

## **STANDING ORDER 7: Schedule of delegation**

### **1. INTRODUCTION**

- 1.1. For the University of Westminster to carry out all its functions effectively, colleagues at all levels of our organisation need to be confident that they have the delegated authority to make decisions. We encourage all colleagues to take decisions that are within their areas of responsibility and their knowledge/skills base. The purpose of this document is to provide guidance to assist colleagues and provide clarity on where they **do not** have the authority to make decisions.
- 1.2. This Schedule summarises the responsibilities and accountabilities set out in documents including:
  - Articles of Association
  - Standing orders
  - Committee terms of reference
  - Financial regulations
- 1.3. The Schedule does not replace these documents and during the annual review the Clerk to the Court of Governors and Head of University Governance ('Clerk to the Court') will ensure that it remains consistent with these documents.

### **2. PRINCIPLES**

- a) Authority to take decisions must be aligned with the skills and knowledge needed to make relevant judgements.
- b) Those with authority to take decisions must do so in a consultative manner which is in keeping with the University's values: **Progressive – Compassionate – Responsible** and the Nolan principles of public life: **Selflessness – Integrity – Objectivity – Accountability – Openness – Honesty – Leadership**
- c) Delegations must be in writing and published, both so that the University can demonstrate that its decisions are taken transparently, and to protect colleagues involved by demonstrating that they had the authority to take the actions they took.
- d) Colleagues with delegated authority must be clear about what decisions have been delegated to them, the limits of their authority, and that they are accountable for the decisions they make. The individual taking the decision will seek advice or information from other colleagues with knowledge relevant to the decision.
- e) The person or body who delegates responsibility remains accountable for the outcome of the decision or work delegated.
- f) Delegation can be made to groups/committees and/or individuals depending on their role and remit.
- g) The person or body responsible for deciding has the power to withdraw the decision provided that no associated actions have been implemented.

### **3. RESPONSIBILITIES**

- 3.1. Delegation creates the authority to carry out a task or to decide. This in turn creates responsibilities.
- 3.2. This document records where authority rests to take different types of decision. It is not comprehensive and if anything is unclear the Clerk to the Court can provide clarification in the first instance.
- 3.3. Please refer to Appendix 1 for a summary of the levels of responsibility; to Appendix 2 for further detail on specific roles and groups that have responsibilities allocated to them through governance documents, terms of reference, job descriptions etc; and to Appendix 3 for the rationale of allocation of such responsibilities to specific roles.

## 4. SCHEDULE OF DELEGATION

### Notes to the schedule

Certain responsibilities cannot be delegated – these are highlighted in **orange** in the table below.

The body or individual with primary responsibility is identified in the 'responsible' column.

The notes on the right-hand side of the table indicate where an individual or body supports decision making or the names of the individuals or bodies that may be given delegated authority.

A = Approve      R = Recommend    P = Propose    C = Consult    ✓ = Responsible

### Levels

- 1 Court of Governors (Court) and its committees (including Academic Council)
- 2 University Executive Board (UEB)
- 3 Sub-committees of UEB and Academic Council or 'Holders of Senior Posts'
- 4 Other named post holder or group

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
<b>1. Governance and Compliance</b>							
1.1	Memorandum and Articles	A		P	P	Court	Governance and Nominations Committee (R) Clerk to the Court and University Secretary and Chief Operating Officer (USCOO) (P)
1.2	Court standing orders	A R			P	Court	Governance and Nominations Committee (R) Clerk to the Court (P)
1.3	Safe custody and proper use of the company seal			✓	✓	USCOO Clerk to the Court	Use of seal requires signature of two Governors or one Governor and the Company Secretary <sup>1</sup> (if appointed), can only be applied by the USCOO or the Clerk and must be used in the presence of a governor. The Clerk to the Court maintains a register of uses of the seal.
1.4	Assurance over internal control systems and risk management	✓				Audit and Risk Committee	Supported by internal and external audit functions
1.5	Strategic Risk Register		✓	✓	✓	Vice-Chancellor (VC) Risk owners	Risk owners are responsible for ensuring the register is up to date and that effective mitigations are in place for their areas of responsibility
1.6	Compliance with corporate law and charity law			✓	✓	Executive lead for governance Clerk to the Court	All colleagues, particularly senior colleagues, must be mindful of legal requirements
1.7	Compliance with General Data Protection Regulations (GDPR) and the Freedom of Information Act			✓	✓	Executive lead for governance Information Compliance Manager	All colleagues must be mindful of legal and regulatory requirements
1.8	Code of Practice on Freedom of Speech (including no platform policy)	A	R		C	Court	UWSU (C)
1.9	Compliance with Prevent	A	✓		✓	Executive lead for governance	Court responsible for approving the annual Prevent Duty monitoring submission. UEB consider issues of Prevent and safeguarding

<sup>1</sup> The Deputy Company Secretary can enact all the powers of the Company Secretary in the absence of the Company Secretary

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
1.10	Compliance with equality and diversity legislation	✓	✓	✓		Executive lead for people, culture and wellbeing	Monitored on behalf of the Court by the Audit and Risk Committee (potential breaches) and the Resources Committee (implementation of employment and equal opportunities legislation and diversity initiatives). UEB monitors the effectiveness of equality and diversity policies
1.11	Compliance with health and safety legislation	✓	✓	✓	✓	Court VC USCOO	Monitored on behalf of the Court by the Audit and Risk Committee (potential breaches). Resources Committee advises the Court on health and safety policies and health and safety considerations for major projects. UEB monitors the effectiveness of health and safety policies. The Safety, Health and Wellbeing Committee, chaired by the USCOO, is responsible for advice on all matters concerning health, safety and welfare at the University
1.12	Compliance with the sector Audit Code of Practice	✓			✓	Executive lead for finance	Audit and Risk Committee composition and responsibilities are specified in the Code
1.13	Office for Students registration	A	R	✓	✓	Executive lead for governance	Court approves the submission on the recommendation of UEB. Monitored on behalf of the Court by the Audit and Risk Committee. Specified individuals are primary owners for the conditions of registration
1.14	Licences relating to the Human Tissue Act			✓	✓	USCOO	The USCOO is the licence holder. The HTA Governance and Oversight Committee, chaired by the USCOO, reports to the Research and Knowledge Exchange (RKE) Steering Committee.
1.15	Premises licences			✓		Executive lead for governance	Supported by relevant team in Estates Planning and Services
1.16	UKVI licence			✓		Executive lead for governance	The USCOO is the licence holder. Supported by relevant teams in Admissions and People, Culture and Wellbeing (PCW)
1.17	Copyright licence			✓		Executive lead for governance	Supported by relevant team in Libraries

