

## SCHEME OF DELEGATION

### 1. PURPOSE

- 1.1 Volleyball England ("the **Organisation**") is working to develop excellent services to deliver to its members and to develop a suitably skilled, able and equipped workforce, who demonstrates the values and behaviours of the Organisation.
- 1.2 This Scheme of Delegation ("the **Policy**") provides clarity around the authority to carry out a task or to make a decision. This in turn creates responsibilities and the requirement that people to whom authority is delegated are prepared to be accountable for the decisions they have been asked to make. Anyone who makes a decision must be confident that they know the scope of their authority.
- 1.3 The Policy aims to set out clearly who has the authority to make decisions within the Organisation. It is a companion document to the Articles of Association and Framework Document which maps how accountabilities for particular tasks cascade through the organisation.
- 1.4 Defined terms in this Policy shall have the same meaning set out in the Articles of Association and in the Framework Document accessible on the Organisation's [website](#).

### 2. RESPONSIBILITIES OF THE BOARD AND THE CEO

- 2.1 In general, the Board is the ultimate decision-making body and accordingly can exercise all of the powers of the organisation. The Board has reserved a right to make the final decision in respect of any matters for which it is held accountable. These are set out in the Articles of Association, Framework Document and company law. The Board delegates certain authorities within this document (the Delegated Authorities referred to in the Articles of Association) and reserves the right to revoke or amend any such delegations at any time in relation to specific activities or on an ongoing basis.
- 2.2 The CEO:
  - 2.2.1 has been given delegated authority by the Board to manage the organisation;
  - 2.2.2 is responsible for reserving to themselves the matters which they wish to decide personally; and
  - 2.2.3 is responsible for delegating other decision-making responsibilities to others within the Organisation.
- 2.3 The Board and the CEO remain accountable for all their functions, even those they have delegated. They require information about the exercise of those functions to enable them to assure themselves that the responsibilities which they have delegated are being discharged properly.
- 2.4 Those with delegated responsibility need to provide assurances to managers, including the CEO and the Board that their responsibility has been discharged in accordance with the objectives and values of the Organisation.
- 2.5 Any functions delegated by the Board or the CEO can be re-assumed by them if they decide to do so.

2.6 Powers are delegated by the Board and the CEO on the understanding that the Sub-Group, Committee, Working Group or member of staff to whom powers are delegated, do not use their powers in a way which might be a cause for concern, or which might have an adverse impact on the Organisation's reputation.

### 3. **PRINCIPLES OF DELEGATION PURSUANT TO THE SCHEME OF DELEGATION**

3.1 Authority to take decisions should be aligned with the skills and knowledge needed to make relevant judgements. By ensuring that decisions and actions are taken by the people with appropriate skills and knowledge, the Organisation can maximise its efficiency and effectiveness and support the development of the volleyball workforce, volunteers and staff, and make the best use of their skills.

3.2 Delegations to each Sub-Group, Committee and Working Groups will be in writing and published (through publication of the terms of reference on the website for Sub-Groups and Committees and through the terms of reference and associated responsibilities set out in the Framework Document for Working Groups).

3.3 All decisions taken under delegated authority should be recorded, using the usual procedures, and should be open to audit. The intention is not to develop separate recording systems but to ensure that there is an audit trail of key decisions which is available for review.

3.4 Staff to whom authority to make decisions is delegated must understand what decisions have been delegated to them, the limits of their authority, and that they are accountable for the decisions they make. The role-holder taking the decision may seek advice or information from other staff with knowledge relevant to the decision. Members of staff who are responsible for taking a decision may commission reports or seek information from others to inform their decision-making.

3.5 The person who delegates responsibility remains accountable for the outcome of the decision or work delegated. Therefore, they should exercise appropriate management and supervision, preferably through management assurance reports, in order to ensure they are kept informed about decisions taken under delegated authority and that they can manage any risks which result from this.

3.6 Where a member of staff judges that the decision they are able to make is in some way unusually contentious or sensitive, they should use their judgement and escalate the matter to their line manager (i.e. the next most senior person) for advice or decision. Those responsible for line management of a delegated decision maker may exercise the decision-making power rather than the delegate if they wish to do so.

