UNIVERSITY OF KENT

SCHEDULE OF DELEGATION

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
1.	**Governance, management and control**					
1.1	Amendments to Charter and Statutes	Privy Council		Council after consultation with Senate		Charter 21 Statute 6.2
1.2	Amendments to Ordinances	Council		Senate		Ordinance 2.1.1
1.3	Delegation of Council responsibilities to the Vice-Chancellor & President	Council			Delegation is subject to annual review each October. The Vice-Chancellor is the University's Principal Officer.	Statute 2

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
1.4	Delegation of Council responsibilities to Council sub-committees	Council	Council committees, currently Audit Committee, Finance and Resources Committee, Honorary Degrees Committee, Nomination Committee, Remuneration Committee, People Committee and Joint Committee on Academic Freedom & Freedom of Expression.		The Council has elected to delegate certain responsibilities to its committees. The extent of the delegation is defined by the terms of reference for each committee. The Council may not delegate the following: a) the determination of the character and mission of the University, including the determination of the academic year of the University and the appointment of the Vice-Chancellor; b) the responsibility for ensuring the solvency of the University and for safeguarding its assets, including the appointment of auditors, the establishment of an audit committee and the approval of the University's annual audited accounts; or c) the making of, alteration, amendment or addition to the Charter or the Statutes set out in the Schedule to the Charter.	Council's responsibilities are out in ss 6 and 7 of the Charter Ordinance 2 provides further detail on the responsibilities of Council. Ordinance 11 provides for the Council to set up committees. The Higher Education Code of Governance gives further guidance on what functions may or may not be delegated.
1.5	Delegation of Council responsibilities to the Chair or Deputy Chair	Council	Chair of Council and Deputy Chair of Council		The Chair of Council may, where necessary for the good of the University, take decisions on the Council's behalf between meetings. Such decisions should be reported to the next meeting of the Council.	Council Standing Orders (3)

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
1.6	Standing Orders and Terms of Reference for Council committees	Council		Council committees		
1.7	Register of Interests	Council	University Secretary		Each year all Council members are asked to complete/update a Register of Interest form. In addition, all Executive Group members are asked to complete/update a Register of Interests form.	Council Standing Orders 3(ix)
1.8	Review of Effectiveness	Council	Senate for academic governance		Council runs its own effectiveness reviews that include its Sub Committees. Council requests that Senate reviews the effectiveness of academic governance on a regular basis	Higher Education Code of Governance
1.9	Academic Matters	Council	Senate, Senate boards, committees, academic Schools		S17 of the Charter makes the Senate responsible for the academic work of the University, 'subject to the general control and approval of the Council.' Ordinance 6.5 sets out the responsibilities of Senate. Ordinance 11 provides for the Senate to set up committees. Areas of academic business will be subject to KPIs. Senate will make regular reports to Council and an Annual Report in November to provide a basis for Council to provide assurance to the OfS.	Charter 17 Ordinance 6 Ordinance 11

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
					Senate has its own schedule of delegation.	
1.10	Standing Orders and Terms of Reference for Senate committees	Senate		Senate committees		
1.11	Adequacy and effectiveness of the management structure	Council	Vice-Chancellor & President and the Executive Group			
1.12	Anti-Bribery and Corruption Measures	Council	Audit Committee			
1.13	Freedom within the law both to question and test received wisdom....	Council				Charter s 19
1.14	Whistleblowing	Council	Audit Committee			
1.15	Student engagement in governance, including academic governance	Council		Senate concerning student engagement in academic governance		
2.	**Strategy and Policy Development**					
2.1	Approval of the University's Institutional Plan	Council		Vice-Chancellor & President/ Executive Group	The Institutional Plan is developed in consultation with the academic Schools and professional service Directorates of the University.	Charter 7
2.2	Finance Strategy	Council		Finance & Resources Committee		
2.3	People Strategy	Council	People Committee	Consultation through the JSNCC		