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
1.18	Public Interest Disclosure (Whistleblowing) policy	A R	C		P	Court	Audit and Risk Committee (R) Clerk to the Court (P)
1.19	Disaster recovery			✓		UEB	
1.20	Office for Students (OfS) Accountable Officer			✓		VC	
1.21	Annual report and financial statements	A	R	P		Court	Executive lead for governance (or Company Secretary <sup>1</sup> if appointed) (P) Supported by Clerk to the Court (corporate governance and strategic reports) and Director of Finance (financial statements). Chair to the Court signs the annual report and financial statements on behalf of the Court
1.22	Statutory returns (academic standards, financial sustainability and good governance)	A R	R	P		Court	Academic Council (R) - academic standards Executive lead for governance (P) Supported by Clerk to the Court and Director of Finance. VC as Accountable Officer signs relevant returns on behalf of the Court
1.23	Access to and expenditure on legal advice			✓		Executive lead for legal	Budgets for expenditure on legal advice may be delegated provided a framework is implemented for controlling spend
1.24	Changes to the organisational structure of the University	C	A	R	C	UEB	Executive lead for Professional Services and Heads of Colleges make recommendations. Supported by the Director of People, Culture and Wellbeing (Director of PCW). Academic Council are consulted on changes to the academic structure. Consultation with colleagues is required where an HR1 submission is to be made. Resources Committee is kept informed and advises the Court on staffing matters relating to major change programmes. Changes that impact on the 'educational character' of the University require Court approval (see below)
1.25	Liaison with the University of Westminster Students' Union (UWSU)			✓		Executive lead for education	Responsibilities are defined in the University of Westminster and UWSU Code of Practice and Memorandum of Understanding. The Court has responsibility for approving the

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
							UWSU constitution and certain other duties under Section 22 of the Education Act 1994. Governance and Nominations Committee oversees the governance relationship between the University and UWSU
1.26	Schedule of delegation			✓		Executive lead for governance	Delegated to the Clerk to the Court
1.27	Liaison with the academic trade union (UCU)				✓	Executive lead for people and culture	
1.28	Liaison with the professional support trade union (Unison)			✓		Executive lead for Professional Services	
<b>2. Strategy and Policy</b>							
2.1	Vision, mission, values and the University strategy	A	R		C	Court	Colleagues (C)
2.2	Changes to the educational character of the University	A	R			Court	Academic Council (C)
2.3	University level strategies and policies	✓	✓	✓			Refer to Annex A: Strategy and policy matrix
2.4	All other supporting strategies, policies and plans			✓	✓	Executive leads/Directors	Executive leads are responsible for ensuring that strategies and policies are up to date and that appropriate monitoring of performance/ implementation is in place for their areas of responsibility
2.5	Performance against strategic objectives - overall			✓		VC	Director, Strategy, Planning and Performance responsible for monitoring and data reporting on KPI performance. Strategic leads responsible for narrative reporting on performance against relevant KPIs

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
2.6	Objective 1: Education			✓		Executive lead for education	Including performance against Education Strategy objectives
2.7	Objective 2: Research and knowledge exchange			✓		Executive lead for research and knowledge exchange	Including performance against Research and Knowledge Exchange Strategy objectives
2.8	Objective 3: Employability			✓		Executive lead for employability	Including performance against Employability Strategy objectives
2.9	Objective 4: Global engagement			✓		Executive lead for global engagement	
2.10	Enabler 1: Our people			✓		Executive lead for people, culture and wellbeing	Including performance against People Strategy objectives
2.11	Enabler 2: Our digital and physical environment			✓		Executive lead for estates Executive lead for digital	Including performance against Estates Strategy and Digital Strategy objectives
2.12	Outcome 1: Our reputation			✓		VC	Supported by executive lead for marketing and communications and Head of Corporate Communications and Public Affairs re. public relations
2.13	Outcome 2: Financial sustainability			✓		Executive lead for finance	Supported by executive lead for marketing and admissions re. student recruitment
<b>3. Appointments/Human Resources</b>							
3.1	Leadership structure (UEB)	A	R		P	Court	Governance and Nominations Committee (R) VC (P)
3.2	Appointment of a VC	A	R			Court	Governance and Nominations Committee (R) Appointee usually proposed by a selection panel
3.3	Appointment of other 'Holders of Senior Posts'	A				Court	Governance and Nominations Committee (R)

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
		R					Appointees usually proposed by a selection panel
3.4	Appointment of Director or nominated officer for related/subsidiary entities				✓	Company directors	
3.5	Appointment of Clerk to the Court				✓	Court	The Court delegates the appointment of the Clerk to the USCOO. The Chair of the Court (or their nominee) usually represents the Court on the selection panel
3.6	Appointment of Company Secretary and Deputy Company Secretary	A R				Court	Governance and Nominations Committee (R)
3.7	Remuneration, terms and conditions of employment, performance measures, and, where appropriate, severance payments of the Vice-Chancellor	A			R	Remuneration Committee	Advised by Director of PCW, supported by the Deputy Director, PCW (Resourcing and Reward) Chair to the Court (R)
3.8	Salaries, terms and conditions of employment, and performance measures for the other UEB members	A		R		Remuneration Committee	Performance measures agreed with the VC Advised by the Director of PCW, supported by the Deputy Director, PCW (Resourcing and Reward)
3.9	Schemes of remuneration for and procedures for measuring performance of UEB members	A				Remuneration Committee	Advised by Director of PCW, supported by the Deputy Director, PCW (Resourcing and Reward)
3.10	Framework for salaries, rewards and conditions of employment for all other colleagues in the University	A R	P			Court	Resources Committee (R)
3.11	Assignment of responsibilities for the VC	✓				Court	Assisted by colleagues in PCW in the production and evaluation of the job description
3.12	Assignment of responsibilities for other 'Holders of Senior Posts'			✓		VC	Assisted by colleagues in PCW in the production and evaluation of the job descriptions
3.13	Appointment of Chancellor	A R				Court	Governance and Nominations Committee (R)
3.14	Appointment of other posts within the University			✓	✓	VC	Executive leads are responsible for ensuring that recruitment policies are implemented appropriately in their area Line managers are responsible for individual appointments in line with advice from PCW
3.15	Appointment of internal and external auditors	A	P			Court	Audit and Risk Committee (R)



