

**University of Manchester**  
**Scheme of Delegation and Key Decision-Making**

## **1. Introduction**

1.1 The purpose of this document is to identify the responsibilities and delegated authorities for making key decisions in the name of, or on behalf of, the University of Manchester. Particular emphasis is given to those decisions taken by, or delegated from, the Board of Governors, but detail of the responsibilities for other key decisions, in accordance with University Statutes, Ordinances, Regulations and published policy, is also provided, with cross-reference to other relevant documentation where appropriate. Although such a scheme cannot be exhaustive, the intention is to provide clarity on the decision-making process and final authorities in relation to key strategic and policy matters whilst also providing a frame of reference to inform decision-making in other areas.

### **1.2 University Governance Bodies: Delegation of Authority**

The Board of Governors is established under Article V of the Charter, and is the governing body of the University. Senate, is – subject to the authority of the Board – the principal academic authority of the University, and is responsible for the promotion of research and for the regulation and superintendence of the education and discipline of the students of the University.

As a consultative body, enabling dialogue between the University and the wider community, the General Assembly is able to present the University and its achievements to the wider community and receive views thereupon from that community.

**Charter, Article IV, paragraph m)** allows the delegation of power by the Board of Governors and the Senate

**Statute VIII, paragraph, 3, 4 and 5** further codify delegation of authority:

*3: Subject to paragraph 4 below, the Board and Senate may delegate any of their powers, functions and duties to any person, committee or body.*

*4: The Board shall not delegate responsibility for:*

- a) appointing the President and Vice-Chancellor or Registrar, Secretary and Chief Operating Officer;*
- b) the approval of the University's strategic plan;*
- c) making, amending or revoking any of the Ordinances or Regulations;*
- d) the approval of the University's financial forecasts and annual budget;*
- e) the institution of procedures for dismissal by means of redundancy as prescribed by Statute XIII 6 (b).*

*5. The Board or Senate may revoke or alter a delegation at any time.*

NB The above Statute sets out reserved matters the Board shall not delegate: in practice, other matters strategically significant matters (and any matters above the financial threshold outlined in Appendix A are referred to the Board for decision.

1.3 The documentation available on the following webpages may also be helpful when seeking further information on, and clarification of, the key responsibilities of Board of Governors, its committees, and Senate:

- [The University's committee structure](#), and in particular, the current terms of reference for Board of Governors' committees, Senate, Planning and Resources Committee (the University's principal management committee) and its sub-committees
- The University's [Charter, Statutes, Ordinances and Regulations](#)

1.4 Any queries regarding this document should be referred to the Deputy Secretary, Mark Rollinson via [DeputySecretary@manchester.ac.uk](mailto:DeputySecretary@manchester.ac.uk).

## **2. Delegation of Authority: Constitutional Background**

2.1 The University of Manchester is an independent corporation which came into existence on 1 October 2004. It was established by Royal Charter on the dissolution of the Victoria University of Manchester and the University of Manchester Institute of Science and Technology (UMIST), both of whose rights, properties, assets and obligations were transferred to the institution by means of the University of Manchester Act (2004). It is an exempt charity (exemption number: XR82062) responsible to the Office for Students, which is charged, as the principal regulator of the sector, with monitoring its compliance with charity law obligations.

2.2 The objects of the University, as set out in the Royal Charter awarded in 2004, are "to advance education, knowledge and wisdom by research, scholarship, learning and teaching, for the benefit of individuals and society at large"

2.3 The powers of the University are detailed in Article IV of the University Charter.

*Subject to the provisions of this Charter, and in the furtherance of its Objects, the University shall have all the powers of a natural person and without further restriction, but which shall include the power:*

- a) To award and confer degrees, diplomas, certificates and other distinctions in its own name and jointly with other institutions of higher education which have the power to award such qualifications.*
- b) To organise, regulate and provide in a manner set out from time to time in the Statutes and Ordinances education in such academic disciplines as it may think fit, whether for Members of the University or for others, and to make provision for research to be undertaken and for the preservation, advancement and dissemination of knowledge in such manner as it may determine.*

- c) To institute such offices as the purposes of the University may require, appoint persons to and remove them from such offices, and prescribe their conditions of service.*
- d) To prescribe the conditions under which persons may be admitted as students of the University or to any particular programme of study provided by the University.*
- e) To institute, endow and award fellowships, scholarships, studentships, bursaries, prizes and other grants for the encouragement of research, scholarship, learning and teaching.*
- f) To make provision for research, advisory and consultancy services and for these purposes enter into such arrangements as the University may think fit (including arrangements for the grant of powers of attorney and the formation, supervision, management and control of limited companies and for the University to hold shares in such companies and to participate in their affairs and activities) either alone or with other persons or bodies.*
- g) To revoke any degree, diploma, certificate or other distinction awarded or conferred by the University and all privileges connected therewith if it appears to the University that the degree, diploma, certificate or other distinction has been obtained by or as a result of such fraud or mistake or in such other circumstances as the University shall deem to be good cause for revocation.*
- h) To demand and receive fees, to seek and accept donations and legacies, to lend or borrow monies on the security of a mortgage or charge on all or any of the properties of the University or without such security, and to raise funds for the purposes of the University in such other ways as may be deemed expedient.*
- i) To act as trustees of any property, legacy, endowment, bequest or gift for purposes of research, scholarship, learning and teaching whether in the University or elsewhere, or otherwise in furtherance of the work and welfare of the University.*
- j) To invest any monies, including any unapplied income, whether belonging to the University or representing any property, legacy, endowment, bequest or gift for which the University may act as trustee under such conditions as shall be prescribed from time to time by Ordinance.*
- k) To enter into all types of contracts and agreements with external partner organisations for the provision of collaborative educational services consistent with the Objects of the University.*
- l) To enter into any agreement for the incorporation within the University of any other institution and for taking over its rights, property and liabilities.*
- m) To allow the delegation of powers by the Board of Governors and the Senate provided for in Article V, in such manner as shall be provided for in the Statutes.*
- n) Generally to do all other lawful acts whatsoever that may be necessary for and conducive or incidental to the attainment of the Objects of the University.*

### 3. Key Principles

- 3.1 The Scheme of delegation has been prepared with reference to the University's governing instruments (the Charter, Statutes, Ordinances and Regulations), which constitute the overriding authority should any future contradiction between the scheme and the governing instruments arise.
- 3.2 Where the Board or any other primary authority has chosen to delegate the approval and execution of a decision or process, they must retain the ultimate accountability and corporate responsibility for that decision or process.
- 3.3 The Board will review the Scheme of Delegation on an annual basis.
- 3.4 It is expected that the final and delegated authorities specified in the Scheme exercise appropriate judgement in the implementation of decision-making processes. In instances which necessitate further guidance, the Registrar, Secretary and Chief Operating Officer, as University Secretary, shall provide definitive advice on the interpretation of the Scheme.
- 3.5 Unless otherwise stated, or defined in the University's governing instruments, it should be assumed that Board reserves the right of authorisation in areas where it has ultimate authority.
- 3.6 Senate is the senior academic governance body at the University. It has delegated authority from the Board for academic regulation and assurance. It is also responsible for matters of student discipline. .
- 3.7 The President and Vice-Chancellor is the academic leader and Principal Academic and Administrative Officer of the University and, by virtue of this appointment, has the power to make certain decisions on behalf of the University both in this role and in their capacity as the Chair of Senate. Such decisions will be reported to the Board and Senate as appropriate,
- 3.8 Where delegated power exists, it is imperative that the officer or senior manager to whom authority has been delegated ensures that appropriate frameworks and procedures are in place within their area of responsibility before delegating further. Furthermore, any further delegation of responsibility must also be subject to and informed by overarching standard University procedures for financial transactions and policy matters.
- 3.9 In the event of a major incident or crisis, it is recognised that decisions may need to be made by exception outwith normal practices. In such circumstances, the Board will delegate authority to the President and Vice-Chancellor supported by the Senior Leadership Team for urgent operational decisions. All such decisions made under delegated authority will be reported to the subsequent meeting of the Board for scrutiny.

