

Financial Regulations

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Sheffield Hallam University
Financial Regulations

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A. GENERAL PROVISIONS

1 Introduction

The Board of Governors is responsible for ensuring that the University has sound systems of internal financial and management control. The University must also adhere to the Office for Students (OfS) Audit Code of Practice as a condition of receiving grant funding from OfS. The Financial Regulations of the University form part of this overall system of control and accountability.

2 Status of the Financial Regulations

This document sets out the University's Financial Regulations. The Board of Governors approved revisions to these Regulations on 13 June 2018 to incorporate the governance arrangements intrinsic to the University's Transforming Lives Strategy. This document applies to the University and its [subsidiary](#) or [associated](#) companies. The Financial Regulations of the University apply equally to all the activities of the University, regardless of the funding source or any other form of monetary consideration.

These Financial Regulations are subordinate to the Articles of Government and to any restrictions contained within the University's [Terms and Conditions of Funding for Higher Education Institutions with OfS](#), financial memoranda with other funding bodies and the OfS Audit Code of Practice.

The purpose of these Financial Regulations is to define a framework of controls over the University's [tangible](#) assets, [intangible](#) assets and financial resources and to define responsibilities for the proper application of resources for the achievement of the University's Transforming Lives Strategy and business objectives; in particular:

- financial viability and sustainability
- achieving value for money
- fulfilling its responsibility for the provision of effective financial controls over the use of public funds
- ensuring that the University complies with all relevant legislation
- safeguarding the assets of the University

Compliance with the Financial Regulations is compulsory. The Financial Regulations apply to:

- members of the University Board of Governors and other Committees
- staff directly or deemed employed by the University and/or [subsidiary/associated](#) companies
- staff directly or indirectly employed by overseas offices and branches

- associate lecturers
- agency staff working for the University
- any other third parties who work on delivering University services and are paid through a contract for services

It is the responsibility of Pro Vice-Chancellors and Directors to ensure their staff are made aware of the existence and content of the University's Financial Regulations. The Finance and Planning Directorate will provide budget holder training and can provide support with local financial training needs.

An annual compliance statement will be completed and returned from all Pro Vice-Chancellors and Directors who are responsible for budgets in the University. This will provide the Board of Governors with confidence that the controls in place are being adhered to, and will support the Board in assessing the control environment when signing the financial statements. Pro Vice-Chancellors and Directors are expected to make enquiries of their staff that the University Financial Regulations have been adhered to when completing the annual compliance statement.

A member of staff who deliberately fails to comply with the Financial Regulations will be referred to the University's disciplinary processes which may result in disciplinary action under the [Problem Resolution Framework \(University's Disciplinary Procedure\)](#).

The Chief Finance and Planning Officer is responsible for the ongoing review of the Financial Regulations and the Finance and Employment Committee will consider and review any proposed changes. The Board of Governors will be advised of any changes that are deemed necessary.

In exceptional circumstances, the Chief Finance and Planning Officer may authorise a departure from the detailed provisions (and accompanying Financial Procedures) herein. Any such departure from the Financial Regulations will be reported to the Vice-Chancellor at the earliest opportunity.

The Financial Regulations inform the University's Financial Procedures. The Financial Regulations set down the principles that must be followed and the Financial Procedures detail the way in which the principles must be applied.

B. FINANCIAL GOVERNANCE

3 Responsibility for Financial Matters

The responsibilities of the Board of Governors are set out in section 3 of the [Articles of Government](#). The Board of Governors financial responsibilities are to ensure the

solvency of the University; safeguard the University's assets; and ensure the effective and efficient use of resources.

The Vice-Chancellor is the University's designated accountable officer under the Terms and Conditions of Funding for Higher Education Institutions with OfS.

The Board of Governors has ultimate responsibility for the University's finances, but delegates specific powers and processes to the committees detailed below.

The Finance and Employment Committee monitors progress in respect of the strategic development of the University in finance, estate and capital programmes; and human resource and employment matters.

The Audit and Risk Committee is independent, advisory and reports to the Board of Governors. The Audit and Risk Committee has a number of objectives and must give its opinion on the adequacy and effectiveness of the University's arrangements for effective risk management, control and governance.

The Chief Finance and Planning Officer is the corporate owner of financial processes and systems. The Chief Finance and Planning Officer is responsible for the day-to-day financial administration of the University.

Pro Vice-Chancellors and Directors are responsible to the Vice-Chancellor for financial management of the areas or activities they control within Faculty/Directorate. Pro Vice-Chancellors and Directors will consider the scale and business complexity of their activities when proposing schemes of delegated authorities and budget holders to the Chief Finance and Planning Officer. Where resources are devolved to budget holders, they are accountable to their Pro Vice-Chancellor or Director for their own budget.

The University's Transforming Lives Strategy incorporates specific governance arrangements to implement the delivery of strategic outcomes via four Strategic Pillar Boards. Where financial decisions are made in relation to Strategic Investments under the remit of a Pillar Board, the relevant Strategy Implementation Lead is responsible to the Vice-Chancellor for those decisions and the financial management of the associated budget.

These regulations include an Authority and Accountability Matrix (see Section 14 / 27), applicable to both capital and revenue expenditure, clarifying the distinction between Line Management and Pillar Board approval of financial decisions. A proposal for expenditure greater than £500,000 (including VAT) in value or any proposal to invest in an area or activity outside the ordinary course of University business will require the additional approval of the Infrastructure and New Venture Investment Committee, chaired by the Chief Finance and Planning Officer.

The Infrastructure and New Venture Investment Committee is a select panel that applies both technical and professional scrutiny to business cases in order to ensure that significant investments are technically viable, carry sufficient financial and non-financial justifications, and benefits are realised and effectively monitored post implementation.

Under schemes of delegated authority for financial activities managed both through Line Management and Pillar Boards, accountability is held at an individual level (whether delegated or not). At Infrastructure and New Venture Investment Committee level, there is collective responsibility but this body will still have the ability to hold the individual leading the investment accountable.

All members of staff should be aware and have a general responsibility for the security of the University's property, for avoiding loss and for due economy in the use of resources.

They should ensure that they are aware of the [income](#) and [expenditure](#) authority limits as set out in these Regulations and the values of purchases for which quotations and tenders are required.

They shall make available any relevant records or information to the Chief Finance and Planning Officer or his or her authorised representative in connection with the implementation of the University's financial policies, these Financial Regulations and the system of financial control.

They shall immediately notify the Chief Finance and Planning Officer when any matters arise which involve, or is thought to involve, irregularities concerning cash or property of the University. The Chief Finance and Planning Officer will activate the University's [Fraud and Corruption Response Plan](#) and shall take such steps as they consider necessary by way of investigation and report.

They will recognise and respect the University [Policy on Records Management](#) and the policies related to the [General Data Protection Regulation](#).

Normally, any concern about a workplace matter at the University should be raised with the relevant member of staff's immediate line manager or Pro Vice-Chancellor/Director. However, the University recognises that the seriousness or sensitivity of some issues, together with the identity of the person the member of staff thinks may be involved, may make this difficult or impossible. This process is outlined in the University [Public Interest Disclosure Policy](#) ([link to the Glossary](#)).

4 Risk Management

The University acknowledges the risks inherent in its business, and is committed to managing those risks that pose a threat to the achievement of its business objectives, financial health and reputation. Risks are managed at all levels of the organisation as described in our [Risk Management Framework](#).

For Strategic Risks, the University maintains a Corporate Risk Register. These risks are owned by senior management and are reviewed through our Audit and Risk Committee for greater visibility and oversight.

5 Conflicts of Interest

The University is committed to the highest standards of openness, integrity and accountability. It seeks to conduct its affairs in a responsible manner, having regard to the principles established by the Committee on Standards in Public Life.

All members of staff are expected to observe the seven principles in carrying out their duties (detail shown at [Appendix A](#)).

In addition, the University expects that staff at all levels will observe its [Code of Behaviour](#) and guidance on [Conflicts of Interest](#).

