

GV03 Scheme of Delegation

Reference: GV03

Effective date: 01 Jul 2024

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Introduction

This scheme of delegation sets out the authority delegated by the Board of Trustees of Hartcliffe City Farm (HCF) to the General Manager. It works in tandem with the job description of the General Manager and the policies and procedures to enable accountable, effective, and efficient leadership and management of the organisation.

Policy framework

HCF is a Charitable Incorporated Organisation and abides by the guidelines for the operation of charities. The HCF General Manager will draw to the attention of the Board of Trustees any need to update governance procedures to comply with changes to the operating context. The purpose of the General Manager is defined in the job description as 'To lead and manage day-to-day running of Hartcliffe City Farm.'

Scheme of delegation

This scheme of delegation provides the authority to the General Manager to manage the plans, budgets, property and staffing resources of HCF within this policy framework. The General Manager is the senior manager of HCF and is responsible for advising the Board when it is determining policies and priorities and to ensure that these policies and priorities are implemented effectively.

The Board will determine high-level or strategic policies. The General Manager has delegated authority to determine everyday policies, operating within the policies and priorities agreed by the Board, and has delegated responsibility for the effective and efficient management of the organisation.

Finance

The General Manager will present to the Board financial plans and budgets on a 36-month rolling forecast basis. A quarterly update on financial performance (including income and expenditure, balance sheet, cash flow and reserves information) and half-yearly re-forecasts will be provided to the board.

The General Manager is delegated authority to vary the financial allocations each quarter by a total amount not exceeding 10%. Any variation in excess of this must be approved by a director with reference to the full board if necessary.

The General Manager is delegated responsibility for entering into partnership agreements up to £50,000. If the agreement exceeds this amount the General Manager requires approval of a director.

Opening of new bank accounts requires a resolution signed by the General Manager and a Trustee. Operational responsibility for banking is delegated to the General Manager. The General Manager is delegated responsibility for approving and signing the Audit Engagement Letter.

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Recruitment and management of staff

The Board of Trustees delegates the staffing of HCF to the General Manager. The General Manager will advise the Board of Trustees of the projected staffing and annual plans and report on staffing to the Board of Trustees.

The General Manager may, for the efficient management and proper operation of HCF, delegate any or all of the responsibilities contained within this scheme to other senior employees. This further delegation of responsibilities does not release the General Manager from overall responsibility as the most senior manager of HCF accountable to the Board.

Public relations

The Board delegates to the General Manager the role of principal spokesperson for HCF. This role will be exercised within the policies and procedures of the organisation. The Board will refer all media enquiries to the General Manager except those dealing with the Board and its governance in which case the Chair and another trustee will also be consulted.

Reportable events

The General Manager is expected to report any irregularity that involves significant risk to the organisation (eg fraud, deception, mismanagement or misbehaviour that is likely to lead to significant financial loss or liability, reputational damage or loss of life or sickness) to the Chair of the Board. Appropriate reporting will then be made to the Board.

Term

This scheme of delegation will be reviewed every two years to ensure it is relevant to the circumstances of the day. The Board at its sole discretion may revoke this scheme of delegation or any part thereof at any time.

Schedule of Reserved Powers for the Board of Trustees

HCF's Scheme of Delegation of Authorities requires a schedule showing decisions reserved for the Board of Trustees. This schedule shall cover principle business activities and functions only. In order to carry out its role, the Board of Trustees has determined those matters that it wishes to have referred to it for information and decision making purposes.

Strategy, Management and Governance

- ◆ To approve and own the strategic direction for the organisation including its vision, aims and strategies and to guide HCF to achieve its aims in the most efficient and effective manner consistent with organisational values and approach.
- ◆ To take ultimate responsibility as per the Articles of Association for governance and management of the charity whilst delegating operational management to the General Manager.
- ◆ To approve multi-year plans and budget projections, to monitor progress against these and to approve any material changes (defined as in excess of 10% of budget).
- ◆ To monitor and evaluate the progress of the organisation against its strategic aims, objectives and financial targets (including cash flow and reserves) by review and analysis of the quarterly reports received from the General Manager.
- ◆ To maintain oversight of HCF's operations ensuring

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- Competent and prudent management
- Sound planning
- An adequate system of internal control
- Adequate accounting and other records
- Compliance with statutory and regulatory obligations (eg health and safety).
- ◆ To approve any extension of HCF's activities into new business or geographic areas.
- ◆ To approve any decisions to cease to operate all or any material part of HCF's business.
- ◆ To ensure that the organisation has the resources, both human and financial, to achieve its aims.
- ◆ To ensure that a process for declaring interests is in place.
- ◆ To follow the HCF Trustee code of conduct.
- ◆ To receive annual Health and Safety Assessment.
- ◆ To approve the reserves policy for HCF.

Structure and Capital

- ◆ To decide on any major changes to HCF's corporate structure.
- ◆ To make any decisions on changes to HCF's status as registered charity.

Financial Reporting and Controls

- ◆ To ensure an ongoing risk assessment and management process is in place across the organisation with a sound system of internal control including
 - Reviewing the effectiveness of HCF's governance, risk and control processes.
 - Approving an appropriate statement for inclusion in the annual report.
 - Receive recommendations on the external auditor's management letter.
- ◆ To approve annual reports and accounts for HCF.
- ◆ To ensure that a register of fraud is held and made available to all trustees and that serious fraud is reported to the Board as a whole and investigated.
- ◆ To approve write off of bad debts or repaid funding in excess of £10,000.

Commitments

- ◆ To approve contracts which are a material departure from practice strategically or are of significant high risk (as identified in the risk register) or by reason of size.
- ◆ To approve investments outside of those delegated to the General Manager.

Board of Trustees' membership and other appointments

- ◆ To select a chair and other officers of the Board of Trustees.
- ◆ To employ and supervise a General Manager and delegate to him/her the management of the organisation.
- ◆ The Chair of Trustees, supported by the General Manager, is responsible to ensure that the processes of governance are carried out effectively eg
 - Changes to the structure, size and composition of the Board of Trustees.
 - Trustee selection, induction, review and rotation and ensuring a mix of governance skills and a diversity of membership; evaluation of performance of the Board to undertake the duties as described above; ensuring other sub committees of the Board are constituted appropriately, have the right membership and chair and are effective as necessary for good governance
 - Board meetings are held regularly
 - Appointment or removal of a company secretary

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- Appointment, re-appointment or removal of the external auditors to be put to the members for approval
- Appointments to the boards of any subsidiary companies
- ◆ To provide advice and guidance in subject areas where the Trustee has particular expertise to the Board and General Manager where appropriate.

Communication

- ◆ Approval of resolutions and corresponding document to be put forward to Members at the Annual General Meeting.
- ◆ The Chair and another trustee will approve press releases concerning matters relating to the Board of Trustees

Remuneration

- ◆ Determining the remuneration policy for the General Manager.
- ◆ Appointment, appraisal, disciplining and dismissal of the General Manager.
- ◆ Major changes to HCF's pension scheme
- ◆ To sit on appraisal, recruitment and disciplinary panels as required