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**SCHEME OF DELEGATION**

This Scheme of Delegations should be read in conjunction with the following documents that set out in more detail levels of delegated authority:

* The Articles of Association
* The Terms of Reference for the Board of Directors
* The Terms of Reference for the Board Sub-Committees
* Role descriptions of Board members
* Staff job descriptions
* Staff handbook
* Financial Policies and Procedures
* Job description of CEO
* Other policies, regulations and procedures

|  | **Board** | **Committees** | **Senior Leadership Team** |
| --- | --- | --- | --- |
| **Strategy** | Determine the overall vision, mission, values, strategy and objectives | Contributing to and making recommendations regarding the overall strategy | Developing with the Board the overall strategy. |
|  |  |  | Implement agreed strategy |
|  | Approve overall policies and plans at a high level to achieve strategic objectives |  | Advise on strategic issues that require debate and approval |
|  | Review overall performance against the strategy | Regular reporting of actions within their terms of reference to the Boards at the next Board meeting | Regular reporting of performance to the Board at each meeting |
|  | Appoint Chair and Board members, conduct skills matrix and Board review |  |  |
|  | Ratify team selections | Recommend team selections |  |
|  | Approve bids to host national and international events |  | Prepare and advise on bids to host national and international events |
| **Business plan and Budget** | Approve annual operational plans and budget | Appraise annual operational plans and budget | Prepare operational plans and budget for approval |
|  |  |  | Implement operational plans and budget |
|  | Approve material changes to the budget | Recommend material changes to the budget. | Advise the Board on any material changes to the annual budget |
| **Financial** | Approve all significant expenditure that falls outside of the budget and operational plans in line with financial procedures |  | Chief Executive has authority to approve expenditure in line with the financial procedures in accordance with the agreed budget and operational plans or as a direct result of Board decisions |
|  |  |  | Take decisions in accordance with financial policies on tendering and quotes in line with financial procedures |
|  | Approve significant changes in accounting policy or practice, including setting the reserves policy | Advise the Board on changes in accounting policy or practice |  |
|  | Review and have oversight of the regular management accounts | Scrutinise the regular management accounts and make recommendations to the Board | Prepare regular management accounts for review by the relevant committee and Board |
|  | Approve annual report and financial statements |  | Prepare annual report and financial statements |
|  | Approve appointment of auditors | Recommend appointment of auditors |  |
| **Other policy matters** | Set the overall policy framework and agree key policies | Relevant committees advise the Board on policy that falls within their terms of reference | Responsible for implementing policy within the terms agreed by the Board |
|  | Approve all policy matters/ issues that may involve significant financial, reputational or other risk | Bring to the attention of the Board any issues that might have significant financial, reputation or risk implications | Bring to the attention of the Board any issues that might have significant financial, reputation or risk implications |
|  |  | Bring to the attention of the Board any risk of not meeting significant financial or other targets |  |
|  |  |  | Identify and develop new policies |
|  |  |  | Advise the Board of the need to amend or update significant policies |
|  | Put in place an effective Board succession plan |  |  |
|  | Approve terms of reference for committees |  |  |
| **Risk** | Overall responsibility for risk management | Risk Committee responsible for recommending to the Board any changes to the risk register | Manage and mitigate risk in operational areas in line with the overall risk policy, including business continuity, and provide regular assurance to the Board on its ongoing effectiveness |
|  | Approve the risk policy and risk appetite |  | Propose changes to the risk register and risk policy as a result of operational issues/knowledge |
|  |  | Approve levels of insurance | Ensure appropriate insurance is in place |
| **Reputation** | Approve external communications strategy |  | Implement the agreed external communications strategy |
|  | Agree the communications approach on significant issues that might impact on the reputation of the organisation | Advise the Board immediately when a significant issue might impact on the reputation of the charity and advise on mitigation | Advise the Board immediately when a significant issue might impact on the reputation of the charity and advise on mitigation |
|  | External stakeholder management |  | Support external stakeholder management, manage internal stakeholders |
| **Recruitment and retention of staff** | Approve the overall budget for staff as part of the operational plans | Advise on the overall budget for staff as part of the operational plan |  |
|  | Approve the staff structure, remuneration policy |  | Chief Executive manages recruitment, selection, induction and discipline of staff, acting appointments |
|  | Approve the appointment or removal of the Chief Executive, acting CEO succession plan.  Chair to review performance of CEO and set personal objectives. |  | Chief Executive responsible for the recruitment and overall performance of all staff within the budget/operational plans |
|  | Approve material changes to staff terms and conditions or employment practices |  | Chief Executive recommends staff structure within the agreed strategy and operational plans |
| **Legal** | Approve material legal settlements |  |  |
|  | Approve material contracts or variations to contracts |  | Approve non-material contracts or variations to contracts |

**Agreed by the Board** on 27 January 2022