### 4. Format of the Scheme

- 4.1 The main body of the scheme outlines decision-making authorities across the following categories:
  - (i) Governing Instruments
  - (ii) Appointments and Removal of statutory University Officers
  - (iii) Primary Responsibilities of the Board, management of the University, conduct of business and strategic direction
  - (iv) Academic Governance and management
  - (v) Legal Authority
  - (vi) Effective Governance and Internal Management and Financial Control
  - (vii) Subsidiary Undertakings and University Cultural Institutions
  - (viii) People and Organisational Development

## Delegation of Authority

|                       | Theme:<br>Power/Duty   | Constitutional Source and key<br>related documents  | Final<br>Authority | Delegated/<br>Recommending Authority  | Specific Nature and Limits and comments   |
|-----------------------|--|---|--------------------|---|---|
| Governing Instruments |  |   |                    |   |   |
| 1                     | Governing Instruments:<br><br>Amendment of Charter   | <a href="#">Charter, Article IX, 1-3</a>  | Privy Council      | The Board recommends to the Privy Council, having considered the opinion of Senate and the General Assembly on proposed amendments          | (a) 28 days notice of the Board meeting to consider amendments required.<br>(b) must be passed by not less than two-thirds of members present and voting.<br><br>In addition to Senate offering an opinion on matters within its purview, notice of proposed changes is also usually routed via Planning and Resources Committee (hereafter PRC) and Nominations Committee  |
| 2                     | Governing Instruments:<br><br>Establishment or amendment of Statutes   | <a href="#">Charter Article VIII, 1-4</a>   | Privy Council      | The Board recommends to the Privy Council, having considered the opinion of Senate and the General Assembly on proposed amendments          | (a) 21 days notice of the Board meeting to consider amendments required.<br>(b) must be passed by not less than two-thirds of members present and voting.<br><br>In addition to Senate offering an opinion on matters within its purview, notice of proposed changes is also usually routed via PRC and Nominations Committee   |
| 3                     | Governing Instruments:<br><br>Establishment or amendment of Ordinances   | <a href="#">Charter, Article VIII, 1</a><br><a href="#">Statute XXII and Statute VIII</a> | Board              | Reserved Matter- may not be delegated by the Board.<br>Senate may express an opinion if subject within its purview and Board must consider. | Must be passed by not less than two-thirds of members present and voting.<br><br>In addition to Senate offering an opinion on matters within its purview, notice of proposed changes is also usually routed via PRC and Nominations Committee   |
| 4                     | Governing Instruments:<br><br>Establishment or amendment of Regulations relating to admission, students and other academic matters                   | <a href="#">Statute XXII.4</a>  | Senate             |   | Senate may make and from time to time amend or repeal Regulations:<br>(a) governing the admission, regulation, conduct, discipline and education of students of the University, or on any other academic matter not covered by StatuteXXII,3 (see below, row 5)]<br>(b) prescribing, subject to any conditions which are for the time being binding upon the University, the conditions and manner of award of any fellowships, scholarships, prizes or other grants for the encouragement of research, scholarship, learning and teaching. |
| 5                     | Governing Instruments:<br><br>Establishment or amendment of Regulations relating to programmes of study, assessments, award of academic distinctions | <a href="#">Charter, Article VIII</a><br><a href="#">Statute XXII, 3</a>                  | Senate             | The Dean of Faculty recommends to Senate  | Senate may, after report from the Dean of the Faculty concerned, make and from time to time amend or repeal, Regulations prescribing the programmes of study, assessments and other requirements for the award of degrees, diplomas, certificates and other academic distinctions   |
| 6                     | Governing Instruments:<br><br>Establishment of amendment of other Regulations  | <a href="#">Statute XXII</a>  | Board              | Reserved Matter- may not be delegated by the Board<br>Senate may express an opinion if subject within its purview                           | The Board may make, and from time to time amend or repeal, Regulations governing any matters for which it considers Regulations ought to be made.   |
| 7                     | Governing Instruments:<br><br>Primacy of governing instruments and ensuring constitution is followed   | <a href="#">Charter, Article VII, 5</a><br><a href="#">Ordinance XXX.1x</a>               | Board              | On the advice of the Registrar, Secretary and Chief Operating Officer   | In case of conflict the provisions of the Charter shall prevail over those of the Statutes, Ordinances and Regulations, the provisions of the Statutes shall prevail over those of the Ordinances and Regulations and the provisions of the Ordinances shall prevail over those of the Regulations.   |
| 8                     | Governing Instruments:<br><br>Powers of General Assembly   | <a href="#">Statute IX.2</a>  | General Assembly   |   | General Assembly presents the University and its achievements to the wider community and in turn receives from the community.<br><br>General Assembly may discuss and declare an opinion on any matter relating to the University, on reference from the Board or otherwise, and transmit such opinion to the Board, whose duty it shall be to consider the same. Appointment of the Pro-Chancellor is through General Assembly on the recommendation of the Pro-Chancellor. (NB At the   |

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|   |   |   |   |  | discretion of the Board, the Chair of the Board may also be granted the title or Pro-Chancellor.)  |
| Appointments and Removal of statutory University Officers |   |   |   |  |  |
| 9   | Corporate Governance: Chancellor<br><br>Appointment of Chancellor                                       | <a href="#">Ordinance I.</a>  | Election, the result of which is ratified by the Board of Governors | In circumstances in which only one candidate has been validly nominated, Nominations Committee will assess the nominee's candidacy for the role of Chancellor and either, recommend the appointment to the Board or recommend that nominations should be re-opened | The electorate comprises registered members of the Alumni Association, staff and members of General Assembly and the Board of Governors.<br><br>RSCOO may choose to appoint a suitable external agent to fulfil the duties expected of the Returning Officer and to provide administrative support for the election, on the approval of the Board.   |
| 10  | Corporate Governance: Chancellor<br><br>Removal of Chancellor   | <a href="#">Ordinance I.10, 11</a>  | Board   | Recommendation from Nominations Committee  | Good cause for the removal of Chancellor shall, without prejudice to other valid reasons, be determined by the Board on recommendation of Nominations Committee following process including opportunity for the Chancellor to be heard.  |
| 11  | Corporate Governance:<br><br>Appointment of lay members of Board, Board Committees and General Assembly | <a href="#">Statutes VI, 3(b), XVIII</a><br><a href="#">Ordinance II, 5</a><br><br><a href="#">Nominations Committee Terms of Reference</a>                     | Board   | Recommendation from Nominations Committee (with one lay Board member proposed for appointment by the Alumni Association)   | Nominations Committee is responsible for appointments of lay members to the Board and of Board members to Board Committees, sub-committees and ad-hoc groups, and to General Assembly (unless determined by membership of designated body or otherwise prescribed in the General Assembly constitution).   |
| 12  | Corporate Governance:<br><br>Appointment of Officers of the Board                                       | <a href="#">Statute II.3</a>  | Board   | Recommendation from Nominations Committee  | The Chair and Deputy Chair(s), appointed collectively by the Board shall be ... officers of the Board. Other lay members can be appointed as officers "if necessary". Currently none are.  |
| 13  | Corporate Governance:<br><br>Appointment (and role) of Pro-Chancellors                                  | <a href="#">Statute II.4</a><br><a href="#">Statute IV.7</a><br><a href="#">Ordinance II, 5</a><br><br><a href="#">Nominations Committee Terms of Reference</a> | Board<br><br>General Assembly                                       | Recommendation from Nominations Committee  | The Board may, at its discretion, grant the title of Pro-Chancellor to the Chair of the Board (provided that the grant of such title does not permit the Chair to undertake any of the duties reserved for the other Pro-Chancellor who is appointed by General Assembly (see below))<br><br>During the absence or inability of the Chancellor or vacancy in the office, the functions of the office, except the conferment of degrees, shall be exercisable by a Pro-Chancellor, who shall not hold any paid appointment in the University. |
| 14  | Corporate Governance:<br><br>Appointment of Members of the General Assembly                             | <a href="#">Statute IX.1</a>  | General Assembly  | Recommendation from Nominations Committee  | The General Assembly draws membership from a broad and diverse range of external stakeholders and includes representation from students, staff, Senate and the Alumni Association of the University.   |
| 15  | Corporate Governance:<br><br>Appointment of President and Vice-Chancellor, RSCOO                        | <a href="#">Statute III, 3; Statute V, 1</a><br><a href="#">Ordinance XXX.I(i), (k)</a>   | Board   | This is a reserved power which may not be delegated by the Board.  | The interview panel will comprise a number of representatives of different interest groups, including Senate. A member of Senate will serve on the interview panel.<br><br>.   |
| 16  | Corporate Governance:<br><br>Appointment of external examiners  | <a href="#">Ordinance XXXI,1</a><br><a href="#">Regulation XII</a>  | Board   | Recommendation from Senate, nominated by the School and approved by the Dean   | External Examiners are appointed by Faculties in accordance with a University procedure overseen by the Teaching and Learning Group for UG and PGT provision and the Manchester Doctoral College Committee for PGR provision.<br><br>Records of External Examiner appointments are maintained by the Teaching and Learning Support Office (for UG and PGT provision) and via eProg for PGR provision.  |