Ref	Function	Level				Responsible	Notes
		1	2	3	4		
		R					USCOO (P) Supported by Director of Finance
3.16	Appointment of independent governors	A R				Court	Governance and Nominations Committee (R) Appointees usually proposed by selection panel
3.17	Appointment of internal (colleague) governors	A R				Court	Governance and Nominations Committee (R) Appointees are proposed through election by the relevant constituency
3.18	Appointment of internal (student) governors	A R				Court	Governance and Nominations Committee (R) Nominees are usually the UWSU President and one other Sabbatical Officer, who are elected to their sabbatical roles by students
3.19	Appointment of the Chair and Deputy Chairs to the Court	A R				Court	Governance and Nominations Committee (R) Appointees usually proposed by selection panel
3.20	Appointment of External Examiners			✓		Executive lead for education	Teaching Committee oversees the External Examiner appointment and removal process
3.21	Award of Honorary titles and degrees	A R				Court	Governance and Nominations Committee (R) Nominees usually proposed by UEB members, Professional Services Directors and Governors
3.22	Progression to Professor or Reader			A		Professors and Readers Awarding Committee	Annual round of promotion opportunities Open applications
3.23	Academic career progression				A	Heads of Schools	Annual process for Lecturers who have reached the top of the Lecturer (AC2) grade
3.24	Other promotion and progression				✓	Deputy Director – People, Culture and Wellbeing (Resourcing and Reward) - grade review Line managers	Grade review is available to all colleagues on a twice-yearly basis. Other promotion/progression opportunities occur when a vacancy becomes available – either a new post or a replacement for someone who has left
3.25	Redundancy	C	A	R	P	UEB	Executive leads (R)

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
							Directors (P) Resources Committee (C) Assisted by PCW Consultation with colleagues required where an HR1 submission is to be made
3.26	Voluntary severance (including Employee Release Scheme)	C	A	R	P	UEB	Executive leads (R) Directors (P) Resources Committee (C) Assisted by PCW Consultation with colleagues required where an HR1 submission is to be made
3.27	Disciplinary policy and procedures	A R	C	P		Court	Resources Committee (R) Executive lead for people and culture (P)
3.28	Grievance policy and procedures	A R	C	P		Court	Resources Committee (R) Executive lead for people and culture (P)
<b>4. Academic (Teaching and Research) and Quality Assurance Matters</b>							
4.1	Academic regulations	A		R	P	Academic Council	Teaching Committee (R) Academic Registrar (P) Reviewed by Quality and Standards team and includes admissions, assessment, module framework and conferment
4.2	Academic regulations for research degrees	A			R P	Academic Council	Research Committee (R) Graduate School Board (P)
4.3	Proposals for new courses			A C	P	Portfolio Planning Committee	Associate Head of College (Education and Students) (P) College Executive Group (C) Approval allows courses to proceed to validation
4.4	Changes to existing award titles			A	R	Portfolio Planning Committee	Associate Head of College (Education and Students) (P) College Executive Group (C)
4.5	Major modifications				A	Executive lead for education	Refer to the Quality Assurance and Enhancement Handbook

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
4.6	Minor modifications				A	Executive lead for education	Refer to the Quality Assurance and Enhancement Handbook
4.7	Suspension of courses				A	Relevant Head of College	
4.8	Withdrawal of courses			R C	P	Portfolio Planning Committee	Associate Head of College (Education and Students) (P) College Executive Group and Teaching Committee (C)
4.9	Expulsion because of academic misconduct				A	Academic Misconduct Panel	Academic Council approves the procedure (Section 10, Handbook of Academic Regulations). VC responsible for implementation of decisions to exclude students for academic reasons
4.10	Rescindment of an award and/or academic credit (taught)	A			R C	Academic Council	Academic Misconduct Panel (R) Chair of Assessment Board (C) Approved External Examiner/s (C) Academic Registrar (C)
4.11	Student research misconduct regulations	A		R		Academic Council	Research Committee (R)
4.12	Rescindment of an award (research)	A			R C	Academic Council	Formal Investigation Panel (R) Chair of the Graduate School Board (C) Deputy Registrar (Quality and Standards) (C)
4.13	Student academic appeals				✓	Academic Standards Manager	Responsibility for appeals rests with the Deputy Registrar (Quality and Standards). Appeal panel chaired by executive lead for education
4.14	Student academic appeals – termination (vexatious or frivolous)			✓		Executive lead for education	On advice from Academic Registrar
4.15	Student complaints				✓	Academic Standards Manager	Head of College or Director of relevant department is usually the Investigating Officer. Where the VC is a party to the complaint, the Chair of the Court of Governors or their nominee will act as the Investigating Officer

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
							Responsibility for appeals rests with the Deputy Registrar (Quality and Standards). Appeal panel chaired by executive lead for education
4.16	Suspension of a student on disciplinary grounds				✓	VC	Head of College has delegated authority. Temporary suspension is delegated to the Associate Head of College (Education and Students). In the absence of the Associate Head of College may be authorised by a Head of College or a Deputy Vice-Chancellor (DVC). Includes exclusion from campus or part of campus
4.17	Decision on the appeal against a temporary suspension			✓		DVCs	Where a DVC has authorised the suspension, the student may appeal to the VC
4.18	Expulsion of a student on disciplinary grounds			✓	✓	VC	DVCs have delegated authority. The VC may nominate other senior colleagues to whom this authority is delegated. Refer to Student disciplinary regulations
4.19	Eviction of student from the University's student residences			✓	✓	VC	DVCs have delegated authority. The VC may nominate other senior colleagues to whom this authority is delegated. Refer to Student disciplinary regulations
4.20	Suspend specified alumni rights for a period			✓	✓	VC	Disciplinary Panel has delegated authority. The VC may nominate other senior colleagues to whom this authority is delegated. Refer to Alumni behaviour policy
4.21	Permanently revoke all alumni rights			✓	✓	VC	DVCs have delegated authority. The VC may nominate other senior colleagues to whom this authority is delegated. Refer to Alumni behaviour policy
4.22	Appeal against the decision of a Stage 2 disciplinary panel				✓	Appeal panel	Appeal panel comprised of a DVC (Chair), two colleagues from the University's pool of approved members and the UWSU President (or their nominee Sabbatical Officer). Refer to Student disciplinary regulations