3.7 If a decision is taken to invoke crisis management arrangements then whoever is in operational charge of the Organisation has the authority to override this Policy temporarily if required (i.e. during the crisis); and, if this power is exercised, the fact that it has been exercised and the particular decisions taken using this power, should be reported to the Chair of the Board.

### 4. **OWNERSHIP OF POLICY**

4.1 The CEO will decide which matters need to be raised with the Board. In accordance with the Code for Sports Governance there shall be a clear division between the Board's management and oversight role and the executive's operational role.

4.2 For administrative purposes, the Policy is managed by the Chief Executive Officer ("**CEO**") on behalf of the Board. The Policy shall be reviewed regularly as part of the Organisation's regular policy reviews.

4.3 The CEO shall be entitled to request a more regular review if required to reflect operational requirements. Any such request shall be presented to the Board with the proposed updates for approval outside of the regular review cycle.

## 5. THE BOARD'S SCHEME OF DELEGATION

### The Board's roles

- 5.1 The Organisation's Board has many roles which are set out in the Articles of Association and Framework Document. They are also reflected in the Sport England Code for Sports Governance ("the **Code**") but in summary these are:
- 5.1.1 To establish and approve the Organisation's strategy, management policies, business plan, financial plan and financial budgets.
  - 5.1.2 The transparent publication in a fair, accurate and understandable manner of appropriate documentation and materials to the Members.
  - 5.1.3 To periodically monitor the finances, business performance and risk profile of the Organisation and plan for the annual audit.
  - 5.1.4 To engage with all stakeholders of the Organisation and with their proposals and concerns.
  - 5.1.5 To ensure the Organisation is compliant with all laws and regulations.
  - 5.1.6 Delegate their authority as they deem appropriate of the continued progress and running of the Organisation and review such delegated authorities as they see fit.
  - 5.1.7 Adopt the Organisation's structures, processes and procedures to facilitate the discharge of the Organisation's business.

### The Board's power

- 5.2 The Articles of Association, based on the Code, are the principal source of governance being followed by the Organisation. These may be supplemented by other legislation from time to time.
- 5.3 It is the duty of the Board to carry out its functions effectively, efficiently and economically.
- 5.4 The Board delegates responsibility through this Policy to the CEO, the Organisation's staff and Sub-Groups, Working Groups and Committees as appropriate.
- 5.5 In general, the Board will retain the power to decide strategic matters and will delegate all operational decision-making to the CEO and staff.
- 5.6 In an emergency, the functions which the Board has reserved to itself for decision may be exercised by the Chair, after having consulted with one other Board Member or the CEO. The Chair is required to report any actions or decisions so taken to the next formal meeting of the Board for ratification.

### Appointment of Sub-Groups and Committees

- 5.7 The Board is required by the Code to establish the Audit Committee (which for the Organisation is fulfilled by the Finance, Strategy and Risk Sub-Group) and the Nominations Committees. The Board has also appointed a Disciplinary Committee. The Disciplinary Committee is ad hoc and re-active to situations that the Board or SMT require from time to time. These Committees carry out some of the Board's responsibilities and make recommendations to the Board.
- 5.8 The Board has also appointed a number of Sub-Groups with delegated responsibility: the Finance, Strategy and Risk Sub-Group, the Volleyball For Life Sub-Group, the Get Keep Grow Sub-Group and the An Ace Service Sub-Group. All groups are chaired by a member of the Board and report back and make recommendations to the Board.

- 5.9 The Board may appoint other Committees and Sub-Groups as it deems fit. Such delegated authorities must have formally constituted terms of reference.

#### **Delegation to the CEO**

- 5.10 The Board delegates to the CEO all matters which it does not reserve to itself for decision under this Scheme of Delegation or otherwise.

#### **Board's Permissions**

- 5.11 The Board has several permissions, including to appoint:

- 5.11.1 people to Sub-Groups, Committees and Working Groups and revoke their appointment. The Board may appoint chairs of such groups may recruit members to add to their expertise.
- 5.11.2 a Senior Independent Director whose responsibilities include meeting with other Board Members and helping to resolve significant issues.

