



University of
Salford
MANCHESTER

Scheme of Delegation

As at November 2024

Issued by the University Secretary's Office

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 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;

Memorandum and Articles of Association, University of Salford Students' Union; approved by resolution of the Council, 3 May 2019

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

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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 [their] 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>	Statute 5.2.2
	<ul style="list-style-type: none"> • Strategy • Risk Management Policy/ approach to risk • Health and Safety Policy • Equality and diversity policies, e.g., the Dignity atWork and Study Policy • Ethics Framework • Policy relating to staff, e.g., Pay, Reward, Redundancy, Settlement 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). • 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 <ul style="list-style-type: none"> • Regulations – ordinances, and financial. <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 Equity, Diversity and Inclusivity Report; • adopting a Student Protection Plan; • adopting an Access and Participation Plan; • adopting an annual financial report (integrated report); • adopting a Code of Practice for Freedom of Speech. 	

2.0 DELEGATED 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, 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)
2.1.3	Making recommendation for the appointment of Chair, Deputy Chair(s), independent and internal members of the Council	Ordinance 8.3 Ordinance 8.6 Ordinance 8.7	Governance, Nominations & 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 / 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 the role	Ordinance 9.1.3 (c)	Chair of the Council
2.1.9	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	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 their 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 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).</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	Undertaking a process of review for the removal of the Chancellor, Pro-Chancellor(s) or 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
2.1.21	Considering report of committee non-attendance and making a recommendation to Council	Standing Order 7.3	Governance Nominations and Ethics Committee
2.1.22	Authorising any benefit conferred on any Council member(s)	Ordinance 17.1	(not delegated)
2.1.23	Making recommendation to the office of the Chancellor	Ordinance 5.8	Governance Nominations and Ethics Committee
2.1.24	Appointing and removing the Chancellor (and determining the terms of appointment)	Statute 3 & Statute 5.2.6 (Ordinance 5.2)	(not delegated)

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.25	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)
2.1.26	Conferring the title of Pro-Chancellor	Ordinance 6.2	(not delegated)
2.1.27	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
2.1.28	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)
2.1.29	Conferring the title of Professor Emeritus, and approving processes and procedures for the consideration of persons for this title	Ordinance 7.1	The Senate
2.1.30	Determining the process of search, consultation and selection for the appointment of the Vice-Chancellor	Ordinance 11.2	(not delegated)
2.1.31	Determining the terms of appointment, functions and duties to be performed by the Vice-Chancellor	Ordinance 11.2	(not delegated)
2.1.32	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)
2.1.33	Monitoring the performance of the Vice-Chancellor	Ordinance 11.4	Remuneration Committee
2.1.34	Determining what constitutes 'good cause' to remove the Vice-Chancellor from office	Ordinance 11.5	(not delegated)
2.1.35	Upholding (or not) any complaint made against the Vice-Chancellor such that the Vice-Chancellor be removed	Ordinance 11.11	(not delegated)

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.36	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)
2.1.37	Approving the Financial Regulations	Financial Regulation 2.1	(not delegated)
2.1.38	Authorising such minor amendments as are necessary to ensure the Financial Regulations are responsive to operational requirements	Financial Regulation 2.5	Deputy Chief Executive and Chief Finance Officer
2.1.39	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 G 5.1	Deputy Chief Executive and Chief Finance Officer / Chief Academic Services Officer & University Secretary.
2.1.40	Approving the constitution of the Students' Union	Article 11 of the Charter, Statute 11, & Ordinance 16.3	(not delegated)
2.1.41	Approving [annually] the University's Modern Slavery Act 2015 Statement	Terms of Reference	Chair, Governance, Nominations and Ethics Committee

2.1	Governance and Control contd.	Source:	Delegated to:
2.1.42	Ensuring the University's due regard for the Prevent Duty	Terms of Reference	Governance, Nominations and Ethics Committee
2.1.43	Approving the Regulations for Honorary Awards	Ordinance 4	(not delegated – joint with Senate)
2.1.44	Approving* candidates nominated for honorary awards, and deciding upon* the rescinding of awards previously bestowed. (*under the Regulations for the Honorary Awards)	Ordinance 4.5.1 & Ordinance 4.5.2	Honorary Awards Committee
2.1.45	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)
2.1.46	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)
2.1.47	Conferring degrees and other academic awards of the University	Article 6 of the Charter	Chancellor
2.1.48	Shall in the absence of the Chancellor confer degrees and other academic awards	Article 7 of the Charter	Vice-Chancellor
2.1.49	Chair of the Senate [academic governance]	Article 7 of the Charter	Vice-Chancellor

2.1	Governance and Control cont.	Source:	Delegated to:
2.1.50	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)
2.1.51	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)
2.1.52	Approving policy changes that do not impact strategy or financial viability, for example expenses policy	Financial Regulation B 3.5	Finance and Resources Committee
2.2	Finance	Source:	Delegated to:
2.2.1	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
2.2.2	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 B 1.5 c)	(not delegated)
2.2.3	Creation of any new legal entity or an acquisition of equity holding in an existing legal entity	Financial Regulation C 4.1	(not delegated)
2.2.4	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 B 1.5 e)	(not delegated)
2.2.5	Acting as a trustee for any property, legacy, endowment, bequest or gift in support of the welfare of the University	Financial Regulation B 1.5 f)	(not delegated)
2.2.6	Approving investment, borrowing, and the 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	Finance cont.	Source:	Delegated to:
2.2.7	Approving changes to the approved overall budget	Financial Regulation C 5.8	(not delegated)
2.2.8	Approving capital projects in excess of £5m	Delegated Financial Authority Policy	(not delegated)
2.2.9	Appointment of the institution's bankers and other professional service advisors (such as investment managers)	Financial Regulation c9.4	(not delegated)
2.2.10	Ensuring appropriate pension arrangements for employees	Financial Regulation E 5.1	(not delegated)
2.2.11	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
2.2.12	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 C 1.5	Management Board
2.2.13	Approving an annual statement 'use of resources' (including VFM)	Financial Regulation B 6.2	Audit and Risk Committee
2.2.14	Authorising the write off of material debts i.e. above £250,000	Financial Regulation D 4.3	(not delegated)
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	Human resources cont.	Source:	Delegated to:
2.3.2	Confirming the process of search, consultation and selection of others officer holders	Ordinance 13.2	Vice-Chancellor
2.3.3	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	Ordinance 13.3	(not delegated)
2.3.4	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
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 (see also Ordinance 12.3 in the appointment to a dual role)	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 University Leadership Team	Terms of Reference	Remuneration Committee
2.3.10	Determining whether the nationally agreed annual pay settlement will apply to members of the University Leadership 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., senior staff above point 51 of the JNCHES pay spine)	Terms of Reference (Rem.Co.)	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	Chief People Officer
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	Human resources contd.	Source:	Delegated to:
2.3.14	Approving promotion of academic staff to professorial or readership roles	Terms of Reference	Professorial Promotions Panel
2.4	Academic and student matters:	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.	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 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 (abridged from original version)	Vice-Chancellor