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
4.23	Code of Practice Governing the Ethical Conduct of Research			✓	R	RKE Steering Committee	University Research and Knowledge Exchange Ethics Committee (R)
4.24	Ethical approval				A	URKEEC	
4.25	Procedure for managing allegations of research misconduct (colleagues)	A			R	Academic Council	Research Committee (R)
4.26	List of awards which the University may validate and confer	A		R	C	Academic Council	Portfolio Planning Committee (R) Course Validation Standing Panel (C)
4.27	Conferment of academic awards				A	Progression Assessment Board	Ratification on behalf of Academic Council
4.28	Research grants and contracts (including Knowledge Exchange services)			A	A	Executive lead for research and knowledge exchange	Refer to Financial Regulations, Section 9
4.29	Student disciplinary regulations	A R		C	P	Executive lead for education	Court (A) Academic Council (R) Academic Registrar (P) Teaching Committee (C)
<b>5. Finances and Budgets</b>							
5.1	Financial Regulations	A R	C		P	Court	Resources Committee (R) Director of Finance (or nominee) and Clerk to the Court (P)
5.2	Annual University budget and 5-year forecast	A R	P	P		Court	University Planning Committee (P) Resources Committee (R) Compiled by Director of Finance on behalf of the VC
5.3	Remaining within budget (pay and non-pay)			✓	✓	Executive lead for finance	The executive lead is responsible for overall budget control. Budget holders are responsible for remaining within their own budgets
5.4	Relationships with banks including appointment of bankers, opening of bank accounts, designation of bank signatories, ensuring compliance with loan covenants	A		✓	✓	Executive lead for finance	Refer to Financial Regulations, paragraph 8.1
5.5	Ensuring compliance with the Financial Regulations			✓		Executive lead for finance	Supported by Director of Finance

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
5.6	Estates Planning and Services contracts – signing			✓	✓	Executive lead for estates	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
5.7	Information Systems and Support contracts – signing			✓	✓	Executive lead for information services	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
5.8	Research and knowledge exchange contracts – signing			✓	✓	Executive lead for research and knowledge exchange	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
5.9	Contracts made by Heads of College - signing			✓	✓	Executive lead for finance	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
5.10	Income collection				✓	Executive lead for finance	May be delegated to Director of Finance
5.11	Bad debt write-off	A			A	Executive lead for finance	Refer to Financial Regulations, paragraph 7.12
5.12	Insurance				✓	Executive lead for finance	
5.13	Sale, licencing and defence of intellectual property			✓		Executive lead for research and knowledge exchange	Supported by Head of the RKE Office
5.14	Investment portfolio			✓		Executive lead for finance	May be delegated to Director of Finance
5.15	Tax and VAT			✓		Executive lead for finance	May be delegated to Director of Finance
5.16	Value for money	✓	✓	✓		Executive lead for finance	Audit and Risk Committee and UEB have oversight Executive leads are responsible for their own areas

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
5.17	Return on investment of activities			✓		Executive lead for finance	Responsibility for ensuring ROI is understood and periodically reviewed
5.18	Digital Engagement and Library Services contracts – signing			✓	✓	Executive lead for student services	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
5.19	Student accommodation contracts – signing			✓	✓	Executive lead for student services	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
5.20	Commercial Services contracts – signing			✓	✓	Executive lead for finance	Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents
<b>6. Capital Investments and Estates</b>							
6.1	Acquisition and disposal of land and buildings	A R	P			Court	Resources Committee (R)
6.2	Approval of capital programmes (IT and Estates)	A R	P			Court	Resources Committee (A/R) Refer to Financial Regulations for delegated authorisation limits
<b>7. Academic Partnerships</b>							
7.1	UK memoranda of understanding/agreements/contracts	A C		A C	C	Executive lead for global engagement  Academic Council	Court delegates to Academic Council oversight of all major academic partnerships involving significant institutional-level risks  Partnership Scrutiny Committee is responsible for determining the suitability of other institutions as prospective partners and reviewing partnerships to inform decisions about partnership renewal, or discontinuation  UEB is responsible for considering, and where appropriate approving, proposals referred by the Partnership Scrutiny

Ref	Function	Level				Responsible	Notes
		1	2	3	4		
							<p>Committee for new and continuing partnerships</p> <p>Academic Council, Director of Finance, Deputy Registrar (Quality and Standards) (C) Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents for authority to sign Refer to Financial Regulations for delegated authorisation limits</p>
7.2	International MOU/Agreements/Contracts	A C		A C	C	<p>Executive lead for global engagement</p> <p>Academic Council</p>	<p>Court delegates to Academic Council oversight of all major academic partnerships involving significant institutional-level risks</p> <p>Partnership Scrutiny Committee is responsible for determining the suitability of other institutions as prospective partners and reviewing partnerships to inform decisions about partnership renewal, or discontinuation</p> <p>Academic Council, Director of Finance, Deputy Registrar (Quality and Standards) (C)</p> <p>Refer to Standing Order 1: Scheme of delegation for signing certain categories of contract and for authenticating non-contractual documents for authority to sign</p> <p>Refer to Financial Regulations for delegated authorisation limits</p>
<b>8. Marketing, Student Recruitment and Development</b>							
8.1	University admissions policy, including entrance requirements	A				Academic Council	
8.2	Tuition fees, scholarships, bursaries and discounts	A	C		P	Court	Court delegates approval of fees to the Resources Committee