### **6. MATTERS RESERVED BY THE BOARD FOR ITS OWN DECISION**

#### **Strategy, Planning and Budgets**

The Board reserves the right to:

- 6.1 Approve changes to the strategic direction of the Organisation.
- 6.2 Approve any changes to the vision, mission, values and guiding principles of the Organisation.
- 6.3 Approve the Organisation's overall governance, taking into account the recommendations of the Sub-Groups, Committees, Working Groups other funding partners such as Sport England.
- 6.4 Approve high-level policy and organisational decisions which are fundamental to Organisation's role as a regulator of volleyball in England.
- 6.5 Set the Organisation's risk tolerance (including through the guiding principles), approve the risk management strategy including processes for managing risk, and review the key strategic risks and the management of those risks.
- 6.6 Approve the Organisation's structure and any material changes proposed to it.
- 6.7 Appoint the CEO and other senior managers in partnership with Sport England.
- 6.8 Receive reports from Sub-Groups and Committees to take appropriate action.
- 6.9 Approve high-level policy statements which underpin the delivery of the Organisation's strategic direction and impact on its culture as an organisation, and on the perception of the Organisation as a national governing body and an employer.
- 6.10 Approve high-level policies for how the Organisation will communicate with its Members.
- 6.11 Approve the relevant policies and procedures of the Organisation and any material changes to the same.
- 6.12 Approve the annual report to be presented to the Members at the AGM.

- 6.13 Approve the annual implementation plan and the key performance measures, including any material changes to it.
- 6.14 Approve the annual budget, including any material changes to it.
- 6.15 Receive the management letter from the external auditors and to approve the annual audited accounts.
- 6.16 Approve arrangements for dealing with complaints and receiving reports on issues such as safeguarding, doping etc.

#### **Responsibilities delegated to the Chair**

The Chair of the Board will:

- 6.17 Manage the Board meetings – set agendas, conduct the meetings, oversee the conduct of Board members.
- 6.18 Work with the Board, and the Nominations Committee, to recruit, appraise and allocate remuneration to the CEO.
- 6.19 Provide leadership to the Board, and to ensure and enable that all Board members make a contribution to the Board working as a team to the benefit of the Organisation.
- 6.20 Ensure relevant issues are discussed in a timely manner.
- 6.21 Ensure the Board has adequate support and is provided with all the necessary data on which to base informed decisions.
- 6.22 Act as chair of the Nominations Committee.
- 6.23 Working with the Nominations Committee, carry out an annual review of the members of the Board.

#### **7. DELEGATED RESPONSIBILITY OF THE SUB GROUPS**

- 7.1 The Board has delegated responsibility to certain activities to the four Sub-groups (Finance, Strategy and Risk Sub-Group; Volleyball for Life Sub-Group; Get Keep Grow Sub-Group and An Ace Service Sub-Group). The activities delegated are set out in the Terms of Reference for each Sub-Group.
- 7.2 Each Sub-Group shall report regularly to the Board on its activities and shall escalate to the Board and issues, challenges or concerns which the Board ought reasonably to be aware of.
- 7.3 The Board reserves the right, notwithstanding the delegations to the Sub-Groups, to require more regular or detailed oversight of any activity or take conduct of such activity itself where the Board reasonably determines necessary or desirable.

#### **8. RESPONSIBILITIES DELEGATED BY THE BOARD TO THE CEO AND SENIOR MANAGEMENT TEAM**

- 8.1 The CEO is accountable to the Board for ensuring that its decisions are implemented and that the Organisation works effectively, in accordance with its policies and procedures. The CEO should be allowed full scope for action, within clearly defined delegated powers, in fulfilling the decisions of the Board.
- 8.2 The CEO remains accountable for the operation of the Organisation. The CEO can and does delegate responsibility for certain matters to their staff and gives them authority to carry out certain activities on their behalf.

