



## SCHEME OF DELEGATION OF BOARD AUTHORITY

The Active Life for a Healthier You's Scheme of Delegation is a reference showing what authority the Board has, what has delegated to other volunteers or staff under the powers of the Constitution. It indicates where further details of the delegations may be found. The Scheme of Delegation empowers and enables timely and effective action by volunteers and staff working in partnership for the benefit of the organisation and its community. It ensures an appropriate level of delegation from the Board of The Board so that there is effective input into decision-making. It also ensures that The Board are able to fulfil their legal and constitutional duties, through levers which enable them to delegate, monitor and if necessary, withdraw the delegated authority if it is considered in the interests of the organisation and its community.

This Scheme of Delegation should be read alongside the Articles of Association, the Chair of the Boards job description, Code of Conduct for the Board, Financial Policy, and Risk register

Where matters are referred to in the attached Scheme as being delegated to the Chief Executive, this empowers the Chief Executive to delegate further to staff or volunteers (except where indicated). In these instances, the Chief Executive remains accountable to the Board for exercise of the powers delegated.

Where matters are not specified as delegated, they are reserved to the Board. The Board is not entitled to give away any of its authority permanently and retains the right to revoke, at its sole discretion, any or all of the powers it delegates if, for example, the Board is concerned that:

- delegated powers are not being used effectively in the interests of our charitable objects and community
- the use of delegated powers is damaging the interests or reputation of the organisation
- delegated powers are being used against the letter or spirit of the organisation's agreed policies and procedures.

This Scheme of Delegation provides the framework for decision-making and action but there will be instances where it is not clear by whom an issue should be decided, or differences arise. The Board expects every volunteer or member of staff to work constructively together to arrive at timely, clear pragmatic solutions within the spirit of our leadership values, our strategy and the Code of Conduct, to maximise the positive impact of our work. This Scheme of Delegation also indicates the key sources of advice to the Board to assist the exercise of its functions.

Where other matters arise involving significant risk to the organisation, but not defined in this document, these should be referred to the board. When implementing the scheme of delegation Boards should define their threshold for ‘significant risk’ in this context in terms of governance, operational, financial, external or compliance implications.

Except where otherwise stated, reference to a specific office holder applies to an individual nominated to act for them, for example during periods of leave or illness, or where the post is vacant

	GOVERNANCE STRUCTURE		ORGANISATIONAL STRUCTURE	
Area of Responsibility	Chair responsibilities	Board responsibilities	Senior Management Team responsibilities	Staff responsibilities
<b>Good Governance and Democracy</b>	<p>Mentor &amp; support new the Board</p> <p>Provide leadership for the Board</p> <p>Lead performance reviews for the Board, Chair, Deputy-Chair &amp; Committee Chairs’</p> <p>Complete an annual review of board performance &amp; receive &amp; approve recommendations of improvements</p>	<p>Monitor compliance with governing documents</p> <p>Approve amendments to Constitution, prior to approval/ endorsement by membership</p> <p>Complete an annual review of board performance &amp; receive &amp; approve recommendations of improvements</p> <p>Monitor governance function of the Board &amp; identify improvements</p>	<p>Remain up to date on good governance in the sector</p> <p>Implement recruitment processes for The Board</p> <p>Involvement in recruitment process for The Board</p> <p>Induct, train &amp; brief Board members</p> <p>Monitor changes to key legislation</p>	<p>Facilitate recruitment processes for The Board</p> <p>Involvement in induction of new The Board</p>

		<p>Approve recruitment &amp; selection process for The Board</p> <p>Approve system for Board, Chair, Deputy-Chair &amp; Committee Chairs reviews</p> <p>Approve Governance Policies &amp; Procedures (unless material changes)</p>		
Human Resource Management	<p>Performance manage the Chief Executive</p> <p>Lead recruitment &amp; selection of new Chief Executive</p>	<p>Approve annual pay award for staff</p> <p>Approve Chief Executive appointment</p> <p>Involved in appointment of directors &amp; senior managers</p> <p>Approve changes to management structure at senior management level</p> <p>Approve proposals for redundancies (over 3 staff or a strategic function)</p> <p>Disciplinary process at appeal stage for CEO</p> <p>Approve recruitment &amp; selection process for new CEO</p> <p>To review the salary and reward package of the CEO at least every three years; to make recommendations on this as necessary to the Board</p> <p>To review the salary structure of the organisation</p>	<p>Recruit &amp; appoint managers</p> <p>Approve changes to staffing below departmental management level, including new posts (must be noted by Board)</p> <p>Approve small scale redundancies (3 or less staff) (must be noted by Board)</p> <p>Approve re-grading staff if resources available</p> <p>Approve alterations to employee or volunteer policies (unless material)</p> <p>Disciplinary process at gross misconduct &amp; dismissal stages</p> <p>Recruit &amp; appoint new senior managers</p> <p>Disciplinary process at appeal against dismissal stage</p>	<p>Approve minor amendments to volunteer policies &amp; procedures – Lead for Volunteering</p> <p>Approve minor departmental restructuring (not involving redundancies) – All Managers</p> <p>Disciplinary process up to gross misconduct &amp;/or dismissal stages</p>

