

		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		Lay 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 Directors of Division	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	Director of Division	The Director of Division will act on a recommendation of the relevant Heads of School/Subject.	
3.13	Appointment of Emeritus Professors and Emeritus Readers	Senate	Vice Chancellor and President	Director of Division		
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	Director of Division 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, 48, 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 Divisions, professional service	HR Recruitment Procedures and Authorising a Vacancy

					Directorates and Executive Group. Approval	
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		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, 3.23	HR Recruitment procedures
3.24	Staff welfare	Council	People Sub 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 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
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		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 Director of Engagement, £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/Directors of Division 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	Council	Council over £2m; Finance and Resources Committee £750,000 to £2m;	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	Financial Authority Limits
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		Final Authority	Delegated Authority (if any)	Recommendation	Delegation Limits, Context and Process	Source
	leasing of properties relating to those projects)		VC and EG £500,001 to £750,000; CFO and a DVC 250,001 to £500,000; Director of Finance up to £250,000		submitted for supplementary approval by the Chief Financial Officer to the Vice-Chancellor, Finance and Resources Committee or Council depending upon the amount requested.	
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				<i>Revised Financial Authority Limits</i> 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 and Facilities Management		Managed by University Accommodation Office, Kent 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 Research & Innovation Services 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 Director of Division 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 Divisional 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
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		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. Director of Commercial and Facilities Management or Director of Research & Innovation Services	
6.7	Approval of requests from third parties to use University's copyright	Vice-Chancellor & President	Director of Engagement or other appropriate officer			
6.8	Sale of licensing or IPR	Vice-Chancellor & President	Deputy Vice-Chancellor Research & Innovation	Director of Research & Innovation Services		
7.	Media freedom of information and information security					
7.1	Filming agreements	Vice-Chancellor & President	Director of Engagement			
7.2	Authorisation of media releases	Vice-Chancellor & President	Director of Engagement			
7.3	Classification of information under the FOI Publication Scheme	Member of EG	Director of Governance & Assurance/ 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			Date 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 Services			
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		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	Secretary of the Council				
8.2	Executive authority – to suspend/close an activity/facility on health and safety grounds	Chief Financial Officer	Director of University Operations			
8.3	Impact on the environment	Council	Day to day responsibility is delegated to the Director of Operations			
8.4	Use of the University Seal	Council	Secretary of the Council/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, and Secretary to Council. The University's seal shall be held under secure arrangements by the Secretary of the Council, 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			

SC/SHM
07.09.2022
Approved by
Council: 25
November
2022