- 8.3 The CEO expects that those to whom authority to make decisions has been delegated will do so in consultation with colleagues and members, where specified. If, for some reason, it is not possible to consult with colleagues and members, the decision-maker is expected to record the reasons why the decision was taken without consultation.
- 8.4 The CEO is responsible for:
- 8.4.1 Exercising any of the Organisation's functions which are not expressly reserved to the Board or one of its Sub-Groups or Committees.
  - 8.4.2 Determining which functions they will perform personally, nominating officers to undertake his or her other responsibilities, recording their responsibilities in job descriptions or task based terms of engagement and including any limits to their powers within this Policy.
  - 8.4.3 The day to day management of the Organisation.
  - 8.4.4 Delegating to the other members of the SMT, staff and Sub-Groups or Committees as detailed in this Policy.
  - 8.4.5 Overseeing the development of the Organisation's strategy and budget, which are put forward for approval to the Board.
  - 8.4.6 Compiling and submitting to the Board an annual implementation plan which takes into account financial targets and forecast limits of available resources, including a statement of the significant assumptions on which the plan is based, and details of any major changes in workload, delivery of services or resources required to achieve the plan.
  - 8.4.7 Overseeing the preparation and submission of budgets to the Board for its approval, informing the Board of any material changes over-spends or under-spends.
  - 8.4.8 Ensuring that the annual accounts and reports are prepared in accordance with legislation for the Board's approval.
  - 8.4.9 Ensuring that the Organisation's financial targets and obligations are met and that the Organisation stays within its cash limits.
  - 8.4.10 Approving the level of delegation for expenditure, as recommended by the Finance, Strategy and Risk Sub-Group.
  - 8.4.11 Ensuring the areas of income and expenditure are met.
  - 8.4.12 Signing off contracts in accordance with the limits set out in the Financial Procedures and Control Manual.
  - 8.4.13 The control of Volleyball England assets.
  - 8.4.14 Ensuring that the Organisation complies with all policies and procedures.
  - 8.4.15 Ensuring that Board members know about and understand their responsibilities as described in this Policy, the Financial Procedures and Control Manual and the Code of Conduct.
  - 8.4.16 Ensuring that effective procedures for handling complaints are established and made widely known.
  - 8.4.17 Ensuring that the Organisation complies with requirements to demonstrate its openness and transparency by publishing key information.

8.4.18 Providing an account of activities throughout the year.

8.5 From a financial perspective the CEO will ensure that:

8.5.1 Appropriate financial systems are in place and applied and that financial procedures and controls are followed and reviewed regularly so that they remain relevant and reliable, especially during times of change.

8.5.2 Annual accounts are submitted for audit as soon as reasonably practicable after the year end and any records are made available for scrutiny by the Companies House and Sport England.

8.5.3 The Organisation remains within its cash limits, seeks approval of any expenditure outside normal delegations, respects agreed budgets and avoids unaffordable longer term commitments, taking a proportionate view about other demands for resources.

8.5.4 Resources are used efficiently and that the ways they are used are tracked and recorded.

8.5.5 Public funds allocated to the Organisation are properly managed and safeguarded.

8.5.6 Any delegation of responsibility is accompanied by clear lines of control and accountability together with reporting arrangements.

8.5.7 Strategic risks are identified, that their significance is assessed and that systems appropriate to the risks are put in place in all relevant areas to manage them (achieving the right balance between risk and opportunity commensurate with the risk tolerance set by the Board).

8.5.8 Arrangements are in place to secure value for money and that the Organisation's procurement processes are systematically evaluated and assessed to provide confidence about suitability, effectiveness, prudence, quality, good value and avoidance of error and waste.

## 9. **MATTERS DELEGATED TO THE FINANCE CONTROLLER**

9.1 Prepare and submit budgets for approval to the Board, prior to the start of the financial year.

9.2 The Financial Controller will:

9.2.1 Ensure budgets will be in accordance with the aims and objectives set out in the annual business and strategic plan.

9.2.2 Produce financial plans following discussion and agreement with appropriate budget holders.

9.2.3 Ensure budgets will be prepared within the limits of available funds.

9.2.4 Have proper regard to the expected availability of funds and identify potential financial risks.

9.2.5 Ensure that financial control arrangements are in place for each budget which will discharge the responsibility of budget holders and their staff.

9.2.6 Act on behalf of the budget holder to report on their budgets and related performance and procedures.

9.2.7 Monitor financial performance on a monthly basis against budget and the business plan, reviewing them regularly and reporting to the Board on the same.

