4
127	Opening or closing a bank account dealing with the University's funds.	Financial Regulation C9.6
128	<p>Responsibility for ensuring procedures are in place for examination and approval of every formal application for funding as outlined in the scheme of 'Delegated Financial Authority' and with the PVC for Research and Knowledge Exchange ensuring that there is adequate provision of resources to meet all commitments.</p> <p>Ensuring that the full cost of research contracts is established, and that the research agreement is in line with the University's policy about indirect costs and other expenses and taking account of different procedures for the pricing of research projects depending on the nature of the funding.</p>	Financial Regulation D8.7
129	Approving any contract which requires match funding in excess of £25,000 (cash or non-cash match).	Financial Regulation D9.1
130	Responsibility for maintaining financial records in respect of gifts, benefactions and donations made to the institution and initiating claims for recovery of tax where appropriate.	Financial Regulation D18.1

131	Prescribing the form budget holders are responsible for maintaining inventories for all plant, equipment, furniture and stores in their departments with a cost more than £1,000.	Financial Regulation F2.4
132	Responsibility for the University's insurance arrangements, including the provision of advice on the types of cover available.	Financial Regulation G1.1
133	Approving requests to provide indemnities, for whatever purpose.	Financial Regulation G6.1
	<b>Director of Finance</b>	<b>Primary source:</b>
134	Responsibility for day-to-day liaison with external auditors.	Financial Regulation B7.5
135	Responsibility for maintaining a comprehensive list of all instances of gifts and/or hospitality.	Financial Regulation B11.5
136	During the year, responsibility for submitting revised forecasts to the University Leadership Team for consideration before submission to the Council for approval.  Responsibility for supplying monthly reports on the University's finances to the University Leadership Team.	Financial Regulation C1.4  Financial Regulation C5.6
137	Approving virements of budgets, forecasts and actuals that involve a transfer to pay from non-pay allocations and vice versa.	Financial Regulation C5.2
138	With the Head of Financial Accounting, responsibility for the retention of financial documents.	Financial Regulation C 7.1
139	Responsibility for advising budget holders, in the light of guidance issued by the appropriate bodies and relevant legislation, on all taxation issues (except for employee's PAYE and national insurance). Therefore, the Director of Finance will issue instructions to budget holders on compliance with statutory requirements including those concerning VAT, corporation tax and import duty.	Financial Regulation C 8; C8.3

140	Responsibility for maintaining all records in relation to taxation, making all payments, receiving appropriate credits and ensuring all returns are made to the relevant authorities in a timely manner, including returns in respect of PAYE, National Insurance, Corporation Tax, Income Tax and VAT.	Financial Regulation C8.2
141	Responsibility for liaising with the University's bankers in relation to all matters concerning its bank accounts or borrowings.	Financial Regulation C9.5
142	Responsibility for ensuring that appropriate procedures are in operation to enable the University to receive all income to which it is entitled. All receipt forms, invoices or other official documents in use and electronic collection systems must have the prior approval of the Director of Finance.	Financial Regulation D1.1
143	Responsibility for: <ul style="list-style-type: none"> <li>• the prompt collection, security and banking of all income received.</li> <li>• ensuring that all grants notified by the funding body and other bodies are received and appropriately recorded in the University's accounts.</li> <li>• ensuring that all claims for funds, including research grants and contracts, are made by the due date.</li> </ul>	Financial Regulation D1.4
144	Ensuring that: <ul style="list-style-type: none"> <li>• Debtors' invoices are raised promptly on official invoices, in respect of all income due to the University.</li> <li>• invoices are prepared with care, recorded in the finance system, show the correct amount due and are credited to the appropriate income account.</li> <li>• any credits granted are valid, properly authorised and completely recorded.</li> <li>• VAT is correctly charged where appropriate and accounted for.</li> <li>• monies received are posted to the correct debtors account.</li> <li>• swift and effective action is taken in collecting overdue debts, in accordance with the protocols noted in the financial procedures.</li> <li>• outstanding debts are monitored, and reports prepared for management</li> </ul>	Financial Regulation D4.1
145	Implementing credit arrangements and indicating the periods in which different types of invoice must be paid.	Financial Regulation D4.2
146	Authorising write off any debt incurred in the ordinary course of business, except for those having a material impact on the University's position. (The write off of material debts i.e. above £250,000 will be referred to Council through Finance and Resources Committee).	Financial Regulation D4.3