Members of the Board of Governors, members of University Leadership Team and any members of staff acting in a formal capacity on behalf of the University, or on a contract award / procurement or financial process must complete a Declaration of Interests on an annual basis and for each individual project. Guidance and the process to be followed can be found in the [Financial Procedure](#).

6 Fraud, Corruption and Bribery

The [Fraud Act 2006](#) provides for a general criminal offence of fraud, with three ways of committing it:

- by false representation (with the intention of making a gain or causing a loss or risk to another)
- by failing to disclose information to another person where there is a legal duty to disclose such information
- by dishonestly abusing one's position

The University aims to be an honest and ethical institution, seeking to conduct its business to the highest standards of integrity and objectivity. In order to protect its financial systems, resources, and assets, and the honesty and integrity of its staff, the University has an [Anti-Corruption Policy](#) in place to minimise the risk and impact of fraudulent or corrupt activity.

The University is committed to a zero tolerance towards fraud, corruption and bribery and any member of staff who fails to meet this commitment will be subject to disciplinary action under the University's Performance Review Process. The staff member may also be personally liable to criminal prosecution under UK law.

It is an offence under the [Bribery Act 2010](#) for members of staff to offer, promise or give an advantage, and request, agree to receive or accept an advantage in relations to their official function. The Bribery Act 2010 creates a discrete offence of bribing a foreign public official and adds a new offence of corporate failure to prevent bribery.

The guiding principles to be followed by all members of staff must be:

- the conduct of individuals must not create suspicion of any [conflict](#) between their official duty and their private interest;
- the action of individuals acting in an official capacity must not give the impression (to any member of the public, to any organisation with whom they deal or to their colleagues) that they have been (or may have been) influenced by a benefit to show favour or disfavour to any person or organisation
- individuals must recognise that the Bribery Act 2010 has no minimum value limit and therefore applies to all transactions regardless of value.

Thus, members of staff must not provide or accept any gifts, rewards or hospitality (or have them given to members of their families) to or from any organisation or individual with whom they have contact in the course of their work that would cause them to reach a position whereby they might be, or might be deemed by others to have been, influenced in making a business decision as a consequence of accepting such hospitality.

The frequency and scale of hospitality accepted must not be significantly greater than the University would be likely to provide in return.

When it is not easy to decide between what is and what is not acceptable in terms of gifts or hospitality, the offer should be declined or advice sought from the relevant Pro Vice-Chancellor / Director or the Chief Finance and Planning Officer. For the protection of those involved, the Chief Finance and Planning Officer (or other designated officer) will maintain a [register of gifts and hospitality](#) (either given or received) where the value is in excess of £100 (including VAT). Members of staff in receipt of such gifts or hospitality are obliged to notify the Chief Finance and Planning Officer (or other designated officer) promptly.

Members of staff entertaining guests from outside bodies should normally use the University's catering facilities. When using external hospitality to entertain guests,

members of staff should consider the amounts charged by the University's catering facilities as a benchmark for considering whether the amount provided is reasonable.

The University Anti-Bribery Policy and Anti-Corruption Policy must be observed by all members of staff and any potential incidents will invoke the [University's Fraud and Corruption Response Plan](#)

7 Money Laundering

[Money Laundering](#) is the practice of disguising the origins of illegally-obtained money and is the process by which the proceeds of crime are made to appear legitimate. Money laundering covers a wide variety of crimes as defined by the [Proceeds of Crime Act 2002 \(as amended\)](#) and the [Money Laundering Regulations 2007](#).

The University is not able to conduct business on trust alone and failure to comply can result in up to 14 years imprisonment or fines for employees and Board and Committee members.

The Board of Governors is responsible for ensuring that appropriate and proportionate anti-money laundering safeguards and reporting arrangements are in place.

The University has an appointed Money Laundering Reporting Officer (MLRO) and responsibilities include:

- oversight of the University's compliance with money laundering laws and regulations
- receiving reports from staff of their suspicions and deciding whether these should be reported to the Serious Organised Crime Agency (SOCA)
- making external, confidential reports to SOCA
- record keeping of all incidents and actions taken
- reporting to the Vice-Chancellor and Audit and Risk Committee

Reports of suspicions to the MLRO must be kept confidential meaning no discussion with colleagues on the subject of the suspicion.

The University places emphasis on a risk-based approach to countering money laundering. In practical terms this means identifying the risks facing the University, assessing the likely impact of these risks and putting in place procedures that will mitigate the risks. Particular regard should be given to:

- payments received in cash;
- student applications from high risk countries;
- requests for refunds;

- overpayments from customers;
- failure of students to take up places;
- agents who do not fit in with normal procedures relating to deposits and tuition fees;
- identity fraud

The University has an [Anti-Money Laundering Policy](#) and relevant members of staff are expected to complete a regular training programme.

8 Criminal Finances Act 2017

The [Criminal Finances Act 2017](#) (CFA) includes a Corporate Criminal Offence (COO), which affects all corporates, including Universities. The COO makes it an offence for a corporate to fail to prevent an employee, agent or other associated person of the corporate body from knowingly assisting another (third) party in evading tax, whether that be in the UK or overseas.

This is not related to the tax affairs of the University itself.

The University is committed to a zero tolerance towards the criminal facilitation of tax evasion and any member of staff who fails to meet this commitment will be subject to disciplinary action under the University's Performance Review Process. The staff member may also be personally liable to criminal prosecution in the UK under existing tax evasion laws.

The Board of Governors is responsible for ensuring that appropriate and proportionate controls are in place and delegate this responsibility to the Audit and Risk Committee.

The University has published a [Statement regarding CFA](#).

If an individual suspects that any person associated with the University and its subsidiaries is engaging in the criminal facilitation of tax evasion, they must disclose their suspicions as soon as possible to one of the key officers, or if they believe that would be inappropriate, they should follow the [University's Public Disclosure Policy](#).

9 Audit

External auditors and internal auditors shall have authority to:

- access University premises at reasonable times;
- access all assets, records, documents and correspondence relating to any financial and other transactions of the University;
- require and receive such explanations as are necessary concerning any matter under examination;

- require any employee of the University to account for cash, stores or any other University property under his or her control;
- access records belonging to third parties, such as contractors, when required.

The appointment of external and internal auditors is the responsibility of the Board of Governors. The Board of Governors will be advised by the Audit and Risk Committee.

The [University's Terms and Conditions of Funding for Higher Education Institutions with OfS](#) requires that it has an effective internal audit function and its duties and responsibilities must be in accordance with advice set out in the OfS Audit Code of Practice. The main responsibility of internal audit is to provide the Board of Governors, the Vice-Chancellor and senior management with assurances on the adequacy of the internal control system.

The internal audit service remains independent in its planning and operation but has direct access to the Board of Governors, Vice-Chancellor and chair of the Board of Governors. The formal responsibilities of internal audit can be found at [Internal Audit](#).

The University may, from time to time, be subject to audit or investigation by external bodies such as the funding body, National Audit Office, European Court of Auditors, HM Revenue and Customs. They have the same rights of access as external and internal auditors.

Where the University wishes the external, or internal auditors to undertake additional services (e.g. tax advice or other consultancy work), specific guidelines including authorisation limits and reporting apply. These are set out in the University's [Financial Procedures](#).

C. FINANCIAL MANAGEMENT AND CONTROL

10 Financial Planning

The Chief Finance and Planning Officer is responsible for preparing a long term financial plan for approval by the Board of Governors on the recommendation of the Finance and Employment Committee, and for preparing financial forecasts for submission to OfS. Financial plans should be consistent with the Transforming Lives Strategy and Estates Masterplan approved by the Board of Governors.

Resources are allocated annually by the Board of Governors on the recommendation of the Finance and Employment Committee, and on the basis of objectives set by the Board of Governors. The University Leadership Team is

responsible for the economic, effective and efficient use of resources allocated to them.

During the year, the Chief Finance and Planning Officer is responsible for submitting forecast outturns along with an in-depth review at key points in the year to the Finance and Employment Committee, before submission to the Board of Governors for approval.