- 9.2.8 Ensure that adequate training is delivered on an ongoing basis to budget holders to help them manage their budgets successfully.
- 9.2.9 Investigate and report variances from set budgets.
- 9.2.10 Monitor and manage actions to correct variances.
- 9.3 The Financial Controller will also be responsible for:
  - 9.3.1 Preparing financial returns in accordance with accounting policies, and generally accepted accounting principles and standards.
  - 9.3.2 Preparing, certifying and submitting annual financial reports to the Companies House and Sport England in accordance with current guidelines.
  - 9.3.3 Ensuring payments made from bank accounts do not exceed the amount credited to the account.
  - 9.3.4 Preparing detailed instructions on the operation of bank accounts which must include (a) the conditions under which each bank account is to be operated; and (b) those who are authorised to sign cheques.
  - 9.3.5 Ensuring that staff who support the finance function are involved in the process of debt recovery.
  - 9.3.6 Providing adequate systems for employees whose duties include collecting and holding cash.
  - 9.3.7 Setting maximum levels of each requisition and the system for authorisation above that level.
  - 9.3.8 Maintaining control of the list of employees who are authorised to place requisitions for the supply of goods and services.
  - 9.3.9 Ensuring compliance with HMRC guidelines regarding payments to suppliers.
  - 9.3.10 Ensuring policies and procedures are in position to monitor a project through its life (including the delivery of its benefits).
  - 9.3.11 Ensuring that data produced for use with financial systems is adequate, accurate, complete and timely and that a management (audit) trail exists.
  - 9.3.12 Ensuring records for pension schemes, income tax and other authorised deductions from pay are maintained.
  - 9.3.13 Ensuring procedures are in place for payment by bank accounts.
  - 9.3.14 Ensuring that there are adequate arrangements in place to review, evaluate and report on the effectiveness of internal financial controls.
  - 9.3.15 Ensuring that there is an effective internal audit function which meets the mandatory audit standards.
  - 9.3.16 Ensuring all debtor balances are reviewed on an ongoing basis and that bad debt is agreed and written off following agreement from the SMT.



10. **DELEGATED RESPONSIBILITY OF THE DEPUTY CHIEF EXECUTIVE OFFICER (DCEO)**

10.1 The DCEO is responsible for the security and custody of all assets owned by the Organisation.

10.2 The DCEO is required to:

10.2.1 Maintain an asset register relating to the assets under their overall control;

10.2.2 Instigate periodic physical checks of assets against the register;

10.2.3 Notify the Financial Controller of all discrepancies revealed by verification of physical assets to the fixed asset register; and

10.2.4 Be responsible for all support in relation to health and safety.

10.3 DCEO's financial responsibilities include:

10.3.1 Managing the budget delegated by the CEO to deliver the elements of the strategic plan, in accordance with the rules set by the Board within the Financial Procedures and Control Manual.

10.3.2 Ensuring all budgets are developed with relevant budget holders to ensure all income and expenditure is in line with the monthly and annual budget.

10.3.3 Ensuring that agreed systems of control are included within project plans to protect against fraud and losses, including data losses.

10.4 The DCEO is responsible for commercial and contract management and will:

10.4.1 Give advice on value for money in relation to purchases of items or services.

10.4.2 Maintain a register of all the Organisation's contracts.

10.4.3 Ensure contract management processes are in position which deliver maximum value for money and drive benefits from suppliers.

10.4.4 Ensure that supplier engagement and management protocols are in position to drive value for money procurements.

10.4.5 Maintain a register of single tender actions.

10.4.6 Ensure all commercial processes and protocols are reviewed and developed to ensure compliance.

10.4.7 Ensure the Board and the SMT have all the relevant and necessary commercial information to make informed decisions.

10.4.8 Identify the Organisation's business critical contracts and ensure business continuity plans are in place in case of supplier failure.

10.4.9 Report to the Board regularly on supplier performance and commercial risk.

10.4.10 Ensure the purchase to pay process commences where contracts have been awarded.

10.4.11 Ensure that all payments to suppliers are validated against contract terms and reflect service requirements.

- 10.4.12 Ensure that a business case is commercially viable and sets out:
  - (a) the commercial and procurement options and contracting implications; and
  - (b) the compliance with efficiency controls.

10.5 The DCEO HR responsibilities include:

- 10.5.1 Ensuring that the chosen method for completing time records and other notifications is supported by appropriate (contracted) terms and conditions, adequate internal controls and audit review procedures and that suitable arrangements are made for the collection of payroll deductions and payment.
- 10.5.2 Ensuring that all employees are issued with a contract of employment in a form approved by the Board and which complies with employment legislation.
- 10.5.3 Dealing with variations to, or termination of, contracts of employment and any resulting changes in salary.
- 10.5.4 Ensuring the Health and Safety Policy complies with all relevant regulations.
- 10.5.5 Providing advice on risk management and assessments and their implementation.
- 10.5.6 Providing support and advice on business continuity, adverse events, investigations and remedial actions.