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| 17   | Corporate Governance:<br><br>Appointment of Deans of Faculties,<br>Deputy Vice-Chancellor and other<br>Vice-Presidents  | <a href="#">Statute III.6</a><br><a href="#">Ordinance XI.3</a><br><br><a href="#">Ordinance XXX.I(i)</a>       | Board              | In consultation with Senate   | The interview panel will comprise a number of representatives of different interest groups. A member of Senate is involved in the interview process.<br><br>In practice, the interview panel makes the appointment, and reports this to the Board of Governors for endorsement. |
| 18   | Corporate Governance:<br><br>Appointment of Head of Schools   | <a href="#">Ordinance XII.5</a><br><br><a href="#">Head of School Appointment Procedure</a>                     | Board              | On the recommendation of the President and Vice Chancellor following nomination by the Dean.  | In practice, authority is delegated to the appointment panel and reported to the Board of Governors   |
| 19   | Corporate Governance:<br><br>Appointment of Vice Deans and other Faculty Academic Officers  | <a href="#">Ordinance XI.5</a>  | Board              | In consultation with the Senate and the Dean.   | In practice, authority is delegated to the appointment panel and reported to the Board of Governors   |
| 20   | Corporate Governance:<br><br>Appointment of Emeritus Professors   | <a href="#">Ordinance VI.3</a><br><br><a href="#">Guidance and criteria for the award of Emeritus Professor</a> | Board              | President and Vice Chancellor on nomination by the Head of School supported by the Vice President and Dean recommends to Senate.  | Awarded to a retiring member of the academic professoriate who has made a distinguished contribution to the life of the University in one or more of the following areas: research, teaching and learning, or social responsibility.  |
| 21   | Corporate Governance:<br><br>Honorary Appointments  | There is no specific constitutional source. Therefore vested in the Board.                                      | Board              | Head of School has delegated authority for all appointments below that of Honorary Professor; Faculty Management Team has delegated authority for Honorary Professor<br><br>A panel chaired by the Dean (FMBH) has delegated authority for Honorary Clinical Professor, Manchester Academic Health Science Centre<br><br>The RSCOO has delegated authority for PS honorary appointments   |   |
| Primary responsibilities of the Board, management of the University ,conduct of business and strategic direction |   |   |                    |   |   |
| 22   | Corporate Governance:<br><br>Primary Responsibilities of the Board as set out in Statute VI.2 include:<br><br>The primary responsibilities of the Board include responsibility for:<br>(a) keeping the strategic direction of the University under regular review;<br>(b) overseeing the academic management of the University;<br>(c) overseeing the financial management of the University including responsibility for the | <a href="#">Statute VI</a><br><a href="#">Statute VIII.3- 5</a><br><a href="#">Ordinance XXX</a>                | Board              | Other than the reserved matters set out in Statute VIII.4, the Board may delegate any of its powers, functions and duties to any person, committee or body and may revoke a delegation at any time.(further detail in lines below).<br><br>Powers reserved solely to the Board under Statute VIII.4 are:<br><br>a) appointing the President and Vice-Chancellor and Registrar, Secretary and Chief Operating Officer:<br>b) approval of the University's Strategic Plan | .   |

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|    | financial sustainability and viability of the University,<br>(d) overseeing the human resource management of the University including the employment of staff by the University.  |  |                    | c) making, amending or revoking any of the Ordinances or Regulations<br>d) approval of the University's financial forecasts and annual budget<br>e) institution of procedures for dismissal by means of redundancy as prescribed by Statute XIII 6 b). |   |
| 23 | Corporate Governance: Board<br>Primary Responsibilities: Strategy<br><br>Monitor and evaluate performance and effectiveness of University in achieving strategic objectives within operational limits (and monitor and evaluate performance and effectiveness of governing body itself) | <a href="#">Ordinance XXX, 1 c and e</a>   | Board              | Planning and Resources Committee (PRC) reports to the Board on an annual basis against plans and agrees KPIs benchmarked against other comparable institutions   | Achieved through the Annual Performance Review, and agreed quarterly Board dashboard reports<br><br>Periodic (3-4 years) external Board effectiveness reviews   |
| 24 | Corporate Governance:<br><br>Effective and efficient management of the University, conduct of its business generally and achievement of institutional objectives  | <a href="#">Statute III, 4, 6</a><br><a href="#">Ordinance XXX 1 b, j</a>                        | Board              | The President and Vice-Chancellor has delegated authority from the Board   | General accountability in relation to academic, corporate, financial, estate and human resources management. The President and Vice-Chancellor is assisted by the Senior Leadership Team in fulfilling the functions of the office.<br><br>The performance of the President and Vice-Chancellor is monitored via an annual performance review, reported to the Board of Governors.  |
| 25 | Corporate Governance:<br><br>Office for Students (conditions of regulation)   | <a href="#">Ordinance XXX.1 f</a>  | Board              | President and Vice-Chancellor as Accountable Officer on the recommendation of Planning and Resources Committee, after consultation with Senate where appropriate   | Ensure and keep under review the conditions of registration with the Office for Students. (The Deputy Secretary is the key contact for the Office for Students)   |
| 26 | Corporate Governance<br><br>Office for Students (annual assurance return)   | <a href="#">Ordinance XXX.1</a>  | Board              | Recommendation of Finance Committee  | The Board is responsible for the approval and submission of the annual assurance return to the OfS  |
| 27 | Corporate Governance:<br>Responsibility of the Board:<br><br>Good name, values and ethical governance<br><br>Establishment of Committees  | <a href="#">Ordinance VIII, Ordinance XVIII</a><br><a href="#">Ordinance XXX.1 d, j, h and g</a> | Board              | Audit and Risk Committee, Remuneration Committee, and Planning and Resources Committee (PRC)   | The University retains a Register of Interests for Board of Governors and senior staff. The Register of Interest process and related guidance is currently under review in light of legislative change (National Security and Investment Act) to ensure full disclosure of all relevant issues.<br><br>Remuneration Committee is directly responsible for setting the remuneration of the President and Vice-Chancellor and the Senior Leadership Team. Audit and Risk Committee expresses opinions and provides assurances to the Board relating to its review of the effectiveness of the University's arrangements for risk management, control and governance.<br><br>The internal audit programme addresses governance issues and the annual opinion of the internal auditors provides a report on these matters.<br><br>The University is cognisant of the Nolan Principles, the OfS Public Interest Governance Principles and the CUC HE Code of Governance in relation to corporate governance and the ethical conduct of its activities. |