11 Value for money

It is a requirement of the [Terms and Conditions of Funding for Higher Education Institutions with OfS](#) that the Board of Governors of the University is responsible for delivering value for money from public funds. It should keep under review its arrangements for managing all the resources under its control, taking into account guidance on good practice issued from time to time by the funding body, the National Audit Office, the Public Accounts Committee or other relevant bodies.

To fulfil this responsibility, the Audit and Risk Committee will regularly review the University's arrangements for securing value for money.

In addition, value for money processes are incorporated within the planning and budgetary cycles, procurement and general management of resources. Internal audits and/or specific external or internal studies may also be conducted within specific areas.

12 Contracts, grants and new business

The Chief Finance and Planning Officer will establish procedures for the authorisation of all submissions to third parties which result in the University receiving income (including contracts and grants).

The Pro Vice-Chancellor or Director is responsible for submissions within his or her area. Authority may be delegated to named individuals within the Faculty or Directorate.

The Pro Vice-Chancellor or Director is responsible for documenting the scheme of delegated authorities and ensuring that a copy is supplied to the Chief Finance and Planning Officer for approval.

The authorisation guidelines apply to the approval of the internal University documentation and the external contract documentation. The authorisation required depends upon the greater of total income to be received or Full Economic Cost (e.g. where the contract runs over 3 years the aggregate income/cost expected for all of those years). For the purpose of research grants, income relates only to the element

where the University carries some risk. Where amounts are received by the University and immediately passed on to partners and there is no joint liability, then such income should not be included in assessing the authorisation requirements.

Expected aggregate income/cost (including VAT):

- Up to £500,000 approved by - Pro Vice-Chancellor/Director (which may be delegated subject to the approval of the Chief Finance and Planning Officer);
- Above £500,000 to £2,500,000 - Chief Finance and Planning Officer
- Above £2,500,000 - Vice-Chancellor

Where there is any evidence of a higher risk level than might be indicated by the financial limits above then the authoriser is required to escalate the authorisation to, at least, the next level. In the case of an authorisation by the Vice-Chancellor this would be to the Finance and Employment Committee.

Other factors to consider include: the financial sustainability of the proposal and the impact on the balance of the portfolio;

- the financial quality of the income stream
- the taxation impact of the proposal
- the exchange rate risk for non-GBP contracts
- the ability to exit the arrangements if required
- the proportion of the total income paid out directly to third parties in respect of their delivery
- the potential impact on the University's reputation
- the legal regulations that are relevant to the proposal (following appropriate consultation with the University Secretariat)

The appropriate level of authority for approval of extensions or variations to contracts should be based on the additional income generated unless the change could influence receipt of the original income, in which case the cumulative income should be used

Any significant new aspect of business, as determined by reference to the Chief Finance and Planning Officer, or any proposed establishment of a company or joint venture must comply with the University's Financial Procedures.

13 Overseas activity

In planning and undertaking overseas activity, the University must have due regard to the relevant [guidelines and principles issued by OfS](#) and all appropriate University policies.

14 Capital programmes

The University has a process to provide clear and accountable corporate governance in respect of capital investment decisions covering land and property transactions, building infrastructure (including IT), refurbishments, minor works and equipment, and with reference to [OfS requirements](#) where exchequer-funded assets or exchequer funds are involved. The University's Capital Programme includes all such expenditure, whether or not it is funded from capital grants or capitalised for inclusion in the University's financial statements.

The Chief Finance and Planning Officer will ensure appropriate governance processes are in place within the University to support the identification, rigorous assessment, rationalisation, project management and reporting of all aspects of the Capital Programme.

Within the governance arrangements, the Chief Finance and Planning Officer will establish protocols for the inclusion of Capital Projects in the Capital Programme for approval by the Board of Governors. These will set out the information that is required for each proposed Capital Project, as well as the financial criteria that they are required to meet the Business Case. The components of the University's Capital Programme comprise:

- Major Building Schemes (including land and property transactions, building infrastructure and related IT, refurbishments and related equipment), with a capital value greater than £500,000 (including VAT);
- Minor Building Schemes, with a capital value up to £500,000 (including VAT);
- The Long Term Maintenance Plan;
- Other IT costs not covered by the above;
- Other Equipment costs not covered above.

The Board of Governors will approve annual budgets for all Major Building Schemes, Minor Building Schemes (including an annual contingency budget for emerging issues within the University Estate), The Long Term Maintenance Plan, and aggregate budgets for Other IT and Other Equipment costs.

The following Authority and Accountability Matrix applies to the authorisation of both revenue and capital expenditure:

Spend (including VAT)	Pillar Board	Line Management	Infrastructure and New Venture Investment Committee (INVIC)	Business and benefits realisation case required	Procurement clearance required
£0- 500,000***	Strategy Implementation Lead *	ULT member/ Director*	none	local discretion	Above £50k (including VAT)
£500,000 - £2,500,000	Above plus CFPO**	Above plus CFPO**	INVIC	Yes	Yes
in excess of £2,500,000	All above plus FEC	All above plus FEC	INVIC	Yes	Yes

* The relevant Strategy Implementation Lead or PVC Dean/Director will be able to delegate their authorities, as deemed necessary, within their areas subject to approval from the Chief Finance and Planning Officer. Although ultimately the accountability will remain with the relevant Strategy Implementation Lead or PVC Dean/Director, if they choose to delegate they will hold that individual delegate accountable.

** Where the decision made has a financial impact greater than £500k and is not included within existing approved budgets then the decision will be referred to the University Leadership Team.

*** Business cases submitted to the Pillar Boards and to INVIC will be approved based on the total costs proposed. Where a project is submitted in phases, each phase shall be assessed independently in line with the above thresholds to ensure that the further investment is still relevant to the ongoing strategy implementation. Where forecast costs go above those contained within the approved business case, then re-submission to Pillar Boards or INVIC will be required in order for further spend to take place.

For contracts of up to £200,000 (including VAT) for supplies and services and up to £5,000,000 (including VAT) for Works contracts, in certain exceptional circumstances the Authority and Accountability Matrix may be by-passed, for example to ensure that essential services can be delivered. Details of the exceptions can be found in the [Authority and Accountability Matrix Exceptions document](#) along with the process to be followed.

Following completion of a Capital Project valued over £2,500,000(including VAT), a post-project evaluation or final report should be submitted to the Finance and Employment Committee and Audit and Risk Committee including actual expenditure against budget and reconciling funding arrangements where a variance has occurred, as well as other issues affecting completion of the project. Post-project evaluations may also need to be sent to the relevant funding body, as laid down in funding body guidelines.

Purchases of equipment costing £10,000 (including VAT) or more will be treated as capital expenditure. Other items may be capitalised where capitalisation is a condition of a relevant grant or where items are used to construct a single identifiable asset worth £10,000 (including VAT) or more. In the case of refurbishment of properties, other costs may be considered for capitalisation (e.g. the cost of fixtures and fittings affixed to the building), depending on the circumstances of the refurbishment and under the approval of the Chief Finance and Planning Officer.

15 Financial Control

The control of income and expenditure within an agreed budget is the responsibility of the designated budget holder, who must ensure that day-to-day monitoring is undertaken effectively. Budget holders are responsible to their Pro Vice-Chancellor or Director for the income and expenditure defined by their budget.

Significant departures from agreed budgetary targets must be reported immediately to the Chief Finance and Planning Officer by the Pro Vice-Chancellor/Director concerned and, if necessary, corrective action taken.

The budget holders are assisted in their duties by financial management information provided by the Chief Finance and Planning Officer. Budget holders will routinely review their financial information and discuss with their named contact in the Finance and Planning Directorate if required.

The Chief Finance and Planning Officer is responsible for supplying budgetary reports on all aspects of the University's finances to the Finance and Employment Committee on a basis determined by the Committee but subject to any specific requirements of OfS. These reports are presented to the Board of Governors, which has overall responsibility for the University's finances.

Changes proposed to the approved budget will be first considered by the Finance and Employment Committee, which will make proposals to the Board of Governors

At the year end, budget holders will not normally have the authority to carry forward a balance on their annual budget to the following year.