10.6 The DCEO is responsible for IT systems and will:

- 10.6.1 Ensure the accuracy and security of the computerised financial data.
- 10.6.2 Devise and implement any necessary procedures to ensure the adequate (reasonable) protection of the Organisation's data, programmes and computer hardware for which he/she is responsible from accidental or intentional disclosure to unauthorised persons, deletion or modification, theft or damage, having due regard to GDPR.
- 10.6.3 Ensure that adequate reasonable controls exist over data entry, processing, storage, transmission and output to ensure the security, privacy, accuracy, completeness and timeliness of the data, as well as the efficient and effective operation of the system.
- 10.6.4 Ensure that adequate controls exist such that the computer operation is separated from development, maintenance and amendment.
- 10.6.5 Ensure that an adequate management audit trail exists through the computerised system and that computer audit reviews are being carried out.
- 10.6.6 Ensure him/ herself that systems acquisition, development and maintenance are in line with the Organisation's policies.
- 10.6.7 Apply technical security measures across IT infrastructure.
- 10.6.8 Provide technical assessment of new IT services and applications.

10.7 DCEO is also responsible for:

- 10.7.1 Ensuring adequate insurance is put in place to protect the Organisation's interests including professional indemnity of third parties.
- 10.7.2 Ensuring an annual review of the Organisation's insurance policy is undertaken.

10.7.3 Maintaining the Anti-fraud Policy within the Good Practice Guidance and practices for dealing with the prevention, detection and resolution of fraud and corruption within the Organisation and among its contractors.

## 11. **THE OPERATIONAL DELEGATION OF STAFF, SUB-GROUPS AND WORKING GROUPS**

### **The rights**

11.1 All individuals involved in taking delegated decisions have the following rights:

- 11.1.1 to be informed in writing of the areas where they have the authority to take delegated decisions;
- 11.1.2 to be consulted about any decisions that affect the area or activity they are responsible for managing;
- 11.1.3 to be informed of any changes in organisation policies that might impact upon their delegated authority;
- 11.1.4 to be provided with any training they may require to exercise their delegated authority effectively;
- 11.1.5 to seek and receive support and advice from their line manager in exercising their delegated authority;
- 11.1.6 to decline to use the authorised delegated powers subject to agreement with their line manager.

### **The responsibilities**

11.2 All individuals involved in taking delegated decisions have the following responsibilities:

- 11.2.1 to ensure that delegated decisions are taken in accordance with all relevant policies and procedures and guidelines and in a professional and competent manner;
- 11.2.2 to seek professional advice, where appropriate, in writing, particularly in relation to decisions that may have financial, health & safety, data management, human resource or legal implications;
- 11.2.3 to ensure that the Board, CEO and the SMT are kept fully informed of decisions they have taken under delegated authority (where appropriate);
- 11.2.4 to ensure that decisions taken under delegated authority can be justified in terms of equity and consistency of approach;
- 11.2.5 to consult with colleagues including the Board, CEO and the SMT if a delegated matter may have consequences for other parts of the Organisation;

11.3 The provisions of the Policy are intended to assist in the efficient and effective management of the Organisation's activities, and to foster a culture of responsiveness to members and service users.

11.4 Those with delegated responsibility need to ensure that appropriate reporting takes place on a regular basis to the SMT and/or the Board and/or Sub-Group (as appropriate).