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| 28 | Corporate Governance:<br>Responsibility of the Board<br><br>Good name, values and ethical<br>governance<br><br>Approval of significant donors               | <a href="#">Ordinance XXX.1h</a>  | Board              | Delegated authority is given to the Gift<br>Oversight Group (GOG)   | Approves donors who provide significant gifts to the University. This generally means<br>gifts above £100k (individually or cumulatively), or lesser amounts at discretion of the<br>Director of Development and Alumni Relations. Gifts of £10 million or more require<br>Board approval   |
| 29 | Corporate Governance:<br>Responsibility of the Board<br><br>Good name, values and ethical<br>governance<br><br>Approval of research collaborators           | <a href="#">Ordinance XXX.1h</a>  | Board              | Delegated authority is given to the Research<br>Relationship Oversight Group  | Approves research funders and collaborators who work with the University. This<br>generally means funding (individually or cumulatively) above £1m, or lesser amounts<br>where, irrespective of financial value, local checks or processes have identified potential<br>ethical or reputational concerns. Funding of £10 million or more requires Board<br>approval.  |
| 30 | Corporate Governance:<br>Responsibility of the Board<br><br>Good name, values and ethical<br>governance<br><br>Approval of Use of University crest/<br>Logo | <a href="#">Charter, Article 1</a>  | Board              | PRC has delegated authority   | The University crest embodies the prestige and history of The University of Manchester<br>and the requirements relating to its use are detailed in guidance issued by<br>Communications and Marketing   |
| 31 | Effective Governance and Internal<br>Management<br><br>Approval of University corporate<br>Policies   | There is no specific constitutional<br>source. Therefore vested in the<br>Board   | Board              | Planning and Resources Committee with Board<br>Committee/Board approval required for major<br>policies in accordance with the Policy<br>Framework (see comments)      | Colleagues should be guided by the <a href="#">University Policy Framework</a> regarding the<br>establishment, communication, application, monitoring and review of policies and<br>supporting processes and documents.<br><br>Approval is determined by the relative importance and impact of a policy. Therefore, as<br>required by the Policy Framework, appropriate Board committee approval (after<br>consideration in all cases, by PRC), and then notification to the Board is required for<br>major Policies, and where a policy has significant reputational impact or strategic<br>importance Board approval is required. |
| 32 | Effective Governance and Internal<br>Management<br><br>Health, Safety and Wellbeing   | <a href="#">Ordinance XXX.1(q)</a><br><br><a href="#">Via Health, Safety and Wellbeing<br/>Committee Terms of Reference</a> | Board              | Health, Safety and Wellbeing Committee  | The Health, Safety and Wellbeing Committee informs and assures the Board of<br>Governors how the University is undertaking its duties regarding effective planning,<br>ongoing control, monitoring and review of the health, safety and wellbeing management<br>procedures  |
| 33 | Corporate Governance:<br><br>Keeping the mission and strategic<br>direction of the University under<br>review   | <a href="#">Statute VI</a><br><a href="#">Ordinance XXX.1(a)</a>  | Board              | Reserved Power- may not delegate the approval<br>of the Strategic Plan<br><br>PRC serves as the primary source of advice to<br>the Board on strategic planning issues | Through approval of the Strategic Plan and annual Accountability Review (as well as<br>regular updates and items at Board meetings).<br>The Accountability Review is informed by a “stocktake” of performance and internal<br>Annual Performance Reviews.<br>Board must determine, review and approve short, medium and long-term objectives<br>ensuring that these meet the interests of stakeholders  |
| 34 | Corporate Governance<br><br>Freedom of Speech   | <a href="#">Statute XVI</a>   | Board              | Board approves Code of Practice on Freedom of<br>Speech   | University-Union Relations Committee receives regular summary reports on events<br>involving Visiting Speakers and a detailed Procedure covers this process   |

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|---|--|---|--------------------|---|--|
| 35  | Corporate Governance<br><br>Students' Union  | <a href="#">Statute XVII</a><br><a href="#">Ordinance XVII</a>  | Board              | University-Union Relations Committee  | In order to support the Students' Union, the University-Union Relations Committee exists; i. to monitor the University's responsibilities under the Education Act 1994; ii. to actively support the development of the Students' Union (taking the lead from the Students' Union's own strategy) and; iii. to provide a forum for issues emerging from the student voice.<br>The Committee reports to both the University's Board of Governors and the Student Union's Board of Trustees.<br>The Board receives an annual report from the Chief Executive of the Students' Union and reviews the constitution of the Union at intervals of not more than five years.   |
| <b>Academic Governance and Management</b> |  |   |                    |   |  |
| 36  | Academic Governance (including regulation and assurance)   | <a href="#">Charter, Article 4</a><br><a href="#">Statute VII,1</a><br><a href="#">Statute VIII.3, 5</a><br><a href="#">Statute III, 4(a), 5</a><br><a href="#">Ordinance XXX.1 u</a><br><a href="#">Ordinance XXXI</a><br><br><a href="#">Senate Standing Orders 4.1 and 4.2</a> | Board              | Senate has delegated authority from the Board, with the Board retaining overall responsibility.<br><br>The following also have delegated and recommending authority on matters of academic governance:<br>President and Vice-Chancellor;<br>Deputy President and Deputy Vice-Chancellor;<br>Portfolio Vice-Presidents (TLS, R and SR);<br>Deans of Faculties;<br>Faculties and Schools. | Subject to the Charter, Statutes and the authority of the Board, Senate is the principal academic authority of the University, with delegated authority for the regulation of the education and teaching of students, for research and for the enhancement of academic quality and assurance of academic standards. This includes making recommendations to the Board in relation to the academic structure and organisation of the University. Given the expectations of the Office for Students, the Board requires assurance of the efficacy of academic governance assurance on an annual basis from Senate, and an academic assurance protocol setting out Board expectations of Senate has been agreed (this includes consideration of the protocol by Audit and Risk Committee, before consideration by the Board).<br><br>The President and Vice-Chancellor presides at meetings of Senate and reports to the Board on the academic work of the University and the strategic development thereof.<br><br>Senate may delegate any of its powers, functions and duties to any person, committee or body and may revoke a delegation at any time.<br><br>Senate may discuss and declare an opinion on any matter regarding the University to the Board of Governors whose duty it is to consider. |
| 37  | Academic Governance<br><br>Development, Approval, Implementation, Monitoring and Review of Institutional academic Policy and Procedure | <a href="#">Ordinance XXXI</a>  | Board              | Senate has delegated authority from the Board for academic regulation. Further delegation from the Board is given to the President and Vice-Chancellor, policy Vice-Presidents for Teaching, Learning and Students, and Research.   | The Teaching and Learning Strategy Group (TLSG) and the Research Strategy Group (RSG) are key groups in supporting the Vice-Presidents for Teaching, Learning and Students, and Research to discharge their responsibilities. Senate sub-committees for Learning and Teaching and Research will begin operation in 2022-23.<br><br>Board approves the Access and Participation Plan for submission to the Office for Students on the recommendation of Planning and Resources Committee, and engagement with Senate.   |
| 38  | Academic Governance:<br><br>Setting of tuition fees  | <a href="#">Ordinance XVI.4</a>   | Board              | Planning and Resources Committee has delegated authority  | Students pay fees representing charges due for admission, registration, tuition, accommodation, programmes of study, examinations, conferment of degrees and otherwise, including payment of money owed to the University in respect of loans, books or other equipment or materials at such times, and in such manner, as may be fixed from time to time by the Board.  |
| 39  | Academic Governance:<br><br>Award of Degrees   | <a href="#">Statute XX</a><br><a href="#">Ordinance XXXVIII</a><br><a href="#">Regulation XII</a>   | Board              | Senate has delegated authority  | The Senate may award degrees and other academic distinctions to, and authorise the conferment of degrees on, students.   |
| 40  | Academic Governance:   | <a href="#">Statute XX</a><br><a href="#">Ordinance VI, XXX.1 w, XXXVIII</a>  | Board              | On the recommendation of Senate which considers recommendations from the Awards and Honours Group   | May award degrees honoris causa and revoke degrees or other academic distinctions. AHG also considers the criteria, and makes recommendations to the Board, for the award of the University Medal of Honour, Distinguished Achievement Medals and on   |