16 Accounting Arrangements

The University's financial year will run from 1 August until 31 July the following year.

The consolidated and subsidiary financial statements are prepared on the historical cost basis of accounting and in accordance with applicable accounting standards.

The consolidated and subsidiary financial statements are prepared in accordance with the [Statement of Recommended Practice \(SORP\)](#), subject to any specific requirements of OfS, and in accordance with the provisions of the Companies Act 2006, as appropriate.

17 Accounting records

The University must retain any financial and accounting records for audit and tax purposes and so the current year plus six previous years should be retained.

In particular members of staff responsible for the supervision of grant-funded projects should ensure that retention arrangements comply with any specific requirements of funding organisations such as the EU, which may require documentation to be kept for up to ten years after the date of the final funding claim (see section 22: Grants, Research and Knowledge Transfer Contracts).

18 Journals

The process for raising and approving journals (payroll and non-payroll) is contained within the University's [Journal Policy](#).

In order to provide a suitable audit trail, sufficient detail must be provided with every journal raised to ensure that someone independent of the person who raised the journal can understand the purpose of it.

19 Taxation

The Chief Finance and Planning Officer is responsible for advising Pro Vice-Chancellors and Directors, in the light of guidance issued by the appropriate bodies and relevant legislation as it applies, on all taxation issues, to the University. Therefore the Chief Finance and Planning Officer will issue instructions to Faculties/Directorates on compliance with statutory requirements including those concerning VAT, PAYE, national insurance, corporation tax, overseas taxes and import duty.

The Chief Finance and Planning Officer is responsible for the University's Tax Strategy. This Strategy is in place to ensure that the risk of non-compliance and

finances is mitigated and minimised. The Strategy will be updated annually to reflect the changing and emerging risks, especially with regard to the University's international activities.

The Chief Finance and Planning Officer is responsible for maintaining the University's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate

D. INCOME

20 Price setting and discounts

The Chief Finance and Planning Officer is responsible for pricing throughout the University and is supported by the [Shaping Futures Board](#).

The prices charged for academic programmes and courses that are sold directly to students will be coordinated and recommended to the Chief Finance and Planning Officer in accordance with the [Financial Procedures](#).

Discount schemes and other similar promotions that have the impact of reducing the net price charged to the student or result in payments being made to University partners will be in accordance with the agreed frameworks approved by the Chief Finance and Planning Officer and published on the [University's website](#).

21 Receipt of income

The Chief Finance and Planning Officer is responsible for ensuring that appropriate procedures are in operation to enable the University to receive all income to which it is entitled in accordance with the Financial Procedures. All receipt forms, invoices, tickets or other official documents in use and electronic collection systems must have the prior approval of the Chief Finance and Planning Officer.

The Chief Finance and Planning Officer is responsible for the prompt collection, security and banking of all income received.

The Chief Finance and Planning Officer is responsible for ensuring that all grants notified by OfS and other bodies are received and appropriately recorded in the University's accounts.

The Chief Finance and Planning Officer is responsible for ensuring that processes are in place to complete all claims for funds (including research grants and contracts) by the due date.

The Chief Finance and Planning Officer is responsible for all systems that result in electronic payments being made to the University. The development or modification of any new system that results in electronic payments being made to the University must be approved by the Chief Finance and Planning Officer.

It is the responsibility of all staff to ensure that the University collects all of the income to which it is entitled through the efficient application of agreed procedures for the identification, collection and banking of income. In particular, this requires the prompt notification to the Finance and Planning Directorate of sums due so that collection can be initiated.

All monies received within Faculties or Directorates from whatever source must be recorded on a daily basis.

All monies received must be notified to the Recovery Team promptly, and in accordance with the [Financial Procedures](#).

All sums received must be paid in and accounted for in full, and must not be used to meet miscellaneous Faculty or Directorate expenses or be paid into the Faculty or Directorate petty cash float. Personal or other cheques must not be cashed out of money received on behalf of the University.

The procedures for collecting tuition, accommodation and other supplementary fees must be approved by the Chief Finance and Planning Officer and are defined in the [University's Debtors Policy](#). The Chief Finance and Planning Officer is responsible for ensuring that all student fees due to the University are received.

Only the Chief Finance and Planning Officer can implement credit arrangements and indicate the periods in which different types of invoice must be paid. The Debtors Policy will be approved by Finance and Employment Committee.

Any irrecoverable debts written off must be approved by the Finance and Employment Committee as set out in the financial procedures.

Any fee refund or reduction must be in accordance with the guidance in the University's [Financial Procedures](#).

The authorisation of commercial (non-student) credit notes for discounts from the original invoice shall follow the same authorisation process as that for the original invoice. All commercial [credit notes requested](#) will be approved and released to the customer by the Sales Ledger Team in the Finance and Planning Directorate

The process for the payment of associated bursaries and scholarships is set out in the University's [Financial Procedures](#).

22 Payment details

Customer bank details will be retained in accordance with the General Data Protection Regulation. Non-compliance could lead to substantial fines being imposed by the Information Commissioner and by getting data protection wrong, the University could suffer commercial, reputational, regulatory and legal penalties.

As an organisation which processes card-holder data, the University is obliged to comply with the [Payment Card Industry Data Security Standard](#) (PCI/DSS).

To ensure compliance with the PCI/DSS security standard the Finance and Planning Directorate will ensure that appropriate procedures are in place covering the security of credit and debit card-related information. University employees who deal with credit and debit card transactions must comply with the [University's Financial Procedures](#).

23 Grants, Research and Knowledge Transfer Contracts

These provisions apply to all external funding applications in respect of research and knowledge transfer activities (everything apart from [credit-bearing academic developments](#)).

It is the responsibility of the Pro Vice-Chancellor or Director to ensure that the financial implications of all external funding applications have been appraised. This will include reviewing grant or contract terms and conditions from each organisation providing funding to enable appropriate monitoring of compliance and ensuring that they follow the process for funding applications as defined by the Chief Finance and Planning Officer. Legal advice is available from Governance Services and the Research and Innovation Office.

The Pro Vice-Chancellor or Director is responsible for ensuring that every external application for funding or bid submission has adequate provision of resources to meet all commitments. The Pro Vice-Chancellor or Director should ensure that the [Full Economic Cost](#) of all contracts is established. The financial implications of all binding external funding bids will be recorded along with a risk assessment using the standard University documentation ([Unregulated and Regulated Financial Summary form](#)). External contracts can only be accepted on behalf of the University by those individuals specifically authorised to do so. The [authorisation limits for income](#) generating contracts are set out in section 12 of these Regulations.

Expressions of interest and other non-binding submissions to research and knowledge transfer funders do not need to follow the full Unregulated and Regulated Financial Summary process; however they should be assessed for strategic fit,

feasibility, financial viability and availability of resources as per the [University's Financial Procedures](#).

Where an applicant has to resubmit an application (for example, in response to peer review comments) and the resubmission does not make a substantial change to the authorised budget (less than or equal to a 10% change to the income or Full Economic Cost, whichever is greater), the Financial Summary Form must be updated with the new budget but only needs to be signed off by the Head of Faculty Finance. Where an application has to be resubmitted and the change to the authorised budget is greater than a 10% the authorisation process described above for an initial application must be repeated.

Each grant, contract or project will have a named supervisor or grant holder. Control of pay and non-pay expenditure will be recorded within the relevant activity code. The Pro Vice-Chancellor or Director may delegate day-to-day control of the account to a named Budget Holder and any overspend or under-recovery of overheads being a charge on Faculty or Directorate funds.

Overheads will be considered in the financial appraisal of external funding applications whether or not the funding arrangements permit full recovery.

Further [guidance](#) is available on the University intranet.

Many grant-awarding bodies and contracting organisations stipulate conditions under which their funding is given. In addition, there are often procedures to be followed regarding the submission of interim or final reports or the provision of other relevant information. Failure to respond to these conditions may mean that the University will suffer a significant financial penalty. It is the responsibility of the named supervisor or grant holder to ensure that conditions of funding are met. Named supervisors and grant holders must familiarise themselves with the requirements in respect of document retention ([see section 17 Accounting Records](#)).