### **Operational delegation**

11.5 The operational delegation of staff, Sub-Groups and Working Groups includes:

- 11.5.1 Taking operational decisions within their areas of work to deliver their project plans and performance indicators in accordance with the Organisation's policies.
- 11.5.2 Developing project proposals relevant to their area of delivery in consultation with other Sub-Groups, Working Groups and staff as necessary, to implement the Organisation's strategic direction. They must submit any projects for approval in accordance with the terms of reference for the relevant Sub-Group/Working Group (as appropriate).
- 11.5.3 Ensuring that timely and accurate management information is provided as required within the corporate performance monitoring systems and processes.
- 11.5.4 Managing the budget delegated by the CEO to deliver the strategic plan within their operational area within the rules set by the Financial Controller.
- 11.5.5 Ensuring budget holders comply with rules relating to financial control to ensure income and expenditure against set budgets.
- 11.5.6 Ensuring that agreed systems of control are applied within their project plans to protect against fraud and losses, including data losses.
- 11.5.7 Being involved in the recruitment of individual employees related to their operational area of delivery.
- 11.5.8 Ensuring that the key principles of the Organisation's Recruitment Policy are followed in recruiting staff.
- 11.5.9 Deploying staff within their operation area of delivery within an agreed staffing structure.
- 11.5.10 Ensuring that risks are being identified, assessed, managed and escalated where necessary.
- 11.5.11 Monitoring and reporting the strategic and business risks for which they are responsible.
- 11.5.12 Ensuring the implementation of the policy and procedures within their operation area of delivery / area of responsibility.
- 11.5.13 Identifying and keeping up-to-date records in their operation area of delivery, of who has delegated authority to take decisions, to ensure that the staff understands their responsibilities and the limits of their delegation. These delegations include financial delegations such as the authority to spend money, manage assets, authorise travel and subsistence.
- 11.5.14 Ensuring that all involved in operation delivery declare any personal potential conflict of interest to the CEO.
- 11.5.15 Ensuring their staff comply with the Organisation's policies and processes.
- 11.5.16 Ensuring data is managed in accordance with the requirements of the GDPR.

## 12. **DELEGATED RESPONSIBILITY TO ALL BUDGET HOLDERS**

- 12.1 Budget holders are responsible for controlling delegated budgets and ensuring the budget is used only for the agreed purposes.
- 12.2 Budget holders are responsible for complying with correct financial procedures, including:

- 12.2.1 Maintaining records of expenditure, including all budget commitments; all orders; all goods received notes; and expenditure against each order, as required by the Financial Controller.
- 12.2.2 Ensuring that records of expenditure are available for inspection at all times by the Financial Controller.
- 12.2.3 Seeking appropriate internal financial advice in order to ensure that the budget is effectively managed.
- 12.2.4 Ensuring that the amount provided in the approved budget is not used in whole or in part for any purpose other than specifically authorised.
- 12.2.5 Ensuring that any likely overspend or reduction in income which cannot be met by virement is not incurred without the prior consent of the Financial Controller and sign-off by the CEO.

12.3 Each budget holder is responsible for:

- 12.3.1 Maintaining a fixed assets register relating to the operational area of delivery that links to the business asset register.
- 12.3.2 Ensuring all entries can be validated by reference to properly authorised and approved agreements, suppliers' invoices and other documentary evidence in respect of purchases from third parties.
- 12.3.3 Taking responsibility for security and custody of assets, notifying the Financial Controller regarding misuse or theft of assets and completing a loss of assets report.

13. **FINANCIAL DECISION MAKING**

13.1 Financial Decision Making shall be in line with the Financial Procedures and Control Manual.

13.2 A summary is set out below.

Delegated Authority	Budget Transfers	Purchase Orders	Payments	Debt Write-Off	Contracts
2 x Directors	£10k +	£10k +	£10k +	£10k+	£10k+
1 x Director	< £10k	< £10k	< £10k	< £10k	< £10k
CEO	< £6k	< £6k	< £6k	< £6k	< £6k
SMT	< £4.5k	< £4.5k	< £4.5k	< £0.5k	N/A
VE Strategic Manager (budget holder)	< £0.5k	< £0.5k	< £0.5k	N/A	N/A
Other VE Staff	N/A	< £0.2k	< £0.2k	N/A	N/A
National Squad Team Managers	N/A	< £0.1k	< £0.1k	N/A	N/A

14. **OTHER DELEGATION**

14.1 In emergencies and cases of urgency:

14.1.1 The CEO is authorised to take such measures as may be required in emergency situations, as in cases of urgency, subject to advising the SMT, where possible and reporting to the Board as soon as possible thereafter, on any items for which Board approval would normally be necessary.

14.1.2 Where such measures involve the organisation incurring expenditure, then the CEO should submit a report to the Board as soon as possible thereafter.

14.1.3 In cases of urgency to take such action as the CEO considers necessary or appropriate in the interests of, or to preserve the position of the Organisation.

14.1.4 In cases of urgency to authorise any action under which the CEO considers necessary or appropriate to protect people or property.