Ref	Function	Level				Responsible	Notes
		1	2	3	4		
							Director of Finance; Director of Global Recruitment, Admissions and Marketing and Communications; Director of Strategy, Planning and Performance (P)
8.3	Use of the University Logo			A		Executive lead for legal	
8.4	Authorisation of media releases			A		Executive lead for external relations	
8.5	Income from gifts and donations			✓		Executive lead for external relations	Refer to Financial Regulations The Gift Acceptance Panel is responsible for governance and decision-making relating to the acceptance of major gifts and donations

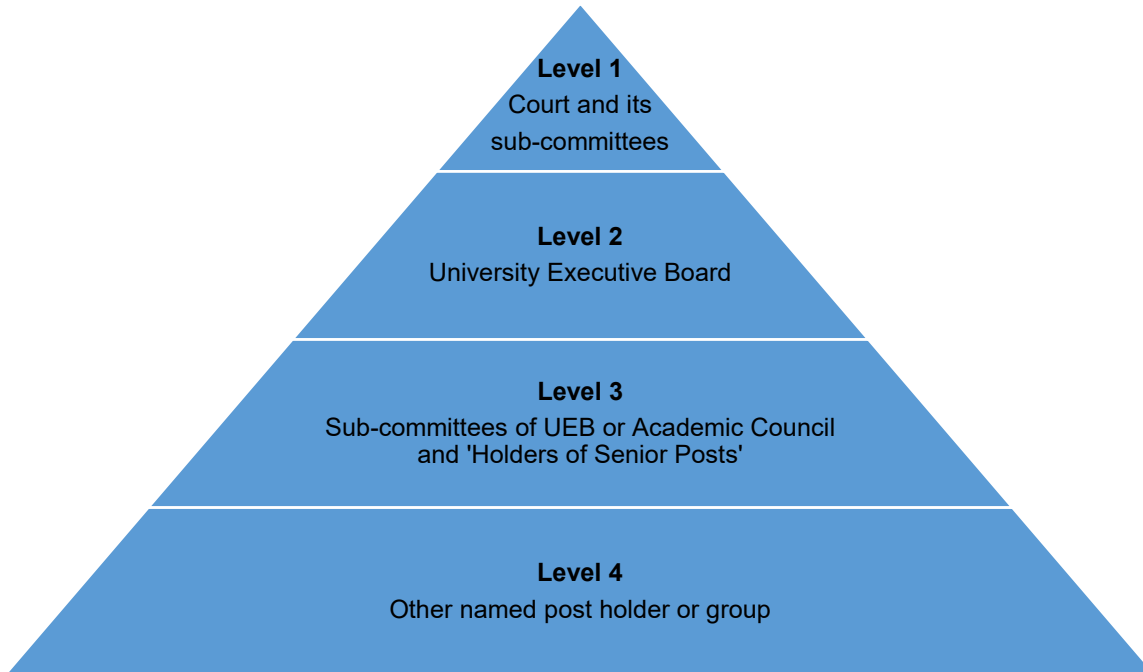
## 5. MONITORING AND REVIEW

5.1. The Court will monitor this standing order and review its effectiveness annually. The Court may amend this standing order from time to time.

## APPENDIX 1: LEVELS OF AUTHORITY

### A. Levels of authority

The following diagram identifies four levels of authority across the University. Authority here means final sign off of decisions. Other individuals and bodies may be involved in formulating proposals and/or making recommendations and/or may be consulted prior to a decision being taken.



Decisions at all levels will only be taken once consideration has been given to:

- ensuring that all relevant colleagues and student cohorts have been consulted and are aware of the implications of the decision.
- the financial and human resource implications of the decision (if additional costs are incurred equivalent savings usually must be made elsewhere to fund the decision).
- any risks associated with the decision; appropriate mitigations usually will be in place prior to the decision being made.

The cover sheet for UEB and Court papers includes sections specifically addressing the question of consultation, resourcing and risk. **Decision makers must ensure that they have considered these issues, that the resource impact is neutral, and that the decision is consistent with the agreed risk appetite of the University (or a rationale is provided where this is not the case).**

Level 2 decisions have to be made by UEB; however, Level 3 decisions made by sub-committees or by 'Holders of Senior Posts' may need to be reported to, but not necessarily discussed at, UEB or Academic Council.

Where appropriate, 'Holders of Senior Posts' may further delegate responsibilities, for example: budgetary responsibility is delegated to Professional Services Directors and to Heads of Colleges and financial responsibilities may be delegated by the USCOO to the Director of Finance.

## APPENDIX 2: ROLES AND RESPONSIBILITIES

### A. Court of Governors, UEB and committees

The Court of Governors is ultimately responsible for all the University's activities, but specifically its **educational character and mission**, its **senior management** and its **financial sustainability**.

As set out in the [HE Code of Governance](#), a principal responsibility of the Court of Governors is:

*'To delegate authority to the Hol [Head of Institution] for the academic, corporate, financial, estate and human resource management of the institution, and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Hol.'*

The responsibilities of the Court of Governors, Academic Council, and the Vice-Chancellor are as set out in the [Articles of Association](#).

Committees of the Court and UEB have formal terms of reference, which are [published on the University website](#). The table below summarises the key responsibilities of the bodies that are covered by the Articles or terms of reference.

Body	Key Responsibilities
<p><b>Court of Governors</b> (Articles of Association, [October 2024], Paragraph 4.1)</p>	<ul style="list-style-type: none"> <li>• determination of the educational character and mission of the University and for oversight of its activities</li> <li>• upholding the Regulator's public interest governance principles and complying with its conditions of registration and any other requirements of the Regulator and other regulators of the University, providing such requirements are in accordance with legislation</li> <li>• effective and efficient use of resources, the financial sustainability and solvency of the University and for safeguarding its assets</li> <li>• approving the annual budget and financial forecast and the annual statement of income and expenditure</li> <li>• appointment, assignment, appraisal, grading, suspension, dismissal and determination of the pay and conditions of service of the Vice-Chancellor and the Holders of Senior Posts as may be decided by the Court of in accordance with the procedures laid down by the Court</li> <li>• setting procedures for the pay and conditions of service of all other Colleagues</li> <li>• appointment of Auditors</li> </ul> <p><b>The following responsibilities are reserved to the Court of Governors and cannot be delegated (Paragraph 8.2, Articles):</b></p> <ul style="list-style-type: none"> <li>• determination of the educational character and mission of the University</li> <li>• approval of the University's strategic plan</li> <li>• approval of the University's financial forecasts, annual budget and the annual estimates or statements of income and expenditure</li> <li>• ensuring the solvency of the University and the safeguarding of its assets</li> <li>• the appointment or termination of any Governors</li> <li>• the appointment of the Holders of Senior Posts</li> <li>• making, amending or revoking Rules taking the form of Standing Orders and/or Financial Regulations</li> <li>• the varying or revoking of the Articles</li> </ul>
<p><b>Academic Council</b> (Article 18, Standing Order 4 and terms of reference)</p>	<ul style="list-style-type: none"> <li>• general issues relating to the research, scholarship, teaching and courses at the University, including criteria for the admission of students; the appointment and removal of internal and external examiners; policies and procedures for assessment and examination of the academic performance of students; the</li> </ul>