|    | Theme:<br>Power/Duty   | Constitutional Source and key<br>related documents   | Final<br>Authority | Delegated/<br>Recommending Authority   | Specific Nature and Limits and comments  |
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|    | Honorary degrees and other distinctions  | Awards and Honours Group (AHG)<br>Terms of Reference   |                    |  | nominations for other internal and external honours and awards which may from time to time be introduced.  |
| 41 | Academic Governance:<br><br>Rescission of Honours and Distinctions   | <a href="#">Ordinance VI</a>   | Board              | Senate may offer opinion on the procedure determined by the Board.   | Where the University obtains information which, for good reason, was not available when the award was conferred and which would have been of significance when the award was made, the Board may rescind the award (in practice, the procedure determined by the Board is very likely to involve Awards and Honours Group)   |
| 42 | Academic Governance:<br><br>Conduct and Discipline of Students, and Authority for Disciplinary Action                          | <a href="#">Regulation XVII</a><br><a href="#">Statute XXI</a><br><a href="#">Ordinance XXXIX</a>  | Senate             | Delegated to University Disciplinary Panels via the Student Conduct and Discipline Committee<br><br>Also delegated to Authorised University Officers (AUOs)  | Senate's power in this matter is delegated through this Regulation and through the Student Conduct and Discipline Committee (SCDC) to University Disciplinary Panels and via summary procedures. The SCDC is responsible to Senate for the operation and review of all matters relating to student conduct and discipline<br><br>Power to expel, suspend or to exclude from programmes of study or to impose a fine or other lesser penalty upon any student found guilty of misconduct or breach of discipline.<br><br>The AUOs, and their delegated nominees (identified as a case arises), are empowered to arrange and take part in Summary Disciplinary Panels to consider allegations of misconduct made against students as set out in Regulation XVII. |
| 43 | Academic Governance:<br><br>Conduct and Discipline of Students: Appeals  | <a href="#">Statute XX</a><br><a href="#">Ordinance XXXIX</a><br><a href="#">Ordinance XXX.1 s</a> | Board              | Delegated to Appeal Board  | Appeals against decisions of the University Student Disciplinary Panel are made to an Appeal Board comprising a(n) (Associate) Vice-President or (Associate) Dean, a Head of School, a professorial and a non-professorial member of academic staff and a registered student nominated by the Students Union   |
| 44 | Academic Governance:<br><br>Student Complaints   | <a href="#">Regulation XVIII Student Complaints Procedure</a>                                      | Senate             | Delegated to Faculty or equivalent PS unit, as outlined in Regulation XVIII in relation to the relevant stage a complaint has reached  | The Procedure is designed for complaints in respect of the student's experience at the University related to: (a) the provision of programmes, or parts of programmes of study, services or facilities by the University; the actions or lack of actions by the University or its staff; (c) allegations of harassment, discrimination, victimisation and/or bullying by a student or member of staff.   |
| 45 | Academic Governance<br><br>Academic Appeals  | <a href="#">Regulation XIX</a>   | Senate             | Authority is delegated as detailed via Regulation XIX  | The University academic appeals procedure outlines the processes for students who wish to appeal against a final decision of a board of examiners, or a progress committee, or a graduate committee or equivalent body which affects a student's academic status or progress in the University   |
| 46 | Academic Governance:<br><br>Partnerships for Collaboration in Educational Provision – establishment, policy, affiliated status | <a href="#">Ordinance XV, 1, 2, 3, 11</a>  | Board              | Senate recommends to the Board, but has further delegated this responsibility to the Vice-Presidents for Teaching, Learning and Students and Research and Innovation, working through the Teaching and Learning Group and the Manchester Doctoral College Committee respectively | The Board, in consultation with, or on report from Senate, may enter into Agreements with external organisations ('Partners') for the provision of educational services which are consistent with the Objects of the University, determine the University's policy for collaboration in educational provision and grant affiliated status to partner institutions.   |
| 47 | Academic Governance:<br><br>Research Compliance  | Terms of reference of Research Compliance Committee  | Board              | Delegated through PRC to Research Compliance Committee   | The University's Research Compliance Committee (RCC) sets standards and ensures that the University meets its obligations to comply with the statutory, regulatory and policy requirements within its scope. It reports to the University's Planning and Resources Committee.  |
| 48 | Academic Governance:<br><br>Promote inter/intra disciplinary research  | <a href="#">Charter Article IV(b)</a><br><br><a href="#">Ordinance XIII</a>                        | Board              | Delegated through PRC to University of Manchester Research Institute (UMRI)  | Established by the Board on report from Senate to promote research which draws on skills and resources from a range of appropriate disciplines, intra- or inter-Faculty. Responsible, in liaison with Schools and Faculties, for supporting and fostering interdisciplinary research via the establishment and review of designated structures which may include interdisciplinary research institutes, networks, centres or units.  |

|                 | Theme:<br>Power/Duty   | Constitutional Source and key<br>related documents                            | Final<br>Authority                         | Delegated/<br>Recommending Authority  | Specific Nature and Limits and comments  |
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| 49              | Academic Governance<br><br>Student terms and conditions              | <a href="#">Ordinance XVI</a>   | Board                                      | Delegated to the Director for the Student Experience  | Terms and conditions reviewed periodically, including to reflect any changes in legal and regulatory requirements and best practice (including consumer protection law). Review process to include input from relevant internal stakeholders including Legal Affairs.  |
| 50              | Academic Governance<br><br>Student Welfare                           | <a href="#">Ordinance XXX.1 r</a>   | Board                                      | Planning and Resources Committee  | The Board will ensure appropriate consultation with Senate on welfare issues   |
| 51              | Academic Governance<br><br>Establishment of Faculties and Schools:   | <a href="#">Statute XV</a><br><br><a href="#">Ordinance XII</a>               | Board                                      | In consultation with Senate   | The Board establishes Faculties and Schools in consultation with Senate. The number and designation of Schools within each Faculty shall be determined by the Board in consultation with Senate.   |
| 52              | Academic Governance<br><br>Management of Faculties and Schools:      | <a href="#">Statute XV</a><br><br><a href="#">Ordinances XI and XII</a>       | Board<br><br>President and Vice Chancellor | Delegated to the Dean of Faculty  | The Dean ensures that deliberative, consultative and managerial processes, with appropriate transparency, as are satisfactory to the Senate and the Board are made within the Faculty, and relevant Schools for the work and affairs of the Faculty.   |
| 53              | Academic Governance<br><br>Faculty and Schools: Managerial Processes | <a href="#">Statute XV</a><br><br><a href="#">Ordinance XI</a>                | Board                                      | Delegated to Head of School   | Work and affairs of each School shall be directed by a Head of School. The Head of each School shall be responsible to his or her Dean of Faculty for the effective and efficient management of the work of the School, and for the performance of the duties provided for in Ordinance XI.4 to the extent that they are deemed to be applicable to the work of the School                       |
| 54              | Academic Governance<br><br>Faculty Committees                        | <a href="#">Ordinance XI</a>  | Board and Senate                           | Delegated to the Dean of Faculty  | Faculty Committees are committees chaired by the Dean and established with the concurrence of the Board and the Senate. They are advisory bodies to the Dean, and have no formal decision-making power.  |
| 55              | Academic Governance<br><br>School Boards                             | <a href="#">Statute XV</a>  | Board                                      | School Boards may recommend/report to Senate and/or the Board through the RSCOO   | School Boards may discuss and declare an opinion on any matter relating to or impinging on the work of the School and may report such opinion to the Head of School, Dean of Faculty, Senate or the Board through the RSCOO. School Boards are advisory bodies, with no formal decision-making power.  |
| Legal authority |  |   |  |   |  |
| 56              | Legal Authority:<br><br>Power of Attorney                            | <a href="#">Ordinance XXXI.m and p</a>  | Board                                      | Not delegated unless specified (e.g. University of Manchester Innovation Factory (UMIF) as set out in the commentary  | The Board has systems in place for meeting legal commitments in the University's name (e.g. authorised signatories, contracts guidance). It retains authority for entering into Powers of Attorney other than certain powers in relation to Intellectual Property which have been delegated to UMIF.<br><br>Board granted Power of Attorney to UMIF for 5 years until October 2026 in July 2021. |
| 57              | Legal Authority:<br><br>Affixing the Seal                            | <a href="#">Charter Article V, 1</a><br><br><a href="#">Regulation VII, 3</a> | Board                                      | Authority is delegated to:<br>The Chair of the Board<br>The Deputy Chair (or Deputy Chairs) of the Board<br>The President and Vice-Chancellor<br>The Deputy President and Deputy Vice-Chancellor<br>The Vice-Presidents appointed by the Board pursuant to Statute III.6. | The Sealing should also be witnessed by one of:<br>Registrar, Secretary and COO;<br>Deputy Secretary;<br>Director of Legal Affairs and Board Secretariat;<br>Director of Estates and Facilities;<br>Chief Financial Officer;<br>Deputy Chief Financial Officer; and<br>reported to the next meeting of the Board   |