147	Approving the procedures for collecting tuition fees.	Financial Regulation D5.1
148	Setting out procedures for any student who has not paid an account for any other item	Financial Regulation D5.3
149	Specifying how staff undertaking research activity will maintain the records to enable compilation of returns to the funding body.	Financial Regulation D10.1
150	Responsibility for ensuring that procedures are in place so that the University remains eligible for funding. [education and skills funding agency].	Financial Regulation D14.1
151	Agreeing procedures such that central control shall be exercised over the creation of requisitioners, buyers and authorisers and their respective financial limits for electronic systems.	Financial Regulation E3.3
152	Approving stock-taking procedures for budget holders whose stocks require valuation in the balance sheet.	Financial Regulation E3.3
153	Approving [exceptional] deviation from the University's procurement threshold table through application of the Head of Procurement. This does not include orders that are above the UK Procurement regulations threshold.	Financial Regulation E10.3
154	Specifying the form for making all payments [of invoices].	Financial Regulation E14.1
155	Responsibility for deciding the most appropriate method of payment for categories of invoice (normally BACS)	Financial Regulation E14.2
156	Approving the form for all claims for payment of subsistence allowances, travel and incidental expenses.	Financial Regulation E15.2
157	Authorising payments for maintenance and other items to students on behalf of sponsoring organisations	Financial Regulation E17.1



	<b>Head of Financial Accounting</b>	<b>Primary source:</b>
158	Responsibility for drawing up a timetable for final accounts purposes and advising staff and the external auditors accordingly	Financial Regulation C6.5
159	With the Director of Finance, responsibility for the retention of financial documents.	Financial Regulation C7.1
160	Responsibility for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated as appropriate.	Financial Regulation C9.8
161	Directing the Universities Accounting Standards	Financial Regulation F3.1
	<b>Head of Accounts Payable</b>	<b>Primary source:</b>
162	Responsibility for making payments to suppliers of goods and services to the University.	Financial Regulation E1.1
	<b>Finance Systems Manager</b>	<b>Primary source:</b>
163	Responsibility for maintaining the Financial Information System (UBW)	Financial Regulation E3.2
	<b>Head of Philanthropy, Alumni, and Supporter Engagement</b>	<b>Primary source:</b>
164	Responsibility for maintaining a record of the requirements for each endowment fund and specific donation.	Financial Regulation D18.4

	Head of Procurement	Primary source:
166	<p>Responsibility for:</p> <ul style="list-style-type: none"> <li>• ensuring that the University's purchasing policy is known and observed by all involved in purchasing for the institution</li> <li>• advising on matters of University purchasing policy and practice.</li> <li>• advising and assisting schools and support services where required on specific departmental purchases.</li> <li>• developing appropriate standing supply arrangements on behalf of the University to assist budget holders in meeting their value for money obligations.</li> <li>• vetting all orders above the limit set in the financial management system before they leave the University.</li> <li>• drafting and negotiation, by agreement and in collaboration with the responsible School or other budget unit, of selected high-value purchase contracts (in excess of £50,000) undertaken by the University.</li> <li>• ensuring that the University complies with EU regulations and UK legislation on procurement and related matters.</li> <li>• approving suppliers for which it is not appropriate to raise a purchase order e.g. Utilities Suppliers.</li> </ul>	Financial Regulation E7.2
166	Responsibility for ensuring that all purchase orders refer to the University's conditions of contract or approved alternative conditions.	Financial Regulation E8.4
167	Responsibility for the operation and control of the University's purchasing cards.	Financial Regulation E9.1
168	Responsibility for ensuring compliance with the terms of issue of institution credit cards, including their usage for authorised and approved expenditure and withdrawal of them if there is a breach of their terms of issue.	Financial Regulation E9.2
169	Responsibility for ensuring the University complies with its legal obligations concerning UK procurement legislation	Financial Regulation E12.1
170	Responsibility for effecting insurance cover. The Head of Procurement will keep a register of all insurances effected by the University and the property and risks covered. They are therefore responsible albeit through delegation for obtaining quotes, negotiating claims and maintaining the necessary records. He/she will also deal with the University's insurers and advisers about specific insurance problems	Financial Regulation E1.2