2.4	Estates Strategy	Council		Vice-Chancellor & President/ Executive Group	Budgetary provision for the capital plan is subject to the recommendation of the Finance and Resources Committee. Approval of budgetary provision for specific	

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
					projects is subject to the Financial Authority limits.	
2.5	Academic and related strategies Education Strategy Research & Innovation Strategy International Strategy Information Strategy	Council	Senate	The appropriate Senate Committee	Any element of a strategy that cannot be mapped on to the Institutional Plan requires approval of Council. Any element incurring high reputational or financial risk requires the approval of Council.	
2.6	Approval of Annual Financial Statements	Council		Finance and Resources Committee	Council and Finance and Resources Committee take account of the comments of the Audit Committee and the Audit Committee's Annual Report.	Charter 7b
2.7	Approval of the Annual Financial Return to the OfS, including: • Annual Financial Return (financial forecast) and Commentary • Audited Financial Statements • External Audit Management Letter	Council		Finance & Resources Committee	• Financial Forecasts and Commentary recommended via Finance & Resources Committee. • External Audit Management Letter recommended by Audit Committee • Audited Financial Statements approved by Council Governing Body approval is stipulated by the OfS in accordance with Condition D of the OfS Regulatory Framework	Charter 7b

2.8	Setting of KPIs and monitoring the performance of the University against them, against the University Plan and other planned strategies and operational targets	Council		Vice-Chancellor & President/Executive Group		
2.9	Approval of Risk Management (including Risk Register, Risk Management Policy and risk processes)	Council	Audit Committee		Annual Risk Register is considered by Audit Committee. Risk Appetite Statement is approved by Council in the context of the Strategic Plan.	Audit Committee Terms of Reference
2.10	Approval of the University Health and Safety Policy	Council		Health, Safety, Security and Environment Committee (to EG / Audit Committee)		

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
2.11	Approval of Annual Plans	Vice-Chancellor & President/ Executive Group		Heads of School	Annual Plans including resources budgets and targets are produced by all Schools and Professional Service Departments.	
2.12	Approval of Equality, Diversity and Inclusivity Report	Council		EDI Strategy Board		
2.13	Development and Fundraising – policy to identify the process for the scrutiny of proposed Donations / gifts	Council	Finance and Resources Committee	Fundraising Co-ordination Committee	Ethics Committee to receive confirmation of donations/gifts and consulted in the event of ethical concerns.	Acceptance of Gifts Policy
3.	**Appointments and staffing**					
3.1	Appointment of Chancellor	Council		Joint Committee of Senate & Council after consultation of the Senate		Charter s 14 Statute 4
3.2	Appointment of Vice-Chancellor & President	Council		Joint Committee of Senate & Council after consultation of the Senate	In the event of a vacancy or in the absence of the VC the Council may appoint an Acting Vice-Chancellor & President	Charter s 7 Statute 2 Ordinance 5
3.3	Appointment of Deputy Vice-Chancellors	Council		Vice-Chancellor & President		Statute 3.3
3.4	Number of Deputy and Pro Vice-Chancellors	Council		Vice-Chancellor & President		Statute 3.1
3.5	Appointment of Pro Vice-Chancellors	Council	Vice-Chancellor & President			Statute 3.2
3.6	Appointment of Secretary to Council	Council		Chair of Council and Vice-Chancellor & President		Statute 1.3