|  | Theme:<br>Power/Duty  | Constitutional Source and key<br>related documents   | Final<br>Authority | Delegated/<br>Recommending Authority   | Specific Nature and Limits and comments  |
|--|---|--|--------------------|--|--|
| Effective Governance and Internal Management and Financial Control |   |  |                    |  |  |
| 58   | Corporate Governance and Financial Control:<br><br>Financial and Estate Management.   | <a href="#">Statute III, 4(b)</a><br><a href="#">Ordinance XXX1(b) (n)</a><br><a href="#">Terms of Reference for PRC</a><br><a href="#">Terms of Reference for Finance Committee</a> | Board              | Authority is delegated to:<br><br>Finance Committee<br><br>Planning and Resources Committee  | Finance Committee oversees, reviews and recommends long-term financial plans for the University, including the framework within which planning and resource allocation should take place. PRC serves as the primary source of advice to (i) the Board and (ii) the President and Vice-Chancellor on matters relating to the development and allocation of the resources of the University. |
| 59   | Corporate Governance and Financial Control:<br><br>Financial Regulations and Procedures   | <a href="#">Ordinance VIII.4</a><br><br><a href="#">Finance Committee Terms of Reference</a>   | Board              | Recommending authority is Finance Committee for Financial Regulations<br><br>Delegated authority is Finance Committee on report from RSCOO for Financial Procedures                            | Financial Regulations may be amended only by the Board on report from the Finance Committee.<br><br>Financial Procedures may be amended by the Finance Committee on report from the Registrar and Secretary and presented to Audit and Risk Committee for information. e<br><br>Financial Regulations and Procedures also apply to all University subsidiaries.                            |
| 60   | Corporate Governance and Financial Control:<br><br>Approval of Financial Statements   | <a href="#">Statute VIII.4</a><br><a href="#">Ordinance XXX.1 (o)</a><br>Terms of Reference for <a href="#">Finance Committee</a> and <a href="#">ARC</a>                            | Board              | Reserved Matter – may not be delegated<br>Recommending authority - Audit & Risk Committee  | Draft Financial Statements are first considered by Finance Committee, and then by a joint meeting of Finance and Audit & Risk Committee in the presence of the External Auditors. The Audit & Risk Committee will then recommend to the Board for formal approval  |
| 61   | Corporate Governance and Financial Control:<br><br>Annual Budget and Financial Forecasts  | <a href="#">Statute VIII.4</a><br><a href="#">Ordinance XXX.1(o)</a>   | Board              | Reserved Matter – may not be delegated<br>Recommending authority – Finance Committee   | Developed by Finance & Capital Planning Sub-Committee and routed through Planning & Resources Committee (PRC), and then through to Finance Committee for consideration and recommendation to the Board.  |
| 62   | Corporate Governance and Financial Control:<br><br>Financial Thresholds:<br>Income<br>Revenue Expenditure<br>Capital and Strategic Change<br>Expenditure<br>Bank and Treasury<br>Asset Disposals<br>Satellite entities (including subsidiaries, spin outs, joint venture, other investments and external partnerships<br>Donations, endowments and endowment investment portfolio | Financial Regulations and Procedures and related Delegated Authority Schedule  | Board              | Finance Committee, Planning and Resources Committee (or sub-committees), Chief Financial Officer and Primary Budget Holder as specified in Financial Thresholds document ( <i>Appendix A</i> ) | Detail in financial thresholds document (which also apply at a Group level to all University subsidiaries).  |
| 63   | Corporate Governance and Financial Control:<br><br>Disposal- land, buildings and assets held in trust.  | <a href="#">Finance Procedures</a>   | Board              | On recommendation of PRC (FCSPC)   | Disposal of land, building and assets held in trust can only take place with the authority of the Board. Queries must be addressed to the Chief Financial Officer in the first instance.   |
| 64   | Corporate Governance and Financial Control:<br><br>Investment-  | <a href="#">Finance Procedures</a><br><br>Investment Sub-Committee terms of reference  | Board              | On recommendation of Investment Sub-Committee, via Finance Committee   | The Policy for Responsible Investment guides our approach to investments.  |

|    | Theme:<br>Power/Duty  | Constitutional Source and key<br>related documents  | Final<br>Authority | Delegated/<br>Recommending Authority  | Specific Nature and Limits and comments   |
|----|---|---|--------------------|---|---|
|    | iPolicy for Socially Responsible Investment and Approval of Investment Beliefs and Objectives                           | <a href="#">Policy for Responsible Investment</a>   |                    |   |   |
| 65 | Corporate Governance and Financial Control:<br><br>Investment-<br><br>Strategy  | <a href="#">Finance Procedures</a><br><br>Investment Sub-Committee terms of reference                                     | Board              | Investment Sub-Committee and Chief Financial Officer  |   |
| 66 | Corporate Governance and Financial Control:<br><br>Acting as trustee of Endowments                                      | <a href="#">Ordinance XXX.1 (t)</a>   | Board              | Delegated to Finance Committee  | Donations or endowments over a certain amount or considered of reputational significance are referred to the Gift Oversight Group   |
| 67 | Effective Governance and Internal Management and Financial Control:<br><br>Internal Audit<br><br>Internal Investigation | <a href="#">Ordinance VIII</a>  | Board              | Delegated to Audit and Risk Committee   | Reviews the scope and effectiveness of internal audit work including risk assessment and strategy, planning and operation of the work and results of annual report.<br>Assesses findings of major internal investigations and management responses;<br><br>Audit and Risk Committee oversees the institution's policies on fraud, whistleblowing, and financial irregularity, including being notified promptly of, and satisfied with, any action to be taken under that policy. It also Ensures that all significant losses are properly investigated and that internal and external auditors, and where appropriate OfS and UKRI informed. |
| 68 | Effective Governance and Internal Management and Financial Control:<br><br>Audit and other regulatory reports.          | <a href="#">Ordinance XXX.1 d</a><br><br><a href="#">ARC Terms of Reference</a>   | Board              | Delegated to Audit and Risk Committee, having received information from PRC, Senior Officers and internal and external auditors | Receives: i) any relevant reports from the National Audit Office, the OfS, UKRI and other external organisations including the Internal Auditors: ii) relevant internal reports, reporting to the Board as appropriate.<br><br>.  |
| 69 | Effective Governance and Internal Management and Financial Control:<br><br>Risk review and policy                       | <a href="#">ARC Terms of Reference</a><br><a href="#">PRC Terms of Reference</a><br><br><a href="#">Ordinance XXX.1 d</a> | Board              | Delegated to Audit and Risk Committee, Planning and Resources Committee   | Addressed in respective Terms of Reference for Audit and Risk Committee and Planning and Resources Committee. Audit and Risk Committee oversees the Risk Register and related policy, reporting to the Board.   |
| 70 | Effective Governance and Internal Management and Financial Control:<br><br>Appointment of External Auditors             | <a href="#">Statute XIV, 1</a><br><br><a href="#">ARC Terms of Reference</a>  | Board              | Audit and Risk Committee recommends to the Board. The formal appointment of the auditors is reserved to the Board               | Auditors must be members of a recognised supervisory body (under the Companies Act 2006) and eligible for appointment under that body's rules.<br><br>Audit and Risk Committee manages the process and makes a recommendation, but Appointment must be made by the Board (based on two recommendations). <sup>1</sup> The Auditors must not have carried out any work for the University or any of its subsidiaries in the financial year they are auditing.  |