	<b>Head of Income and Treasury</b>	<b>Primary source:</b>
171	Making available such imprest floats as he or she considers necessary for the disbursements of petty cash expenses	Financial Regulation E16.2
172	Prescribing the form for petty cash records.	Financial Regulation E16.5
	<b>Pro Vice-Chancellor (all)</b>	<b>Primary source:</b>
173	Strategic responsibility for their portfolios. Where they have direct management of departments, they are responsible to the Vice-Chancellor for financial management and budgetary control for the areas or activities they control (devolved accounting responsibility).	Financial Regulation B7.6
	<b>Pro Vice-Chancellor for Research and Knowledge Exchange</b>	<b>Primary source:</b>
174	Ensuring with the Deputy Chief Executive and Chief Finance Officer that there is adequate provision of resources to meet all research application commitments.	Financial Regulation D8.7
175	Responsibility for ensuring that procedures are in place to ensure compliance with the National Security and Investments Act 2021, including submission of relevant reports to Government in respect of transfer of qualifying assets, and submission of relevant reports to Department of Business, Energy, and Strategy in respect of acquisition of qualifying assets.	Financial Regulation D8.9; E20.1
176	If the University sub-contracts such work [matched funded] to external providers, ensuring that: <ul style="list-style-type: none"> <li>• only this role and the PVC Partnerships and Global Engagement collectively can give that approval.</li> <li>• a written contract that allows for full audit access to detailed records is required.</li> <li>• appropriate monitoring procedures are in place to ensure that the outputs are achieved, and the provision is of suitable quality.</li> <li>• payments are only made against detailed invoices.</li> </ul>	Financial Regulation D13.3
177	Responsibility for establishing procedures to manage any intellectual property accruing to the University	Financial Regulation D17.2

	<b>Pro Vice-Chancellor for Partnerships and Global Engagement</b>	<b>Primary source:</b>
178	<p>If the University sub-contracts such work [matched funded] to external providers, ensuring that:</p> <ul style="list-style-type: none"> <li>• only this role and the PVC Research and Knowledge Exchange collectively can give that approval.</li> <li>• a written contract that allows for full audit access to detailed records is required.</li> <li>• appropriate monitoring procedures are in place to ensure that the outputs are achieved, and the provision is of suitable quality.</li> <li>• payments are only made against detailed invoices.</li> </ul>	Financial Regulation D13.3
	<b>Pro Vice-Chancellor &amp; Dean of School (all)</b>	<b>Primary source:</b>
179	Responsibility for financial management and budgetary control for the areas or activities they control (devolved accounting responsibility).	Financial Regulation B7.7
180	Responsibility for establishing and maintaining clear lines of responsibility within their School for all financial matters. Where resources are devolved within a school to other budget holders, they are accountable to their PVC Deans of Schools for their own budget.	Financial Regulation B7.10
181	Where approaches are to be made to outside bodies for support for research projects or where contracts are to be undertaken on behalf of such bodies, responsibility to ensure that the financial implications have been appraised by the Deputy Chief Executive and Chief Finance Officer in accordance with Delegated Authority limits. This will include obtaining and agreeing a set of terms and conditions from each organisation providing funding to enable appropriate monitoring of compliance.	Financial Regulation D8.4
182	Agreeing all income generating activities [enterprise] which use University facilities and/or refer to the University in their marketing materials.	Financial Regulation D11.1
183	If it is intended that an activity be is to be launched as a loss leader, agreeing this along with the Assistant Director of Finance – Academic and Commercial.	Financial Regulation D11.2
184	<p>Authorising running of continuing professional development (CPD) training, short courses, and conferences, symposia and workshops*</p> <p>*the latter as part of the School's strategy</p>	Financial Regulation D11.2

185	Responsibility for ensuring that their members of staff comply with UK regulations by notifying Procurement Services of any purchase that is likely to exceed the thresholds. Enough time is required to permit the application of the UK tender procedures as per the Procurement Act 2023.	Financial Regulation E12.3
186	Ensuring appropriate policies are in place to record all assets taken off the University Campus including the subsequent return of assets.	Financial Regulation F2.7
187	Ensuring that any agreements negotiated within their areas with external bodies cover any legal liabilities to which the University may be exposed.	Financial Regulation G1.3
	<b>Director of Professional Services (all)</b>	<b>Primary source:</b>
188	Responsible for financial management and budgetary control for the areas or activities they control (devolved accounting responsibility)	Financial Regulation B7.9
189	Responsibility for establishing and maintaining clear lines of responsibility within their Professional Service for all financial matters. Where resources are devolved within a Professional Service to other budget holders, they are accountable to their Director of Professional Services for their own budget.	Financial Regulation B7.10
190	Responsibility for ensuring that their members of staff comply with UK regulations by notifying Procurement Services of any purchase that is likely to exceed the thresholds. Enough time is required to permit the application of the UK tender procedures as per the Procurement Act 2023.	Financial Regulation E12.3
191	Ensuring appropriate policies are in place to record all assets taken off the University Campus including the subsequent return of assets.	Financial Regulation F2.7
	<b>Director of Student Experience and Support</b>	<b>Primary source:</b>
192	[student emergency / hardship support] Responsibility for ensuring the adequacy of the systems in place for: <ul style="list-style-type: none"> <li>• making payments in accordance with the policy.</li> <li>• approving loans in accordance with the scheme.</li> <li>• paying loans that have been approved.</li> <li>• recovering loans that have been paid.</li> </ul>	Financial Regulation D7.2