Any loss to the University resulting from a failure to meet conditions of funding is the responsibility of the Budget Holder, and will be charged against Faculty or Directorate funds.

Any project that involves matched funding requires the approval of the appropriate officer prior to any commitment being entered into. Such approval shall be dependent upon the relevant Pro Vice-Chancellor or Director being able to demonstrate that eligible matching funds are available and that the project is financially viable. The Pro Vice-Chancellor or Director must ensure that the Research and Innovation Office confirms the availability of the match.

If the University sub-contracts such work to external providers, the relevant Pro Vice-Chancellor or Directors shall ensure that:

- this is on the basis of a written contract which allows for full audit access to detailed records
- appropriate monitoring procedures are in place to ensure that the outputs are achieved and the provision is of suitable quality
- the University's [tendering procedures](#) have been followed
- payments are only made against detailed invoices
- sub-contracting is permitted under the funder's terms and conditions

The total income from all externally funded projects should cover at least the direct costs incurred in delivering the project. The same should be true of all knowledge transfer activities. Pro Vice-Chancellors will operate their research and knowledge transfer activities on a financial portfolio basis. Subject to there being an effective balance of activities as described in the Corporate Plan, and the Faculty budget target for contribution being achieved, projects that will recover less than their direct costs may be approved e.g. charitable funded projects. The level of subsidy must be transparently defined and appropriate funding provided from within the Faculty budget.

24 Academic business developments

"Academic business developments" include the development or revalidation of all academic credit-bearing courses.

All new and revalidated credit-bearing courses will be costed in accordance with agreed University principles. The Pro Vice-Chancellor is responsible to ensure that the financial viability of the proposed course has been considered and appraised. The appraisal will formally be documented at the Faculty Business/Portfolio Development Group.

The Finance and Planning Directorate will support the relevant Faculty staff with costing and financial appraisal.

The University's definition of collaborative provision is academic provision which leads to credit or an award of the University where another organisation collaborates with the University to deliver, assess or provide essential student support for that provision. Any contract or arrangement that fall within this definition must be operated within the [guidance provided by](#) the Learning Enhancement and Academic Development Team. Where the partnership would represent a significant departure from the University's Transforming Lives Strategy, the Board of Governors shall approve the departure.

Any significant new aspect of business, as determined by reference to the Chief Finance and Planning Officer, or any proposed establishment of a company or joint venture must comply with the [University's Financial Procedures](#).

If the University sub-contracts the delivery of teaching and/or assessment to external providers, the relevant Pro Vice-Chancellor or Directors shall ensure that: this is on the basis of a written contract;

- appropriate monitoring procedures are in place to ensure that the outputs are achieved and the provision is of suitable quality
- the University's [tendering procedures](#) have been followed
- payments are only made against detailed invoices

25 Intellectual Property Rights and Patents

Certain activities undertaken within the University including research and consultancy may give rise to copyright, designs and potentially patentable inventions. These are collectively known as intellectual property.

In the event of the University deciding to become involved in the commercial exploitation of inventions and research, the matter should then proceed in accordance with the University's [intellectual property procedures](#).

26 Funds Held on Trust

The Chief Finance and Planning Officer is responsible for maintaining financial records in respect of gifts, benefactions and donations made to the University and initiating claims for recovery of tax where appropriate.

The Chief Finance and Planning Officer will prescribe the format for recording the use of student financial support funds, including bursaries and scholarships. Records of access to learning funds will be maintained according to OfS requirements.

The Director of Finance is responsible for maintaining a record of the requirements for each trust fund and for advising the Finance and Employment Committee on the control and investment of fund balances. The Finance and Employment Committee is responsible for ensuring that all the University's trust funds are operated within any relevant legislation and the specific requirements for each trust. They will also be responsible for investment of fund balances.

The Chief Finance and Planning Officer shall be informed of any fund that is not an official fund of the University which is controlled wholly or in part by a member of staff in relation to their function in the University.

The accounts of any such fund shall be audited by an independent external person and shall be submitted with a certificate of audit to the appropriate body.

E. EXPENDITURE

27 Procurement of goods, services and works

The Chief Finance and Planning Officer is responsible for making payments to suppliers of goods and services to the University. All financial amounts contained in the Regulations include VAT, where appropriate.

The Pro Vice-Chancellor or Director is responsible for purchases within their area. Purchasing authority may be delegated to named individuals within the Faculty or Directorate. The Pro Vice-Chancellor or Director is responsible for documenting the scheme of delegated authorities and ensuring that a copy is supplied to the Chief Finance and Planning Officer for approval.

The Chief Finance and Planning Officer shall maintain a register of authorised signatories. Under procedures agreed by the Chief Finance and Planning Officer, central control shall be exercised over the creation of requisitioners and authorisers and their respective financial limits (for electronic systems). The Chief Finance and Planning Officer must be notified immediately of any changes to the authorities to commit expenditure.

Pro Vice-Chancellors, Directors and delegated authorities are not authorised to commit the University to expenditure without first reserving sufficient funds to meet the purchase cost.

The following Authority and Accountability Matrix applies to the authorisation of both revenue and capital expenditure:

Spend (Including VAT)	Pillar Board	Line Management	Infrastructure and New Venture Investment Committee (INVIC)	Business and benefits realisation case required	Procurement clearance required
£0- 500,000***	Strategy Implementation Lead *	ULT member/ Director*	none	local discretion	Above £50k (including VAT)
£500,000 - £2,500,000	Above plus CFPO**	Above plus CFPO**	INVIC	Yes	Yes
in excess of £2,500,000	All above plus FEC	All above plus FEC	INVIC	Yes	Yes

- * The relevant Strategy Implementation Lead or PVC Dean/Director will be able to delegate their authorities, as deemed necessary, within their areas subject to approval from the Chief Finance and Planning Officer. Although ultimately the accountability will remain with the relevant Strategy Implementation Lead or PVC Dean/Director, if they choose to delegate they will hold that individual delegate accountable.
- ** Where the decision made has a financial impact greater than £500k and is not included within existing approved budgets then the decision will be referred to the University Leadership Team.
- *** Business cases submitted to the Pillar Boards and to INVIC will be approved based on the total costs proposed. Where a project is submitted in phases, each phase shall be assessed independently in line with the above thresholds to ensure that the further investment is still relevant to the ongoing strategy implementation. Where forecast costs go above those contained within the approved business case, then re-submission to Pillar Boards or INVIC will be required in order for further spend to take place.

For contracts of up to £200,000 (including VAT) for supplies and services and up to £5,000,000 (including VAT) for Works contracts, in certain exceptional circumstances, the Authority and Accountability Matrix may be by-passed, for example to ensure that essential services can be delivered. Details of the exceptions can be found in the [Authority and Accountability Matrix Exceptions document](#) along with the process to be followed.

The number of potential future orders with a supplier should be considered in assessing the value of the expenditure compared to the limits i.e. an anticipated series of similar orders would be considered on a cumulative basis and not in isolation. Expenditure over £500,000 (including VAT) by supplier shall be reported to the Finance and Employment Committee on an annual basis.

The University requires all budget holders, irrespective of the source of funds, to obtain supplies, equipment, services and works at the lowest possible cost consistent with quality, delivery requirements, sustainability and risk, and in accordance with sound business practice. Advice to support budget holder decision making is available from the [Strategic Procurement Team](#).

Members of staff must purchase goods, services and works from one of the University's [contracted suppliers](#) unless there is a valid business case for using a different supplier. The University's contracted suppliers have been subject to a competitive tender process compliant with [section 28](#).

This applies to all of the routes that members of staff may use for the procurement of goods, services and works i.e. purchase orders and purchase cards.