<sup>1</sup> Required because the University is a Public Interest Entity

|  | Theme:<br>Power/Duty  | Constitutional Source and key<br>related documents  | Final<br>Authority | Delegated/<br>Recommending Authority  | Specific Nature and Limits and comments   |
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| 71   | Effective Governance and Internal<br>Management and Financial Control:<br><br>Remuneration arrangements for<br>Senior Staff   | <a href="#">Ordinance VIII</a><br><br><a href="#">Remuneration Committee Terms of<br/>Reference</a><br><br><a href="#">CUC Senior Staff Remuneration Code</a> | Board              | Delegated to Remuneration Committee, with<br>further delegation from Remuneration<br>Committee to the Senior Salaries Review Group  | The Remuneration Committee considers and determines remuneration arrangements for<br>certain senior officers (including the President and Vice Chancellor, the Registrar,<br>Secretary and Chief Operating Officer, and Vice-Presidents). It delegates to Senior<br>Salaries Review Group the recommendations on the remuneration of other professorial<br>and equivalent senior administrative staff, and scrutinises such recommendations for<br>consistency and fairness.<br><br>Remuneration Committee considers and recommends to the Board policies and<br>procedures on the remuneration of senior staff, and oversees implementation.   |
| 72   | Effective Governance and Internal<br>Management and Financial Control:<br><br>Making Donations  | <a href="#">Financial Regulation 6.20</a><br><a href="#">Financial Procedure 6.96</a>   | Board              | Disposal of goods/ assets no longer required<br>may be authorised, subject to Finance<br>Procedures by Head of School/ Director of<br>Social Responsibility   | The University is a registered charity and does not donate directly from its own funds.<br>Board approval required if donation consistent with achieving goals. Disposal of goods/<br>assets no longer required may be authorised, subject to Finance Procedures by Head of<br>School/ Director of Social Responsibility. Volunteering of time by staff may be approved<br>by line managers for “good causes” or to support the social responsibility agenda of the<br>University.  |
| Subsidiary Undertakings and University Cultural Institutions |   |   |                    |   |   |
| 73   | Subsidiary Undertakings:<br><br>Establishment of subsidiary<br>undertakings   | <a href="#">Ordinance IX.1, 2</a><br><br><a href="#">Finance Committee Terms of<br/>Reference</a>   | Board              | Finance Committee (which may appoint a<br>committee to undertake and report on detailed<br>scrutiny) has the responsibility to recommend<br>to the Board.<br><br>PRC (FCPSC) must consider detailed business<br>plan. | The University may establish or participate in such legal persons, entities, companies or<br>other undertakings, arrangements or ventures (‘subsidiary undertakings’), either alone or<br>with other persons or bodies, as it may deem appropriate to provide services to assist in<br>the pursuit of the Objects of the University, subject to the criteria and Procedure set out<br>in the Terms of Reference for Finance Committee.  |
| 74   | Subsidiary Undertakings:<br><br>Appointment of Nominated Officer  | <a href="#">Ordinance IX</a>  | Board              | On recommendation of Finance Committee  | Nominated Officer (normally a member of the University) ensures that the University’s<br>interests, as provided for in the Memorandum of Understanding, are properly<br>represented. The Nominated Officer reports annually to Finance Committee.   |
| 75   | Formal association/ affiliation for<br>strategic purposes and /or involving<br>significant resource or capital<br>implications and/ or the potential for<br>reputational risk | <a href="#">Statute III, 4, 6</a><br><a href="#">Ordinance XXX 1 b, j</a><br><br>Financial <a href="#">Regulations</a> and<br><a href="#">Procedures</a>      | Board              | President and Vice-Chancellor, Deputy<br>President and Deputy Vice-Chancellor, Registrar<br>Secretary and Chief Operating Officer   | Major External Partnerships are those with significant strategic implications, with major<br>University costs and/or assets implications, with potentially significant risks and<br>liabilities, with sensitivities or with outcomes that may have significant financial or<br>reputational impact. Proposals for such collaborations should be notified by a senior<br>sponsor to the President and Vice-Chancellor and managed in accordance with the<br><a href="#">Guidance on the Management of Major External Partnerships</a> and managed in<br>accordance with the Framework for Satellite Entities.<br><br>Financial Regulations and Procedures apply to the governance of major partnerships<br>where contractual arrangements allow. |
| 76   | Manchester University Press<br><br>Whitworth Art Gallery<br><br>Manchester Museum   | <a href="#">Ordinance XIX,</a><br><a href="#">Regulation XVI</a><br><br><a href="#">Ordinance X</a>   | Board<br><br>Board | Delegated to the MUP Board, through PRC<br><br>Directors, reporting to PRC  | Management of the finance, property and affairs generally of the University Press shall<br>be the responsibility of a Press Board, constituted and empowered by Regulation, or of<br>such other body as the Board may determine.<br><br>Board acts as Trustee for Collections and in pursuance of its obligations as Trustee, for<br>each of the Collections, the Board appoints a Director. Regulation covers various matters<br>including policies and procedures, hours of opening, copyright, infringement and<br>enforcement   |



|                                       | Theme:<br>Power/Duty  | Constitutional Source and key<br>related documents  | Final<br>Authority        | Delegated/<br>Recommending Authority   | Specific Nature and Limits and comments   |
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|                                       | Jodrell Bank<br><br>Collection of John Rylands Library<br><br>Library and Information Services<br><br>Tabley House Collection | <a href="#">Regulation XIV</a><br><br>Memorandum of Understanding   | Board/Senate<br><br>Board | John Rylands University Librarian and Director<br>of the University of Manchester Library<br>Tabley House Collection Trust   |   |
| People and Organisational Development |   |   |                           |  |   |
| 77                                    | Human Resources:<br><br>Acting as the Employing Authority<br>for all Staff  | <a href="#">Statute III. 4(c)</a><br><a href="#">Ordinance XXX, 1 I</a><br><br><a href="#">People and OD Sub-Committee<br/>Terms of Reference</a><br><br><a href="#">Health, Safety and Wellbeing<br/>Committee</a> | Board                     | Delegated to PRC (People and OD Sub-<br>Committee)   | Responsibility for all principal HR matters is delegated to PRC, through the People and OD<br>Sub-Committee and the Health, Safety and Wellbeing Committee.<br><br>The remit of Staffing Committee has been expanded and its title changed to People<br>Committee: the Committee's responsibilities include oversight of all matters relating to<br>the recruitment, reward, retention, motivation, inclusion, progression, investing in<br>people and professional development of the University's staff, recommending changes as<br>appropriate to the Board (acting on report from PRC and relevant sub-committees). |
| 78                                    | Human Resources:<br><br>Acting as the Employing Authority<br>for all Staff: Appointment of Staff                              | <a href="#">Ordinance XXX, 1</a><br><br><a href="#">Recruitment and Selection Policy</a>  | Board                     | Delegated to President and Vice-Chancellor,<br>Deans, Registrar, Secretary and Chief Operating<br>Officer,<br>with the Director of People and OD                   | Recruitment is carried out locally in accordance with the Recruitment and Selection<br>Policy and under the authority of the Vice-Presidents and Deans and the Registrar,<br>Secretary and Chief Operating Officer in conjunction with the Director of People and OD.   |
| 79                                    | Human Resources:<br><br>Acting as the Employing Authority<br>for all Staff: Academic Promotions                               | <a href="#">Ordinance XXX, 1</a>  | Board                     | Delegated to Faculty Promotions Committee<br>(FPC)   | The Faculty Promotions Committees in each Faculty make decision on academic<br>probation and progression.   |
| 80                                    | Human Resources:<br><br>Acting as Employing Authority for<br>Staff: Dismissal, Disciplinary and<br>Grievance Procedures       | <a href="#">Statute XIII,</a><br><a href="#">Ordinance XXII- XXIX</a>   | Board                     | Delegated to President and Vice-Chancellor,<br>RSCOO and any relevant constituted panel  | Responsibilities and Delegations in accordance with Statute XIII and Ordinances XXII- XXIX<br>for academic and academic-related staff and in accordance with <a href="#">disciplinary, dismissal</a><br>and <a href="#">grievance</a> procedures for other staff.   |
| 81                                    | Human Resources:<br><br>Acting as the Employing Authority<br>for all Staff: Redundancy of<br>Academic/ Academic-Related staff | <a href="#">Statute XIII Part II</a><br><a href="#">Statute VIII.4</a><br><a href="#">Ordinance XXIIV, XXX, 1I</a><br><br><a href="#">Staffing Committee Terms of<br/>Reference</a>                                 | Board                     | Reserved Matter- may not be delegated.<br><br>Acting on the recommendation of the Staffing<br>(People) Committee, notified by the President<br>and Vice Chancellor | The Staffing Committee (now renamed People Committee) gives full and proper<br>consideration to any proposals duly notified to it by or on behalf of the President and<br>Vice Chancellor to dismiss academic or academic-related members of staff by reason of<br>redundancy..   |
| 82                                    | Human Resources: Pensions<br><br>Management of University<br>obligations in relation to USS, UMSS,<br>GMPF and Pensions Saver | <a href="#">Financial Regulation 7.6</a>  | Board                     | CFO and Director of People and OD, via<br>Planning and Resources Committee   | The Board is responsible for undertaking the role as employer in relation to appropriate<br>pension arrangements for employees. The Director of People and OD is responsible for<br>the administration of Pension and Superannuation matters, including the administration<br>of the University's pension fund and communicating with the various superannuation<br>schemes.  |