3.7	Removal of the Vice-Chancellor or the Secretary to Council	Council		A Panel appointed by Council		Ordinance 44

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
3.8	Appointment of Lay officers and members of the Court and the Council and Lay members of Council committees. Removal of members of Council from office.	Council		Nominations Committee	Must demonstrate through actions and behaviour a commitment to equality and diversity, particularly in recruitment.	
3.9	Appointment of External Auditors	Council		Audit Committee	Recommended via Audit Committee	
3.10	Appointment of Internal Auditors	Council		Audit Committee	Recommended via Audit Committee	
3.11	Appointment of Heads of School	Council	Appointments Panel under the authority of the Vice-Chancellor & President		The procedure is not specified in the Ordinance	Ordinance 15
3.12	Appointment of Honorary or Visiting Professors/Scholars/ Fellows	Senate	Vice Chancellor and President	Head of School	The Head of School will act on a recommendation of the relevant Heads of Subject.	
3.13	Appointment of Emeritus Professors and Emeritus Readers	Senate	Vice Chancellor and President	Head of School		
3.14	Appointment of members of Senate Committees	Senate				
3.15	Salaries and pay scales for Executive Group	Council	Remuneration Committee	Vice-Chancellor & President for Executive Group Chair of Council for the Vice-Chancellor & President		Remuneration Committee Terms of Reference
3.16	Approval of Implementation of	Council	Finance and Resources Committee	Vice-Chancellor & President and Executive Group		

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
	national pay awards or a local settlement					
3.17	Determination of the general pay and conditions of staff (within the framework set by the Council) other than holders of senior posts	Council	Vice-Chancellor & President and Executive Group	Consultation with the JSNCC		
3.18	Promotion, regrading and salary review	Council	The appropriate University-level promotion and salary review committee	As set out in Procedures on HR website		Promotion, Regrading and Salary Review Section on HR website
3.19	Redundancy	Council	Vice-Chancellor & President and Executive Group	Head of School for an area of academic provision	Where 20 or more staff are at risk of redundancy the business case is reviewed by a review committee appointed by Council Where redundancies relate to the closure of a significant area of activity or there are significant reputational risks, the Senate and Council should have an opportunity to discuss the report of the review committee.	Ordinance 39
3.20	Staff dismissal, conduct, disciplinary and grievance procedures	Council		Senate	The procedures are set out in the Ordinances. The approval process includes consultation through the JSNCC.	Ordinances 35, 36, 37, 38, 39, 40 42, 43, 44.
3.21	Operation of Staff dismissal, conduct, disciplinary and grievance procedures	Vice-Chancellor & President or nominee	Director of Human Resources & Organisational Development		The Ordinances set out the procedures including provisions for hearings and review	Ordinances 35, 37, 38, 40
3.22	Approval to recruit to a vacant position or new post	Council	Vice-Chancellor & President and Executive Group or a nominee as set out in HR Procedures		The number of new posts is agreed during the annual planning round between the Academic Schools, professional service Directorates	HR Recruitment Procedures and Authorising a Vacancy

					and Executive Group. Approval	

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
					for specific posts is through the Human Resources Department Recruitment Procedures and subject to a Finance Authorisation Process.	
3.23	Employment related contracts	Council	Recruitment Panel		Subject to approval to recruit to a vacant post, 3.22 above	HR Recruitment procedures
3.24	Staff welfare	Council	People Committee			
4.	**Finance and Budgets**					
4.1	Systems of internal financial management control and accountability, including risk management, value for money procedures, financial regulations and procedures	Council	Finance and Resources Committee/Audit Committee		Council has overall responsibility for the management and the financial affairs of the University. Council sets the financial principles in accordance with which the University should conduct its financial business and reviews annual reports from both the internal auditors and the Audit Committee. The Finance and Resources Committee is responsible for Financial Regulations and Investment Policy.. The Audit Committee, with reports from both external and the internal auditors, reviews the effectiveness of internal controls, policies and procedures, value for money and reports to Council annually.	
4.2	Approval of the Financial Statements	Council		Audit Committee,	Draft Financial Statements together with associated statements (corporate	