		Approve alterations to employee and volunteer policies (if material)		
Financial Management	<p>Approve unbudgeted capital expenditure of over £xxK &amp; less than £xxK (but must be reported to next meeting of the Board or A&amp;R)</p> <p>Present the organisation's accounts &amp; budgets to the AGM (with the CEO) with Finance Director</p>	<p>Approve income &amp; expenditure budgets annually</p> <p>Approve management accounts detailing financial performance &amp; resulting decisions at each meeting</p> <p>Approve unbudgeted capital expenditure of over £xxK</p> <p>Approve Reserves Policy not more than every three years</p> <p>Receive subsidiary companies' reports</p> <p>Approve Financial Statements [subject to AGM approval?]</p> <p>Subject to AGM approval, appoint auditors &amp; bankers</p> <p>Annually approve Letter of Representation to external auditors</p> <p>Detailed review of annual budgets prior to submission</p> <p>Scrutinise accounts with balance sheet &amp; Finance report</p> <p>Approve budgeted capital projects &gt;£xxK</p> <p>Approve unbudgeted capital expenditure &gt;£xxk</p> <p>Approve Financial Procedures at least every two years</p>	<p>Receive &amp; monitor monthly financial performance update &amp; take appropriate action in response thereto</p> <p>Approve unbudgeted capital expenditure between £xxk and £xxk</p> <p>Approve unbudgeted expenditure from contingency budgets over £xxk</p> <p>Implement Financial Procedures &amp; finance policies – (Director of Finance)</p> <p>Overall management of the organisation's finances, ensuring that resources are utilised efficiently &amp; effectively to deliver the strategic plan</p> <p>Approve unbudgeted capital expenditure between £xxk and £xxk (in conjunction with Chair of BoT)</p> <p>Write The Board' Report for the Financial Statements (with Chair and Director of Finance)</p>	Financial management below specified thresholds

		Review external auditors' report		
Strategic Management	Lead development of the strategic plan	<p>Set vision &amp; values</p> <p>Act as guardians of mission, vision &amp; values</p> <p>Shape &amp; approve the strategic plan</p> <p>Approve amendments to the strategic plan with resources</p> <p>Receive regular updates on the strategic plan with opportunity to question senior managers</p> <p>Monitor the needs of community &amp; ensure strategic plan continues to meet them</p> <p>Approve the 3-year financial forecast &amp; financial strategy supporting the strategic plan</p> <p>Monitor performance against the financial strategy</p> <p>Approve amendments to the financial strategy</p> <p>Approve capital budget annually</p>	<p>Develop the strategic plan, following a comprehensive strategy review involving all of the organisation's major stakeholders</p> <p>Overall management of the strategic plan</p> <p>Report on progress against the strategic plan</p> <p>Report on the needs of the membership &amp; ensure strategic plan continues to meet them</p> <p>Assist in the development of, and deliver, the strategic plan</p> <p>Lead responsibility for individual themes in the strategic plan</p> <p>Monitor progress against the strategic plan</p>	<p>Deliver the strategic plan at Departmental level</p> <p>Ensuring that staff work towards the organisation's objectives &amp; adhere to the organisation's values</p>
Equality, Diversity and Inclusion Management	Lead creation of a positive culture towards equality of opportunity & diversity	<p>Receive an annual report on equality &amp; diversity monitoring from the HR sub Committee</p> <p>Receive regular updates on equality &amp; Diversity Monitoring</p>	<p>Overall responsibility for equality of opportunity &amp; diversity management</p> <p>Overall management responsibility for equality of opportunity &amp; diversity</p> <p>Approve E&amp;D policy</p>	Implement Equality of Opportunity, Diversity & Inclusion Policy at a Departmental level
Risk Management	Lead creation of a positive culture of risk management	Approve the full Risk Register on an annual basis	Overall responsibility for risk management	Identify & minimise risk at a departmental level

		<p>Receive an annual report on the Risk Register from Audit &amp; Risk Committee</p> <p>Set the organisation's overall approach to managing risk</p> <p>Approve the Risk Management Policy annually</p> <p>Approve all other policies relating to risk management</p> <p>Monitor significant risks at each meeting</p> <p>Receive annual report on Business Continuity Plan</p> <p>Approve Major Incident Plan</p>	<p>Implement &amp; monitor adherence against the risk management policies &amp; procedures – Director of Operations</p> <p>Conduct an annual test of the Business Continuity and Major Incident Plans - Director of Operations</p> <p>Identify &amp; minimise risk &amp; review on an on-going basis</p> <p>Monitor top ten risks on quarterly basis</p>	
Health & Safety Management	Lead creation of a positive culture of health & safety management	<p>Receive an annual report and plan on health &amp; safety management</p> <p>Approve the Health &amp; Safety Policy</p>	<p>Overall responsibility for health &amp; safety management as the designated safety officer</p> <p>Approve health &amp; safety procedures &amp; management systems</p> <p>Overall management responsibility for health &amp; safety</p>	Implement Health & Safety Policy at a Departmental level