Body	Key Responsibilities
	<ul style="list-style-type: none"> <li>• content of the curriculum; academic standards and the validation and review of courses; the procedures for the award of qualifications and honorary academic titles; and the procedures for the exclusion of students for academic reasons</li> <li>• consideration of the development of the academic activities of the University and the resources needed to support them, and the provision of advice thereon to the VC and to the Court</li> <li>• provision of advice on such other matters as the Court or the VC may refer to it</li> </ul>
<b>Audit and Risk Committee</b> (Articles, Paragraph 8.4 and terms of reference)	<ul style="list-style-type: none"> <li>• advising on appointment and reviewing the work of the internal and external auditors</li> <li>• oversight of the risk management framework</li> <li>• oversight of value for money</li> <li>• oversight of the internal control system</li> <li>• monitoring adherence with regulatory requirements, including oversight of fraud and irregularity</li> <li>• reviewing the University's financial statements and accounting policies</li> <li>• oversight of the institution's provision of information to the OfS and the designated data body</li> </ul>
<b>Governance and Nominations Committee</b> (Articles, Paragraph 8.4 and terms of reference)	<ul style="list-style-type: none"> <li>• recommendations on the composition and membership of the Court and its committees</li> <li>• nominations for honorary awards</li> <li>• succession planning for Chair of Court, 'Holders of Senior Posts' and the Chancellor</li> <li>• providing assurance that governance arrangements are fit and proper</li> <li>• leading the periodic governance effectiveness review and the periodic review of the Articles of Association</li> <li>• oversight of the EDI Strategy, its implementation and policies required to deliver the Strategy</li> <li>• oversight of the governance relationship between the University and UWSU and the University and the Quintin Hogg Trust</li> <li>• ensuring governors and independent committee members develop and maintain their skills and knowledge of their role and of the ethics of the University</li> </ul>
<b>Remuneration Committee</b> (Articles, Paragraph 8.4 and terms of reference)	<ul style="list-style-type: none"> <li>• reviewing the salaries, terms and conditions of employment and performance of UEB members</li> <li>• authorisation of expenses claims made by the Chair of the Court</li> </ul>
<b>Resources Committee</b> (Articles, Paragraph 8.4 and terms of reference)	<ul style="list-style-type: none"> <li>• advising on strategic matters related to the human, financial, digital and physical resources</li> <li>• reviewing the University's annual financial statements, financial regulations, financial plans, funding proposals and annual budgets</li> <li>• monitoring the impact of activities to deliver equity and inclusivity and eradicate racism and harassment</li> <li>• ensuring adequate financial and cultural appraisal of projects of capital expenditure</li> <li>• reviewing the University's portfolio of property holdings</li> <li>• reviewing any changes to the framework for salaries, rewards and conditions of employment for the University's employees and the effectiveness of this framework</li> <li>• reviewing the conduct of employee relations</li> <li>• reviewing employee regulations made under the Articles of Association relating to appointments, conduct, discipline, dismissals and the handling of grievances</li> </ul>
<b>University Executive Board</b> (Terms of reference)	<ul style="list-style-type: none"> <li>• leading the development and mid-term review of the University Strategy</li> <li>• approving and recommending University-level strategies and policies as designated in the University's strategy and policy matrix</li> </ul>

Body	Key Responsibilities
	<ul style="list-style-type: none"> <li>• monitoring the effectiveness of the University Strategy and relevant University policies and plans</li> <li>• ensuring the effective strategic management of the University's financial, human and physical resources</li> <li>• supporting University-wide engagement with equality, diversity and inclusion (EDI) and enable development and delivery of EDI programmes</li> <li>• setting targets, key performance indicators, and benchmarks for the University, Colleges, and Professional Services</li> <li>• considering and agreeing the annual University budget, five-year forecast and fee proposals</li> <li>• considering and agreeing major project budgets, within the scope of the Financial Regulations and reviewing post-evaluation reports for major projects</li> <li>• maintaining an overview of the University risk register, operational risk registers, and the schedule of mitigations</li> <li>• approving and monitoring the effectiveness of the University's business continuity plan</li> <li>• considering and approving changes to the organisational structure of the University and any resulting staff reductions</li> <li>• approving the establishment and closure of multi-College research institutes and other academic units outside of the College structure</li> <li>• considering and approving recommendations from the Portfolio Planning Committee for resources to invest in portfolio growth and innovation</li> <li>• receiving reports on the work of, and respond to matters referred by, its sub-committees</li> <li>• commissioning periodic environmental scanning to ensure the University remains response to national and international developments that could or would affect the University's reputation or business model</li> </ul>

### B. 'Holders of Senior Posts'

Several positions are specified in the Articles as 'Holders of Senior Posts'; however, the duties and responsibilities associated with these roles are not specified. Additionally, the Court may determine that further roles are to be considered 'Holders of Senior Posts'.

The collections of responsibilities summarised below will be assigned to a suitably qualified individual of appropriate seniority who will in addition have a substantive post at the University. The approach to assigning 'senior posts' as defined in the Articles to UEB members is described in Appendix 3. For allocation of wider responsibilities to UEB members refer to Annex B.