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
				Finance and Resources Committee	governance, public benefit and operating review) are presented to the Audit Committee for review. The external and internal auditors attend the meeting. Audit Committee reports to Finance and Resources and raises any matters of note or concern. Both the Audit and the Finance and Resources Committee report to Council.	
4.3	Approval of annual and three year budgets (including capital programme)	Council		Finance and Resources Committee		
4.4	Determination of detailed budgets within overall budget framework	Vice-Chancellor & President and Executive Group		Chief Financial Officer		Financial Regulations
4.5	Approval of overall treasury strategy	Council	Finance and Resources Committee	Chief Financial Officer		Financial Regulations
4.6	Appointment of bankers, opening of bank accounts, designation of bank account signatories	Council	Finance and Resources Committee	Chief Financial Officer		Financial Regulations
4.7	Treasury management and strategy including investments	Council	Finance and Resources Committee	Chief Financial Officer		Financial Regulations
4.8	Establishment of borrowing limits	Council	Finance and Resources Committee	Chief Financial Officer		Financial Regulations
4.9	Establishment of borrowing facilities	Council	Finance and Resources Committee	Chief Financial Officer		Financial Regulations
4.10	Policies on investment of endowments	Council	Finance and Resources Committee	Chief Financial Officer		

4.11	Establishment of University companies	Council		Finance and Resources Committee		Financial Regulations

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
4.12	Approval of sale of equity or transfer of business in University companies	Council	Finance and Resources			
4.13	Acceptance of donations and endowments	Council	Finance and Resources Committee above £250,000, £1 to £50k by Head of Philanthropy (or equivalent), £50k to £250k by Chief Financial Officer and Vice Chancellor	Fundraising Co-ordination Committee (oversight, reporting to EG and Council)		Acceptance of Gifts Policy
4.14	Commitment and purchase of goods and services	Council	Finance and Resources Committee/Executive Group/Heads of School and Professional Service Directorates		Delegated authority is governed by the requirements set out in the Financial Regulations and the Financial Authority Limits.	Financial Regulations/Financial Authority Limits/ Purchasing Regulations/ Procurement Policy
4.15	Pensions	Council		Finance and Resources Committee	Chief Financial Officer will brief the Finance and Resources and Audit Committees on the position of USS and SAUL and how they should be represented in the financial statements, subject to guidance from the External Auditors	HE SORP – Accounting for Defined Benefit Pension Schemes
4.17	Ensuring the proper use of public funds	Council	Vice-Chancellor & President		Internal Audit reports regularly to the Vice-Chancellor & President. The Audit Committee reviews the University's processes and procedures for ensuring the proper use of public funds.	
5.	**Capital programme and estates**					

5.1	Approval of capital projects (including construction, acquisition, refurbishment and leasing of properties relating to those projects	Council	Council over £2m; Finance and Resources Committee £750,000 to £2m; VC and EG £500,001 to £750,000; CFO and a DVC £250,001 to £500,000; Director of Finance up to £250,000.	Vice-Chancellor & President and Executive Group	All major capital expenditure on land and buildings may only be incurred if it is part of the approved capital programme. New commitments shall be submitted for supplementary approval by the Chief Financial Officer to the Vice Chancellor, Finance & Resources Committee or Council depending upon the amount requested.	Financial Authority Limits

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
5.2	Acquisition of property (land and including leasing and licensing)	Council	Finance and Resources Committee up to £2m, Council over £2m		As capital projects (5.1)	Financial Authority Limits
5.3	Disposal of property (land and including leasing and licensing)	Council				*Revised Financial Authority Limits* Note: Financial Regulations (11.9) cover stores, furniture and equipment.
5.4	Charges on land	Council		Finance and Resources Committee		
5.5	Other estates related contracts (e.g. building contracts and agreements, utilities contracts)	Council	As defined by the Financial Authority Limits	Chief Financial Officer	In accordance with the University Purchasing Regulations and Procedures	Financial Regulations and Purchasing Regulations and Procedures Financial Authority Limits
5.6	Issuing of contracts in relation to University owned residential accommodation	Council	Commercial Services and Estates		Managed by University Accommodation Office /Hospitality	
6.	**Contracts, Agreements and Licences**					
6.1	Approval of contracts and agreements (where not otherwise specified in this Scheme)	Council	As defined by the Financial Authority Limits		Delegated authority levels are maintained by the Finance and Resources Committee	Financial Regulations and Purchasing Procedures