The Head of Strategic Procurement will establish procedures for ensuring the University complies with its legal obligations concerning EU procurement legislation (Public Contracts Regulations 2015) and under the general community law of the EU. The [Public Contracts Regulations 2015](#) apply to contracts for all forms of procurement, purchase or hire (whether or not hire purchase) with a total value exceeding the [EU Procurement Threshold and also include specific provisions for contracts that fall below those thresholds](#).

The Head of Strategic Procurement will advise Pro Vice-Chancellors and Directors on the thresholds that are currently in operation. A breach of these EU regulations can lead to the University being sued for damages by a supplier or potential supplier and other penalties e.g. the set aside of contracts.

It is the responsibility of Pro Vice-Chancellors and Directors to ensure that their members of staff comply with EU regulations by notifying the Head of Strategic Procurement of any purchase that is likely to exceed the thresholds. This will need to be done well in advance in order to ensure compliance with EU procedures. The Head of Strategic Procurement is also required to submit to OfS annually details on expenditure which exceeds the threshold. Copies of the relevant documentation falling into this category must be provided by Pro Vice-Chancellors and Directors to the Head of Strategic Procurement.

28 Tenders and quotations

The University requires all budget holders, irrespective of the source of funds, to obtain supplies, equipment, services and works at the lowest possible cost consistent with quality, delivery requirements, sustainability and risk, and in accordance with sound business practice. Advice to support budget holder decision making is available from the [Strategic Procurement Team](#).

The ordering of goods and services shall be in accordance with the University's purchasing policies, which are applicable as follows:

- under £25,000 (including VAT) the budget holder shall have the discretion to decide whether or not to obtain quotations, but value for money must always be obtained and if there is a SHU contract you must use it ;
- from £25,000 to £50,000 (including VAT) the budget holder shall be required to obtain at least three quotations;
- over £50,000 (including VAT) all items will require a competitive tendering process (unless the purchase is made from an appropriately [contracted supplier](#)).

Quotations must be attached to the electronic requisition form prior to ordering goods and services. The process is outlined in the [University's Financial Procedures](#).

The award of contracts over £500,000 (including VAT) shall be reported to the Finance and Employment Committee.

When research, consultancy or other income earning contracts, for which the University may bid, cannot be delivered wholly from internal resources and would require the award of sub-contracts to third parties, such sub-contracts are also subject to the University's Financial Procedures.

In the event that a prospective client's bid process timeframe does not permit full compliance with the purchasing policy, the University's bid must state that it is submitted subject to the confirmation of costs from third party sources. Should the University's bid be successful, any sub-contract must be tendered without delay. The award of a sub-contract will be subject to the authorisation of expenditure limits detailed in these Regulations.

In exceptional circumstances where it is not possible to follow the requirements set out above, the budget holder shall be required to seek a waiver of the University's Financial Regulations in respect of tenders and quotations from the Chief Finance and Planning Officer, in accordance with the University's financial procedures.

29 Payment of Individuals "Off Payroll"

HMRC regulations and tax legislation must be complied with when making any payments to individuals, other than paying employees through payroll.

When **engaging individuals to provide services**, either directly as sole-traders, or through their personal service companies, the engaging manager must assess the Employment Status for Tax Purposes of the work to be performed, before the engagement is agreed. The process to be followed can be found on the [Finance intranet](#).

If it is necessary to make payments to **individuals who participate in Research** projects, the member of staff responsible must ensure that the payment only covers any out of pocket expenses and/or a small amount to compensate for their time. The recommendation is that any payments are made in vouchers, except in exceptional circumstances.

30 Invoice payments

Suppliers' invoices must not be processed for payment unless the goods, services or works to which they relate have been receipted on the finance system in accordance with the University's Financial Procedures. The exception to this is those limited circumstances in which specific arrangements have been agreed (e.g. deposit payments where the goods, services or works are to be paid for in stages).

The University's payment terms are 30 days from receipt of a valid invoice. Authority to amend payment terms resides only with nominated staff within the Finance and Planning Directorate.

The Late Payment of Commercial Debts (Interest) Act 1998 (as amended 2013) and [Late Payment of Commercial Debts Regulations 2013](#) gives businesses the statutory right to claim interest on late payments from other businesses. In view of the penalties in this Act, the Board of Governors requires that valid invoices must be passed for payment as soon as they are received. [The Public Contracts Regulations 2015](#) require that the University publishes information annually about its compliance with payment terms.

Payments of invoices will be made in accordance with the University's financial procedures.

Invoices that are unsatisfactory must not be paid and must be drawn to the attention of the supplier without delay.

31 Pay expenditure

The Director of Human Resources and Organisational Development is responsible for ensuring that the University's payroll service makes only those payments to staff that are properly approved.

The Chief Finance and Planning Officer is responsible for ensuring that the transfer of monies into staff bank accounts is appropriately authorised and that all deductions made from salaries are paid over to the appropriate third parties.

The Chief Finance and Planning Officer is responsible for payments to non-employees and for informing the appropriate authorities of such payments. All casual and temporary employees will be included on the payroll.

The Director of Human Resources and Organisational Development shall be responsible for keeping all records relating to payroll, including those of a statutory nature.

Human Resources and Organisational Development Directorate should be consulted on any proposal that involves additional payments to members of staff which should be supported by a schedule of names and values together with the rationale and must be approved by the Pro Vice-Chancellor or Director.

Further advice on [additional payments](#) is available on the Human Resources and Organisational Development intranet.

The Board of Governors is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees. The Director of Human Resources and Organisational Development is responsible for day-to-day superannuation matters.

The Director of Human Resources and Organisational Development is responsible for administering eligibility to pension arrangements.

32 Severance and other non-recurring payments

Severance payments shall only be made in accordance with relevant legislation and under a scheme approved by the Board of Governors through the Finance and Employment Committee. All such payments shall be authorised by the Director of Human Resources and Organisational Development and the Chief Finance and Planning Officer.

All matters referred to an industrial tribunal shall be notified to the Chief Finance and Planning Officer at the earliest opportunity in order that budget provision may be made as necessary. All determinations of tribunals must be similarly notified.

33 Purchasing cards

The operation and control of the University's purchasing cards is the responsibility of the Chief Finance and Planning Officer. Only members of staff who are directly employed by the University can be issued with a purchasing card.

Requests from staff for new purchasing cards and amendments to existing cards will be completed using [standard documentation](#). The request or amendment will be subject to authorisation by one senior member of staff within the Faculty or Directorate and one senior member of the Finance and Planning Directorate. The business case for the request or amendment will be considered in deciding whether to provide an approval.

Holders of purchasing cards must use them only for the business purpose for which they have been issued and within the authorised purchase limits. Serial purchases that attempt to circumvent the purchase limits are prohibited.

Cards must not be loaned to another person, nor should they be used for personal/private purchases or cash/quasi cash advances. Cardholders must ensure that there is sufficient budget available to meet the costs prior to committing to the expenditure.

Cardholders must verify that the charges detailed on card statements are correct and retain all relevant receipts. Card statements and receipts will be inspected by line managers and approved each month.

Any incorrect charges, suspected fraudulent use or loss of a card must be reported immediately to the card issuer and/or the Strategic Procurement Team.

The Chief Finance and Planning Officer shall determine what information is required from cardholders and the deadlines for receipt in the finance section to enable financial control to be maintained and cardholders must provide that information.

Details of the operation of the scheme are set out in the [Purchasing Cards](#) procedures on the Finance and Planning Directorate website.

Where purchasing cards are used the relevant University policies should be adhered to including the [expenses policy](#) and [travel policy](#).

34 Cashless SHUCard

The operation and control of the cashless SHUCard is the responsibility of the Chief Finance and Planning Officer. The scheme is based on the SHU access card and so is available to all students and staff.

The [SHUCard cashless payment and rewards service](#) enables students and staff to pay via a cashless payment method and earn and redeem loyalty points using their University ID card on campus and at certain partner locations to pay for goods and services.

For queries about the processes associated with the operation of the scheme please contact [Financial Accounts](#).

35 Staff and student and visitor expenses

The University's purchasing and payments procedures are in place to enable the majority of non-pay supplies to be procured through the [purchase order](#) or [purchase card](#) processes without staff or students having to incur any personal expense.