<b>Vice-Chancellor and President</b> (Article 14)	<ul style="list-style-type: none"> <li>• presentation of proposals to Court concerning the educational character and mission of the University;</li> <li>• implementation of decisions of the Court;</li> <li>• the organisation, direction and management of the University and the leadership of the colleague community;</li> <li>• the appointment, assignment, grading, suspension, dismissal and determination of pay and conditions of service of all colleagues other than the 'Holders of Senior Posts' within the framework established by the Court;</li> <li>• the performance management of all colleagues other than the Vice-Chancellor within the framework established by the Court;</li> <li>• the determination, after consultation with the Academic Council, of the academic activities of the University, and the determination of its other activities;</li> <li>• the preparation of annual estimates of income and expenditure for consideration by the Court, and the management of budget and resources within the estimates approved by the Court; and</li> </ul>
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	<ul style="list-style-type: none"> <li>the maintenance of student discipline and, within the rules and the suspension and expulsion of students on disciplinary grounds and the implementation of decisions to exclude students for academic reasons.</li> </ul>
<b>Deputy Vice-Chancellor responsibilities<sup>2</sup></b>	<ul style="list-style-type: none"> <li>lead on university strategic priorities as delegated by the VC;</li> <li>working with the VC, and the other UEB members, provide leadership for the University;</li> <li>chairing Academic Council and other relevant groups in the absence of the VC;</li> <li>representing the University leadership at external functions, meetings and events; and</li> <li>acting and taking decisions as required in the absence of the VC.</li> </ul>
<b>University Secretary and Chief Operating Officer</b> <i>(may be delegated to the Academic Registrar, Director of Finance, Professional Services Directors or the Clerk to the Court)</i>	<p><b>Academic-related</b></p> <ul style="list-style-type: none"> <li>overseeing academic administration and governance of the University including student records, regulations, certification and ceremonies, and any other business conducted by Academic Council;</li> <li>designated role within policies relating to student complaints, student discipline, student misconduct, student fitness for study, public interest disclosure; and</li> <li>managing the relationship with the UWSU (including the Code of Practice and Memorandum of Understanding, block grant, nomination of University members of the UWSU Trustee Board, and GDPR compliance re. shared student data<sup>3</sup>).</li> </ul> <p><b>Finance-related</b></p> <ul style="list-style-type: none"> <li>managing the University's relationships with banks and ensuring compliance with loan covenants;</li> <li>responsible for filing documents and managing the University's relationship with Companies House and the OfS;</li> <li>responsible for ensuring that accounts are prepared in line with legal and best practice;</li> <li>responsible for ensuring that adequate financial controls are in place; and</li> <li>disposals and mergers: ensuring the effectiveness of all documentation, diligence disclosures and timely execution of documentation; and Financial Conduct Authority online invoicing user.</li> </ul> <p><b>Governance-related</b></p> <ul style="list-style-type: none"> <li>ensuring that business conducted by the Court of Governors, UEB and other committees is conducted in accordance with governance and regulatory frameworks, ensuring good practice in governance and guidance issued by the OfS and the Committee of University Chairs;</li> <li>ensuring that the University via governance and executive structures and instruments remains compliant within the appropriate legal, statutory and regulatory frameworks;</li> <li>ensuring that procedures are in place for the correct administration of any subsidiary undertakings and that correct information is given to the holding company; maintaining a record of the group's structure;</li> <li>signing any category of University contract, including those specified in Standing Order 1, and authenticating non-contractual documents;</li> <li>chairing UEB and other relevant groups in the absence of the VC;</li> </ul>

<sup>2</sup> May be delegated to Pro Vice-Chancellors

<sup>3</sup> The current post holder delegates authority for responsibilities in relation to GDPR compliance re. shared student data to the Academic Registrar

	<ul style="list-style-type: none"> <li>ensuring the University's stationery, including electronic communications (emails, websites etc), orders, invoices, cheques and other relevant documents include all the details required under company law and, if applicable, charity law and/or VAT law;</li> <li>office holder of 'Authorising Officer' for the University with the Home Office (in regard to Tiers 2, 4 and 5 Licences);</li> <li>managing the University's relationship with the OfS and other regulators e.g. Charity Commission, Human Tissue Agency;</li> <li>lead on information and data security (FOI/Data Protection Act/GDPR/ Regulation of Investigatory Powers Act and internally Acceptable Use Policy);</li> <li>managing the University's relationship with providers of legal services and the associated budget;</li> <li>oversight of the Internal Audit function; and</li> <li>oversight of risk management and business continuity processes.</li> </ul>
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### C. Other governance roles

The positions of Clerk to the Court and University Secretary are defined in the Articles of Association. Appointment and dismissal for both positions is the responsibility of the Court; the Court delegates appointment, suspension and dismissal of a Clerk to the University Secretary.

Subject to the provisions of the Companies Act 2006, the Court may or may not appoint a Company Secretary. The Court appointed the current USCOO to be the Company Secretary for The University of Westminster with effect from 13 March 2024. The Court will appoint the Director of Finance to be the Deputy Company Secretary when a permanent appointment is confirmed. The Deputy Secretary can enact all the powers of the Company Secretary role in the absence of the Company Secretary. All the duties normally associated with a Company Secretary role are assigned either to the USCOO or the Clerk to the Court, as specified below.

<b>Clerk to the Court</b>	<ul style="list-style-type: none"> <li>providing the Court and its sub-committees with support and expert guidance on governance matters;</li> <li>managing the recruitment, election, appointment and retirement of governors, their integration and interaction with the University, and the election, appointment and induction of Academic Council members;</li> <li>developing and leading the secretariat service for the Court and its sub-committees;</li> <li>maintaining the statutory registers and minute books, and responding to requests concerning the information they contain;</li> <li>obtaining legal advice for the Court or individual directors (governors);</li> <li>developing, implementing and reviewing relevant University policies, procedures and regulations at the governance level;</li> <li>reviewing and updating the Articles of Association, standing orders and schedule of delegation; and</li> <li>managing the effectiveness review of the Court and its sub-committees.</li> </ul>
<b>University Secretary/Company Secretary</b>	<p><b>Currently assigned to: USCOO</b></p> <ul style="list-style-type: none"> <li>responsibility for the corporate and academic governance of the University; ensuring the safe custody and proper use of the company seal;</li> <li>reporting to the Court (via Audit and Risk Committee) on any matters of non-compliance;</li> <li>signing University contracts as per Standing Order 1; and</li> <li>signing (alongside a governor) any instrument to which the company seal is affixed.</li> </ul>

## APPENDIX 3: APPROACH TO ALLOCATION OF 'SENIOR POSTS' TO UEB MEMBERS

### A. Definition of 'senior posts'

The University's Articles of Association identify the following 'senior posts' within the University:

- Vice-Chancellor and President
- Deputy Vice-Chancellor/s
- University Secretary and Chief Operating Officer

The responsibilities associated with these roles are not set out in the Articles but are instead recorded in Appendix 2 of the Schedule of Delegation.