	<b>Chief People Officer</b>	<b>Primary source:</b>
193	Responsibility for the development and implementation of policy, procedures and strategic planning for University requirements that cover Human Resources.	Financial Regulation A7.8
194	Reviewing the reward and recognition package for all staff in relation to the marketplace and sector. Recommending changes to the benefits framework [through University Leadership Team] to the Remuneration Committee and Finance and Resources Committee as appropriate.	Financial Regulation E4.2
195	Prescribing or approving the form of all timesheets and other pay documents, including those relating to fees payable to external examiners, occasional lecturers or researchers.	Financial Regulation E4.5
196	Responsibility for ensuring that the following activities are undertaken effectively, efficiently and in accordance with statutory requirements: <ul style="list-style-type: none"> <li>• appointments, resignations, dismissals, secondments and transfers;</li> <li>• recording absences from duty for sickness or other reason, apart from approved leave;</li> <li>• changes in remuneration.</li> </ul>	Financial Regulation E4.6
	<b>Head of Pay and Pensions</b>	<b>Primary source:</b>
197	Responsibility for all payments of salaries and all other payments arising from employment, including individuals engaged under a claims basis	Financial Regulation E4.4
198	Responsibility for day-to-day pension matters, including: <ul style="list-style-type: none"> <li>• administering eligibility to pension arrangements.</li> <li>• arranging when deductions should begin or cease for staff.</li> <li>• paying contributions to various authorised pension schemes.</li> <li>• preparing the annual return to various pension schemes.</li> <li>• liaison with the pension fund administrators.</li> </ul>	Financial Regulation E5.2
	<b>Chief Infrastructure Officer</b>	<b>Primary source:</b>
199	Responsibility for the development and implementation of policy, procedures and strategic planning for University requirements that cover estates and information technology.	Financial Regulation A 7.8

	<b>Director of Estates</b>	<b>Primary source:</b>
200	Responsibility for maintaining the University's register of land, buildings, fixed plant and machinery.	Financial Regulation F1.2
201	Responsibility for keeping suitable records of plant which is subject to inspection by an insurance company and for ensuring that inspection is carried out in the periods prescribed.	Financial Regulation G1.5
	<b>Chief Strategy and Data Officer</b>	<b>Primary source:</b>
202	Supported by the Deputy Chief Executive and Chief Finance Officer, ensuring that: <ul style="list-style-type: none"> <li>- appropriate policies and procedures are in place to secure the quality of financial data recorded and used for reporting;</li> <li>- there are systems and processes in place which secure the quality of data as part of the normal business activity of the University; and</li> <li>- there are arrangements to ensure that staff have the knowledge and competence for their roles in relation to financial data quality.</li> </ul>	Financial Regulation B5.2
	<b>Chief Academic Services Officer &amp; University Secretary (specifically in their role as University Secretary – see also the role descriptor for University Secretary appended to the Code of Conduct for Council Member and Senior Officers).</b>	<b>Primary source:</b>
203	Ensuring that timely and accurate information on the University's affairs (especially financial affairs) is placed before Council and its committees.	Financial Regulation B7.2
204	In conjunction with the Chief Strategy and Data Officer and Director of Finance, responsibility for ensuring appropriate internal audit provision and the day to day liaison with internal auditors to ensure efficient and appropriate University processes with suitable internal controls.	Financial Regulation B7.4
205	Responsibility for submitting a report to each meeting of Council detailing the use of the University's seal since the last meeting.	Financial Regulation G5.2
206	Responsibility to alert the Council if any proposed action would exceed the Council's powers or be contrary to legislation, to regulation, or to the Office for Students' Terms and Conditions of Funding for Higher Education Institutions or expose the University to any significant risk.	Section 9, Code of Conduct for Council Member and Senior Officers

207	Responsibility for providing legal advice to, or obtaining it for, the Council and advising it on all matters of procedure.	Section 9, Code of Conduct for Council Member and Senior Officers
208	Advising the Chair of Council in respect to any matters where conflict, potential or real, may occur between the Council and the Vice-Chancellor.	Section 9, Code of Conduct for Council Member and Senior Officers
209	Ensuring the efficient management of Council business and that procedures are followed and applicable rules and regulations are complied with.	Annex A, Section 4, Code of Conduct for Council Member and Senior Officers