However, on occasion, staff, students or visitors may incur expenses and are entitled to reimbursement provided this is claimed within 3 months of the date that the expenditure was incurred. [Guidance is available on the Finance and Planning Directorate intranet](#), in particular the [Expenses policy](#).

Section 38 covers the procedures for claims for payment of subsistence allowances, travelling and incidental expenses.

All claims for payment of staff expenses shall be completed in a form approved by the Chief Finance and Planning Officer and self-certified by the claimant.

The self-certification by the claimant shall be taken to mean that:

- the journeys were approved by the relevant budget holder;
- the expenses were properly and necessarily incurred;
- the expenses are properly payable by the University;
- consideration has been given to value for money in choosing the mode of transport.

Expenses incurred by the Vice-Chancellor will be approved by the Chair of the Board of Governors.

Claims for reimbursement of expenditure incurred on University business by members of the Board of Governors will be authorised by the University Secretary and Clerk to Board of Governors.

A report of monthly claims for payment of subsistence allowances, travelling and incidental expenses by members of staff shall be reported and is available to budget holders.

The Financial Accountant shall ensure that an appropriate sample of expense claims are reviewed for compliance with the University's Expenses policy. Detected instances of non-compliance could result in formal action being taken and shall be reported to the Chief Finance and Planning Officer on a quarterly basis.

Non-staff expense claims shall be completed in a form approved by the Chief Finance and Planning Officer and must be approved, before submission, by the appropriate authoriser.

36 Business entertaining

The University allows members of staff to entertain external stakeholders, where the stakeholder is an external adviser, outside student, sponsor, or colleague from an external organisation involved in collaborative work, and where the prime object of the entertainment is to foster new business or to continue existing business contacts. This is subject to the provisions outlined in section [6: Fraud, corruption and bribery](#)

Entertaining expenditure could result in a tax charge for the University or the members of staff involved if HM Revenue and Customs do not deem the entertainment to have a permitted business purpose.

Detailed guidance is provided in the [University Expenses Policy](#).

37 Taxable treatment of expenditure

There are certain types of expenditure that can expose the University to a higher compliance risk from a tax perspective, as there are potential HM Revenue & Customs (HMRC) implications relating to taxable benefits. In addition the inconsistent treatment of staff may also give rise to equality issues within the University ([Equality Act 2010](#)).

The types of expenditure concerned generally relate to members of staff as individuals, and further details are provided in the University's [Expenses Policy](#).

Members of staff who have doubts or concerns should seek advice and guidance prior to committing to the expenditure. The Finance and Planning Directorate is available to support members of staff in determining whether the proposed expenditure is allowable.

38 Business Travel

All arrangements for travel must be in accordance with the [appropriate scheme](#) approved by the Board of Governors. Any approvals required must be obtained in advance of committing the University to those arrangements or confirmation of any travel bookings.

All travel bookings will be made in accordance with the [University's Travel Policy](#) and with a regard to value for money and risk. The University's [Expenses Policy](#) covers what can be claimed in terms of payment of subsistence allowances, travelling and incidental expenses.

Where spouses, partners or other persons unconnected with the University intend to participate in a trip, this must be clearly identified in advance. The University must not be charged for more than if the member of staff had travelled alone. The partner's travel costs must be invoiced separately and paid privately.

Members of staff who intend to travel overseas on University official business must comply with the [University Travel Policy](#), to ensure that the risk of the trip is assessed and that the insurance arrangements are in place.

39 Cash advances

Members of staff are expected to only request a cash advance after due consideration of all of the other ordering and payment options. The Chief Finance and Planning Officer and the relevant Pro Vice-Chancellor or Director may jointly approve cash advances for projects provided that there is a legitimate business case.

Receipts or paid invoices will be retained for all sums expended in this way. Upon completion of the project to which the advance relates, within two weeks a final account must be prepared to demonstrate how the advance was disbursed and any unspent balance repaid. Details of the process can be found on the [Finance intranet](#).

Under no circumstances will a second advance be approved when the final accounting for an earlier advance to a project or individual is outstanding.

40 Charitable donations

Donations are payments to charitable bodies that are freely given with no expectation of anything in return. The University is not permitted to make donations to other charitable bodies unless the body has the same charitable objectives as the University.

F. ASSETS

41 Asset Security

Pro Vice-Chancellors and Directors are responsible for the care, custody and security of the University's assets, whether [tangible](#) e.g. buildings, plant and machinery, fixtures and fittings, stock, cash or [intangible assets](#) e.g. intellectual property and electronic data. They will consult the Chief Finance and Planning

Officer in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

Assets owned by the University shall, so far as is practical, be effectively marked to identify them as University property.

Assets owned or leased by the University shall not be subject to personal use without proper authorisation.

42 Fixed asset register

The Chief Finance and Planning Officer is responsible for maintaining the University's register of land, buildings, fixed plant and machinery. Pro Vice-Chancellors and Directors will provide the Chief Finance and Planning Officer with any information they may need to maintain the register.

Separately identifiable assets will be listed on the [fixed asset](#) register in accordance with the capitalisation policy in [Section 14](#).

Disposal of equipment and furniture must be in accordance with procedures agreed by the Finance and Employment Committee and contained in the University's [fixed asset guidance](#).

Disposal of land and buildings must only take place with the authorisation of the Board of Governors. OfS consent may also be required if exchequer funds were involved in the acquisition of the asset.

Any computer or electronic equipment must be disposed of in accordance with the University's [security measures for the protection of electronic data](#). This will ensure that all personal data is removed prior to disposal and that the asset is disposed of in accordance with the [University's Disposal of IT Equipment Policy](#)

G. TREASURY MANAGEMENT

43 Treasury Management Policy

The Finance and Employment Committee is responsible for recommending a [Treasury Management Policy](#) statement to the Board of Governors. The policy describes the strategy and policies for cash management, long-term investments and borrowings. The policy complies with OfS rules regarding approval for any secured or unsecured loans that go beyond the general consent levels set out in the Terms and Conditions of Funding for Higher Education Institutions [with OfS](#). The Finance and Employment Committee has a responsibility to ensure implementation, monitoring and review of such policies.

The Chief Finance and Planning Officer will implement all policy and the Finance and Employment Committee/Board of Governors' decisions concerning borrowing, investment or financing and will ensure appropriate reporting in this respect. All borrowing shall be undertaken in the name of the University and shall conform to any relevant OfS requirements.

The Chief Finance and Planning Officer will report the activities of the treasury management operation to the Finance and Employment Committee.

44 Exchange rate risk management

The Finance and Employment Committee is responsible for the University policy on [exchange rate risk management](#). This is included in the Treasury Management Policy

45 Appointment of bankers and other professional advisers

The Board of Governors is responsible for the appointment of the University's bankers and other professional financial advisers (such as investment managers) on the recommendation of the Finance and Employment Committee. The appointment shall be for a specified period after which consideration shall be given by the Finance and Employment Committee to competitively tender the service.

46 Banking arrangements

The Chief Finance and Planning Officer is responsible, on behalf of the Finance and Employment Committee, for liaising with the University's bankers in relation to the University's bank accounts.

Only the Chief Finance and Planning Officer may open or close a bank account for dealing with the University's funds. All bank accounts shall be in the name of the University or one of its [subsidiary](#) companies.

All cheques and automated transfers on behalf of the University, such as [bacs](#) or [chaps](#), must be authorised in the appropriate manner and on the basis approved by the Chief Finance and Planning Officer.

The Chief Finance and Planning Officer is responsible for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated as appropriate.

H. OTHER

47 Insurance

The Chief Finance and Planning Officer is responsible for the University's [insurance arrangements](#), including the provision of advice on the types of cover available.