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
6.2	Association and affiliation with other institutions A: Formal association, affiliation for strategic purposes and/or involving significant resource or capital implications and/or the potential for reputational risk B: Partnerships with no significant resource, capital or reputational implications	Council Vice-Chancellor & President	For B: Vice-Chancellor and President or as set out in 'Authorised Signatories of Agreements Policy'		Procedures set out by Quality Assurance	Ordinance 6.5 Collaborative Provision: Policies and Procedures
6.3	Research and research related contracts and agreements	Council	Deputy Vice-Chancellor Research & Innovation (or a member of EG)/Director of Business Development, Research & Innovation depending on the amount of the contract or agreement		All research contracts and agreements are also subject to approval of academic decision maker usually a Head of School and should comply with Research Services Procedures	
6.4	Research integrity	Council	Research Ethics Committee		The Research Ethics and Governance Committee oversees this area at University level and reports to Senate. Detailed work is undertaken by School and subject Research Ethics Advisory Groups.	

6.5	Education related contracts and agreements (including international agreements for teaching overseas for an award of the University or activity with a foreign HEI)	Council	Senate Vice-Chancellor & President Chair of Senate		Major strategic contracts with significant financial and reputational risk are approved by Council. Others may be delegated. The Quality Assurance Office maintains procedures for the development of regular	Collaborative Provision: Policies and Procedures

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
					collaborative provision business.	
6.6	Agreements for provision of services by the University	Council	Appropriate University officer		Authority is delegated in many cases to appropriate officers, e.g. Chief Operating Officer, Director of Campus Services or Director of Business Development, Research & Innovation.	
6.7	Approval of requests from third parties to use University's copyright	Vice-Chancellor & President	Head of Communications or other appropriate Officer in conjunction with University Solicitor			
6.8	Sale of licensing or IPR	Vice-Chancellor & President	Deputy Vice-Chancellor Research & Innovation	Director of Business Development, Research & Innovation.		
7.	**Media freedom of information and information security**					
7.1	Filming agreements	Vice-Chancellor & President	Head of Communications			
7.2	Authorisation of media releases	Vice-Chancellor & President	Head of Communications			
7.3	Classification of information under the FOI Publication Scheme	Member of EG	University Secretary/ Asst Director Assurance	Information Compliance Officer		Freedom of Information Act 2000
7.4	Application of sanctions relating to individual access to University library services and facilities	Vice-Chancellor & President	As defined in Regulations/Ordinance		Sanctions applied following agreed Library Regulations and Staff Ordinance 37	Library Regulations/Staff Ordinance 37/ Regulations of Student Discipline in relation to non-academic matters

7.5	Application of sanctions relating to Information Security Policy	Vice-Chancellor & President	As defined in Regulations/Ordinance			Data Protection Act; Code of Practice; Ordinance 37; Regulations on Student Discipline in relation to non-academic matters
7.6	Approval of external use of University	Chief Financial Officer	Director of Information Technology Services			

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
	computing and software facilities					
8.	**Other**					
8.1	Interpretation of this Scheme of Delegation	University Secretary				
8.2	Executive authority – to suspend/close an activity/facility on health and safety grounds	Chief Financial Officer	Director of Campus Services			
8.3	Impact on the environment	Council	Day to day responsibility is delegated to the Director of Campus Services			
8.4	Use of the University Seal	Council	University Secretary /Council Secretariat		The University's Seal shall be authenticated by the signatures of two of the following officers; the Vice-Chancellor & President, Deputy Vice-Chancellors, Chief Financial Officer and University Secretary. The University's seal shall be held under secure arrangements by the University Secretary, who shall maintain a register of its use.	
8.5	Honorary Degrees	Council following approval by Senate		Honorary Degrees Committee	The Honorary Degrees Committee considers suggestions from the University community and others	
6.6	Management and quality assurance of data for external returns	Council	Audit Committee maintains an oversight. Authority for signing is specific to each return with some requiring Council approval and			

		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
			many delegated to officers			

SHM

26.09.2025

Approved by Council:

3 October 2025