APPENDIX A

| Main University Financial Thresholds   | Revised schedule approved November 2024 | Board of Governors | Finance Committee | University Executive                      | Chief Financial Officer | Primary budget holder (PBH)*                               | Policy document(s)                                   | Clause in Financial Procedures | Matrix of approvals below Primary budget holder |
|--|---|--------------------|-------------------|---|-------------------------|--|--|--------------------------------|---|
| Income   |   |                    |                   |   |                         |  |  |                                |   |
| Exceptional contracts  |   |                    | Above £10m        | Above £5m                                 |                         |  | Financial procedures and Contracts Governance Policy | 5.8                            | Contracts and legal agreements                  |
| <i>(subject also to risk assessment which will override the financial threshold, especially if an overseas activity)</i> |   |                    |                   |   |                         |  |  |                                |   |
| Tuition fee setting  |   |                    |                   | All                                       |                         |  |  | N/a                            | N/a   |
| Granting of land and building leases to third parties  | Above £20m                              | Above £10m         |                   | All                                       |                         |  | Financial Procedures                                 | 5.8                            | Contracts and legal agreements                  |
| Assignment of IP (above UMIF thresholds)   |   |                    |                   | Above £1m                                 |                         | Less than £1m  | Intellectual property policy                         | N/a                            | N/a   |
| Revenue expenditure  |   |                    |                   |   |                         |  |  |                                |   |
| Revenue expenditure within budget  |   |                    |                   |   |                         | All  |  |                                |   |
| Land and building leases where the University or subsidiary is tenant -total commitment.                                 | Above £20m                              | Above £10m         |                   | Above £500k                               |                         | Less than £500k  | Financial Procedures                                 | 10.4                           | Contracts and legal agreements                  |
| Revenue expenditure exceeding budget or exceptional one off expenditure  |   |                    |                   | Higher of £1m or 10% of the budgeted cost |                         | Higher of £250k or 2.5% of the budgeted cost               | Financial Procedures                                 | 5.5.10                         | N/a   |
| Framework agreements and contracts (including revenue LTM) exceeding budget  | Above £20m                              | Above £10m         |                   | Higher of £1m or 10% of the budgeted cost |                         | Higher of £250k or 2.5% of the budgeted cost               | Financial Procedures                                 | 10.4                           | Contracts and legal agreements                  |
| Procurement of and settlement of insurance claims  |   |                    |                   | Above £250k                               |                         | Less than £250k  | Financial Procedures                                 | 12.5                           | Insurance                                       |
| Write off of debt - individual items   |   |                    |                   | Above £250k                               | Above £5k               |  | Financial Procedures                                 | 6.8                            | N/a   |
| Issue of credit notes  |   | Above £2m          |                   |   | Above £250k             |  | Financial Procedures                                 | 6.3 & 6.4                      | Credit notes                                    |
| Capital, strategic change and Strategic investment reserve fund expenditure  |   |                    |                   |   |                         |  |  |                                |   |
| Capital projects approval (University funded) already in budget. Includes capital LTM                                    | Above £20m                              | Above £10m         |                   | Above £1m                                 |                         | Less than £1m  | Financial Procedures                                 | 7.3.2 & 7.6                    | Capital expenditure                             |
| Capital projects approval (University funded) not in budget. Includes capital LTM  | Above £20m                              | Above £10m         |                   | Above £1m                                 | UoM funding above £500k | UoM funding less than £500k                                | Financial Procedures                                 | 7.3.2 & 7.6                    | Capital expenditure                             |
| Capital projects approval (partially externally funded)  | Above £20m                              | Above £10m         |                   | UoM funding above £1m                     |                         | UoM funding less than £1m                                  | Financial Procedures                                 | 7.3.2 & 7.6                    | Capital expenditure                             |
| Capital projects approval (100% externally funded)   |   |                    |                   | Above £10m                                |                         | Less than £5m; above £5m requires VP for Research approval | Financial Procedures                                 | 7.3.2 & 7.6                    | Capital expenditure                             |
| Faculty equipment exceeding budgets and spend deferred until the following year  |   |                    |                   | Above £1m                                 | UoM funding above £500k | UoM funding less than £500k                                | Financial Procedures                                 | 7.3.2 & 7.6                    | Capital expenditure                             |
| Strategic change projects - both capital and revenue   | Above £20m                              | Above £10m         |                   | Above £1m                                 |                         | Less than £1m<br>SCO small projects; PBH less than £250k   | Strategic change governance                          | N/a                            | See separate framework                          |
| Strategic investment reserve funding (SIRF)  |   |                    |                   | Above £500k                               |                         | Less than £500k  | Strategic change governance                          | N/a                            | See separate framework                          |
| Capital, strategic change and SIRF projects exceeding budget   |   | > 10% above £10m   |                   | > 10% above £1m                           |                         | Allocated budget up to 10% overrun                         | Financial Procedures                                 | 5.5.10                         | N/a   |
| Acquisition of land and buildings  | Above £20m                              | Above £10m         |                   | Above £250k                               |                         | Less than £250k  | Financial Procedures                                 | 9.1.1                          | N/a   |

|   |                    |                             |                      |                         |                        |   |                |                       |
|---|--------------------|-----------------------------|----------------------|-------------------------|------------------------|---|----------------|-----------------------|
| Bank and Treasury   |                    |                             |                      |                         |                        | Treasury Management Policy & Financial Regulations            | N/a            | N/a                   |
| Borrowings (any including finance leases, anything on balance sheet)  | Above £500k        |                             |                      | Less than £500k         |                        |   |                |                       |
| Deposit placement if within Treasury Management Policy and less than 12 months                                    |                    | Above £50m                  |                      | Less than £50m          |                        |   |                |                       |
| Deposit placement if within Treasury Management Policy and more than 12 months                                    |                    | Above £10m per counterparty |                      |                         |                        |   |                |                       |
| Deposit placement if outside Treasury Management Policy   |                    | All                         |                      |                         |                        |   |                |                       |
| Intra-group lending and loans   | Above £5m          | Above £1m                   | Above £500k          | Less than £500k         |                        | Treasury Management Policy                                    | N/a            | N/a                   |
| Asset disposals   |                    |                             |                      |                         |                        | Financial Procedures  | 9.2.1          | N/a                   |
| Disposal of land, buildings and assets held in trust  | All                |                             |                      |                         |                        | Financial Procedures  | 9.2.1 to 9.2.6 | Asset disposals       |
| Disposal of other assets - higher of market value or net book value   | Above £20m         | Above £10m                  | Above £250k          |                         | Less than £250k        |   |                |                       |
| Satellite entities, including subsidiaries, spin outs, joint venture, other investments and external partnerships |                    |                             |                      |                         |                        |   |                |                       |
|   | Board of Governors | Finance Committee           | University Executive | Chief Financial Officer | Primary budget holder* |   |                |                       |
| Incorporation of a subsidiary whether wholly or majority owned  | All                |                             |                      |                         |                        | Satellite entities framework                                  | N/a            | N/a                   |
| Setting up of spin outs (above UMIF thresholds)   |                    |                             | Above £1m            |                         | Below £1m              | Satellite entities framework                                  | N/a            | N/a                   |
| Participation in satellite entities (including joint ventures and major external partnerships)                    | Above £20m         | Above £5m                   | Less than £5m        |                         |                        | Satellite entities framework                                  | N/a            | N/a                   |
| (subject also to risk assessment which will override the financial threshold)                                     |                    |                             |                      |                         |                        |   |                |                       |
| Secured and unsecured loans to satellite entities   | Above £20m         | Above £250k                 |                      | Less than £250k         |                        | Satellite entities framework                                  | N/a            | N/a                   |
| (where separate legal entity)   |                    |                             |                      |                         |                        |   |                |                       |
| Dissolution of subsidiaries   |                    | Above £500k                 |                      | Less than £500k         |                        | Satellite entities framework                                  | N/a            | N/a                   |
| (threshold relates to aggregate cost and resultant liabilities)   |                    |                             |                      |                         |                        |   |                |                       |
| Full or partial disposal of spin outs (above UMIF thresholds)   |                    | Above £1m                   |                      |                         | Below £1m              | Satellite entities framework                                  | N/a            | N/a                   |
| Full or partial disposal of other satellite entities  | Above £20m         | Above £5m                   | Less than £5m        |                         |                        | Satellite entities framework                                  | N/a            | N/a                   |
| Donations, endowments and endowment investment portfolio  |                    |                             |                      |                         |                        |   |                |                       |
| Acceptance of donations whether in cash or in kind  |                    |                             | Above £1m            |                         | Less than £1m          | Gift acceptance policy  | N/a            | N/a                   |
| (subject to requirements of Gift Oversight Group which considers donations over £100k)                            |                    |                             |                      |                         |                        |   |                |                       |
| Expenditure from an endowment fund if in line with its purpose  | Above £20m         | Above £10m                  | Above £500k          |                         | Less than £500k        | Merged endowments expenditure policy and Financial Procedures | 10.2.1         | Endowment expenditure |
| Approval for change of use of an endowment  | All                |                             |                      |                         |                        | Financial Procedures  | 10.2.2         | N/a                   |
| Agreement of proposed investment beliefs and objectives for the endowment investment portfolio                    | All                |                             |                      |                         |                        |   | N/a            | N/a                   |
| Agreement of the investment strategy for the endowment investment portfolio                                       | All                |                             |                      |                         |                        | See Investment Sub Committee terms of reference               | N/a            | N/a                   |
| Change in underlying investments and appointment of investment managers in line with investment strategy          |                    | All                         |                      |                         |                        |   | N/a            | N/a                   |

\* = The Primary Budget Holders are the Vice-Presidents (comprising the VPs for Research, Teaching, Learning & Students, Social Responsibility and Regional, Innovation & Civic Engagement), Faculty Deans and the Registrar, Secretary and Chief Operating Officer (RSCOO).  
University Executive membership comprises all Primary Budget Holders plus Chief Financial Officer, Executive Director of People

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