Pro Vice-Chancellors and Directors must ensure that any agreements negotiated within their Faculty or Directorate with external bodies cover any legal liabilities to which the University may be exposed. The Chief Finance and Planning Officer's advice should be sought to ensure that this is the case prior to the signing of any agreement. Pro Vice-Chancellors and Directors must give prompt notification to the Chief Finance and Planning Officer of any potential new risks and additional property and equipment that may require insurance and of any alterations affecting existing risks. Pro Vice-Chancellors and Directors must advise the Chief Finance and Planning Officer immediately of any event that may give rise to an insurance claim. The Chief Finance and Planning Officer will notify the University's insurers and, if appropriate, prepare a claim in conjunction with the Pro Vice-Chancellor or Director for transmission to the insurers.

Where, pursuant to a claim, the University's insurers require action to remedy any consequence of that claim and/or to mitigate a recurrence Pro Vice-Chancellors and Directors shall, where the Chief Finance and Planning Officer deems the required action to be reasonable, ensure the prompt implementation of that action.

In the event that a claim is made against the University, Pro Vice-Chancellors and Directors shall promptly supply to the Chief Finance and Planning Officer or his nominee (which shall include the University's insurers and/or solicitors) such information and/or assistance as necessary for the investigation and defence of the claim.

The Director of Estates and Facilities is responsible for keeping suitable records of plant which is subject to inspection by an insurance company and for ensuring that inspection is carried out in the periods prescribed.

All staff using their own vehicles on behalf of the University shall maintain appropriate insurance cover for business use.

48 Electronic data security

The Chief Information Officer shall be responsible for maintaining proper security and privacy of information held on the University's computer network. Appropriate levels of security will be provided, such as passwords for networked PCs

together with restricted physical access for network servers. Information relating to individuals will be subject to the provisions of the [General Data Protection Regulation](#).

Personal data held on portable devices shall be encrypted in accordance with the [University's Encryption Policy](#). The University Secretary and Clerk to Board of Governors has responsibility for compliance with the [General Data Protection Regulation](#).

49 Safekeeping of official and legal documents

The University Secretary and Clerk to Board of Governors is responsible for the safekeeping of official and legal documents relating to the University. Original signed copies of deeds, leases, agreements and contracts must, therefore, be forwarded to the University Secretary and Clerk to Board of Governors, except where it has been agreed that they will be held elsewhere.

50 Use of the University Seal

Where a deed or document requires the Seal of the Corporation (the University's seal) the application of the seal must be authenticated by the signature of the Chair of the Board of Governors, the Deputy Chair of the Board of Governors, the Chair of the Finance and Employment Committee or the Vice-Chancellor, together with any other member of the Board of Governors, each of whom shall sign each instrument to which the seal is affixed in the presence of the other.

The Seal of the Corporation may be applied to a deed or document provided that its application is required by law and the contract concerned has been approved in accordance with University regulations and procedures, including the Financial Regulations.

The University Secretary, or their nominee, shall be present on every occasion that the Seal of the Corporation is applied and shall:

- demonstrate that the contract(s) has been approved in accordance with University regulations and procedures;
- make a written record in the Register of Seals of the document being sealed, together with the signatures of those Governors concerned and his/her own signature

A written report shall be made to the next meeting of the Board of Governors of all applications of the Seal of the Corporation.

Where deed or document requires a signature in addition to the application of the Seal of the Corporation, the authority to sign the deed or document may be delegated as detailed in the University's Financial Procedures.

51 Provision of guarantees, bonds or indemnities

Any member of staff asked to give a guarantee or bond, for whatever purpose, should consult the Chief Finance and Planning Officer before any such guarantee or bond is given.

Any member of staff asked to give an indemnity, for whatever purpose, should consult Governance Services for legal advice before any such indemnity is given. Where it is deemed that the indemnity is not in the ordinary course of business it will be referred to the Chief Finance and Planning Officer for approval.

Appendix A: The Seven Principles of Public Life

SELFLESSNESS

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

OBJECTIVITY

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP

Holders of public office should promote and support these principles by leadership and example.

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Appendix B: Glossary of Terms

Term	Description
Associate	An associate company is one where the parent / holding company owns / controls more than 20% of the share capital of the company and exercises significant influence over the associate, but which is not a subsidiary .
BACS	Bacs Direct Credit is a simple, secure and reliable service, which enables organisations of all sizes to make payments by electronic transfer directly into a bank or building society account.
Bond	1) An agreement where the issuer agrees to be responsible for completing a contractual obligation if the party giving that obligation fails to complete it. This is known as a "performance bond". 2) A debt instrument issued for a period of more than one year with the purpose of raising capital by borrowing.
Conflict of interest	A conflict of interest is any situation in which a person's personal interests, or interests that they owe to another body, may (or may appear to) influence or affect the person's decision making. It is inevitable that conflicts of interest occur. The issue is not the integrity of the person concerned, but the management of any potential to profit from a person's position, or for a person to be influenced by conflicting loyalties. Even the appearance of a conflict of interest can damage the University's reputation, so conflicts need to be managed carefully. Early disclosure of the circumstances relating to the potential conflict of interest is always the recommended policy.
Contracted Supplier	A supplier with whom the University has a specific contract or framework agreement for the supply of certain goods/services/works or is who appointed to a 3 rd party framework agreement which it has been agreed the University will use for the supply of certain goods/service/works.
CHAPS	CHAPS is an electronic bank-to-bank same-day value payment made within the UK in sterling. The main benefit of CHAPS is that it is fast, secure and efficient and the money is transferred the same day. Unlike other forms of payment such as cheques, CHAPS payments are irrevocable.
Guarantee	Agree to be responsible for another's debt or contractual performance if that other person does not pay or perform. Usually, the party receiving the guarantee will first try to collect or obtain performance from the debtor before trying to collect

	from the one making the guarantee (guarantor).
Indemnity	An indemnity is a promise to pay money. They can be framed in many different ways but the core of an indemnity is where one party to a contract makes a promise to be responsible for losses suffered by the other, most usually arising from a breach of contract or warranty. There is huge variation in how indemnities are framed. They can range from broad coverage e.g. "all costs, losses, damages, expenses..." to more specific coverage, e.g. by reference to the key areas of risk in the contract. Whatever their form, the basic premise is that the party which has the benefit of the indemnity can obtain payment of the losses covered.
Intangible Asset	An intangible asset is an asset that lacks physical substance. It includes patents, copyrights, franchises, goodwill, trademarks and intellectual property.
Terms and Conditions of Funding for Higher Education Institutions with OFS	The Terms and Conditions set out the formal relationship between OfS and the governing bodies and accountable officers of the higher education institutions (HEIs) it funds.
Money Laundering	Money laundering is the practice of disguising the origins of illegally-obtained money. Ultimately, it is the process by which the proceeds of crime are made to appear legitimate. The money involved can be generated by any number of criminal acts, including drug dealing, corruption, accounting fraud and other types of fraud, and tax evasion. The methods by which money may be laundered are varied and can range in sophistication from simple to complex.
Risk	The Office of Government Commerce's defines a risk as "an uncertain event or set of events which, should it occur, will have an effect on the achievement of objectives." This definition also emphasises that a risk is a possible, future event as opposed to an actual scenario or issue that is dealt with through normal day-to-day management processes.
Solvency	Solvency is the ability of an organisation to pay its debts as they become due and on normal trade terms i.e. sufficient cash resources to pay staff, suppliers and other creditors on the expected due dates.
Subsidiary	A subsidiary company is one which is owned / controlled by another company, this means the parent /holding company owns more than 50% of the subsidiaries share capital or exercises control of the board.

Tangible Asset	Tangible assets have a physical presence and can be long term in nature (Fixed assets - for example plant, machinery, buildings) or short term in nature (Current assets - for example stock, cash).
Public Interest Disclosure	In the context of the Public Interest Disclosure Act 1998 this is the disclosure by an employee (or other party) about malpractice in the workplace. Also known as "Whistleblowing". A "whistle-blower" can blow the whistle about crime, civil offences (including negligence, breach of contract, etc.), miscarriage of justice, danger to health and safety or the environment and the cover-up of any of these. It does not matter whether or not the information is confidential and the whistleblowing can extend to malpractice occurring in the UK and any other country or territory.