### B. Assignment of senior posts to UEB members

In accordance with Standing Order 2, the Court appoints all 'Holders of Senior Posts' and is responsible for the assignment of responsibilities for the Vice-Chancellor. The Vice-Chancellor is responsible for the assignment of responsibilities for all other 'Holders of Senior Posts'.

#### *Process*

At least every three years, the Vice-Chancellor will review the leadership structure, with advice from People, Culture and Wellbeing as appropriate. The Vice-Chancellor is expected to take due consideration of the resource envelope agreed by UEB as part of the budget planning process.

On completion of the review, the Vice-Chancellor will present a proposal for any changes to the Governance and Nominations Committee for agreement to recommend the changes to the Court. The proposal will include the financial and risk implications of any proposed changes so that the Committee and the Court can take this into consideration, inter alia, in their decision-making. Exceptionally, a proposal may be made directly to the Court<sup>4</sup>

#### *Current position*

Within the leadership structure approved by the Court on 13 March 2024 and the allocation of senior portfolios reported to the Court on 13 March 2024, the allocation of senior posts to post holders is as follows:

<b>Vice-Chancellor and President</b>	Peter Bonfield
<b>USCOO</b>	Ian Wilmot
<b>Deputy Vice-Chancellor (Education)</b>	Sal Jarvis
<b>Deputy Vice-Chancellor (Employability and Global Engagement)</b>	Dibyesh Anand
<b>Deputy Vice-Chancellor (Research and Knowledge Exchange)</b>	Andrew Linn

#### *Rationale*

The rationale for the allocation of responsibilities provided in Appendix 2 is as follows:

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<sup>4</sup> It is the role of the Remuneration Committee to "review and determine the remuneration [...] and, where appropriate, severance payments of the Vice-Chancellor"; to "review and determine the salaries [...] for the other 'holders of senior posts' and the other members of the University Executive Board"; and to "consider appropriate schemes of remuneration for 'holders of senior posts', and the members of the University Executive Board" (Remuneration Committee Terms of reference). As such, Remuneration Committee also will be informed of the financial implications of any structural changes and will take this into consideration, inter alia, in their decision-making.



<b>Deputy Vice-Chancellor (Education)</b>	<p>This position has responsibility for the strategic portfolio relating to education, including learning and teaching and the student experience and includes line management of the Head of the Centre for Education and Teaching Innovation (CETI).</p> <p><i>Depending on the UEB structure and the professional expertise of the UEB member the role is assigned to, it may be appropriate for some responsibilities to be formally delegated to the Academic Registrar, a Professional Services Director, the Head of CETI or equivalent post holder(s).</i></p>
<b>Deputy Vice-Chancellor (Employability and Global Engagement)</b>	<p>This position has responsibility for the strategic portfolio relating to employability and global engagement and includes line management of the WIUT Deputy Rector (Academic), the Director of Transnational Education and Senior Academic Coordinator, and the Director of Business Engagement.</p> <p><i>Depending on the UEB structure and the professional expertise of the UEB member the role is assigned to, it may be appropriate for some responsibilities to be formally delegated to a Pro Vice-Chancellor (PVC), a Professional Services Director or equivalent post holder.</i></p>
<b>Deputy Vice-Chancellor (Research and Knowledge Exchange)</b>	<p>This position has responsibility for the strategic portfolio relating to research and knowledge exchange and includes line management of the Head of the Research and Knowledge Exchange Office, and the Head of the Graduate School.</p> <p><i>Depending on the UEB structure and the professional expertise of the UEB member the role is assigned to, it may be appropriate for some responsibilities to be formally delegated to a PVC, a Professional Services Director or equivalent post holder.</i></p>
<b>Ex-officio Governor</b>	<p>This position is the Vice-Chancellor's nominee to join the Court as an ex-officio member.</p> <p><i>The VC will make a nomination depending on the professional expertise of the DVCs and PVCs, the priorities of the University and for such a period as they consider appropriate.</i></p>
<b>USCOO</b>	<p>This position is the administrative deputy to the Vice-Chancellor and has responsibility for the corporate and academic governance of the University, Professional Services, and the duties normally associated with a Finance Director. The USCOO has responsibility for line management of all Professional Services Directors.</p> <p><i>Depending on the UEB structure and professional expertise of the UEB member the role is assigned to, it may be appropriate for the financial responsibilities associated with this role to be delegated to the Director of Finance or equivalent post holder and/or for the academic administration responsibilities to be delegated to the Academic Registrar or equivalent post holder.</i></p>
<b>Vice-Chancellor and President</b>	<p>This position is the chief executive of the University and the Accountable Officer as defined in the OfS Terms and conditions of funding for higher education institutions. This position has responsibility for the academic, corporate, financial, estate and human resource management of the University and for the duties specified in Standing Order 6 Responsibilities of the Vice-Chancellor. The VC has responsibility for line management of the other members of UEB, the Executive Director – Performance, Improvement and Innovation, and the VC's Office Executive Manager.</p> <p><i>Depending on the UEB structure, the professional expertise of the post holder, and the balance between internal and external focus, it may be appropriate for some responsibilities to be formally delegated to the USCOO, a DVC, a PVC or equivalent post holder.</i></p>

### **C. Monitoring and review**

The Clerk to the Court will update this appendix annually in consultation with the Vice-Chancellor.

In accordance with Standing Order 2, the Court must approve any changes to the assignment of responsibilities to the Vice-Chancellor and the Vice-Chancellor must approve any changes to the assignment of responsibilities to other 'Holders of Senior Posts'.