



The Catholic Fellowship Brentwood Diocese

REPORT DETAILS	
Report Title	Catholic Fellowship Scheme of Delegation between the Board of Trustees and the Chief Executive Officer (CEO)
Author	Teresa McHale, Daniel Ruscoe, Fr Bob Hamill, Margaret Todd
Purpose and Brief Summary of Report	The Scheme of Delegation sets out the respective responsibilities of The Catholic Fellowship Board of Trustees and its CEO.
Recommendation	Trustees are asked to approve the document. A minimum requirement of a Trustee and the CEO is required to validate the Scheme of Delegation.
Status	<ul style="list-style-type: none"> - Approved on: 29th May 2023 - Annual review on or before 29th May annually
Date Effective	29 th May 2023
Further Information	On request

CATHOLIC FELLOWSHIP SCHEME OF DELEGATION BETWEEN THE BOARD OF TRUSTEES AND THE CEO

Scope

The Scheme of Delegation sets out the respective responsibilities of Catholic Fellowship Brentwood Diocese Board of Trustees and its CEO.

These responsibilities are in accordance with charity law and the principles set out in Catholic Fellowship Brentwood Diocese Constitution. The Scheme of Delegation is to be read alongside these documents and is not meant to replace them.

This Scheme of Delegation came into force on the above date and is subject to review where the Board recognise the needs for amendment.

The Board of Trustees, which is the governing body, is responsible for the overall strategic direction of the charity. The Board delegates the day-to-day running of Catholic Fellowship Brentwood Diocese to the CEO.

The Scheme of Delegation sets out the respective responsibilities of the Board and Management in the key areas of:

- Strategic planning
- Financial Management
- Risk Management
- People and Remuneration
- Board administration

For the efficient management and proper operation of the Charity, the CEO may delegate responsibilities contained within this scheme to other employees for the sole and primary role of execution of the duties/objectives. This further delegation of responsibilities does not release the CEO from overall responsibility as the most senior manager of Charity accountable to the Board.

Committees and Forums

Sub-Committees

In accordance with the Constitution, the Board may delegate any of its powers to sub-committees.

The remit of any sub-committees will be set out in the terms of reference for each sub-committee. The terms of reference will detail the respective responsibilities of the Board and sub-committee and will specify the areas of delegated authority.

The terms of reference will form part of the Scheme of Delegation.

Strategic Planning, Legal & Regulatory		
Board role	CEO role	Procedures
<ul style="list-style-type: none"> To set overall strategic direction of the charity agreeing a strategic plan at least every 3 years. 	<ul style="list-style-type: none"> To develop a strategic plan, through an interactive process between the Board, volunteers and staff for approval by the Board. To deliver the charities activities in accordance with the overall framework and high-level strategies agreed by the Board. 	<ul style="list-style-type: none"> Strategic plan reviewed and agreed every one to three years by the Board. Strategic plan delivery updates to be presented to each meeting of the Board.
<ul style="list-style-type: none"> To review the delivery of the strategic plan on an ongoing basis and identify any significant changes to external circumstances which may impact on the viability of the plan. 	<ul style="list-style-type: none"> CEO to provide regular updates on the delivery of the strategic plan in place and identify and report on any required amendments to the plan. 	<ul style="list-style-type: none"> As above.
<ul style="list-style-type: none"> In agreeing the strategy, to ensure the Charity meets its charitable purposes and financial sustainability. 	<ul style="list-style-type: none"> To identify and future plan where possible anything which may have an impact on Charity's ability to carry out its charitable objectives and bring these to the attention of the Board. 	<ul style="list-style-type: none"> Annual review of performance and achievements provided by the CEO to the Board, forming the content of the Annual Report within the Statutory Accounts.
<ul style="list-style-type: none"> To review organisational performance and achievements at each Board meeting through the CEO's report and the Strategic Plan delivery update report. 	<ul style="list-style-type: none"> CEO to report on key activities and developments at each Board meeting. 	<ul style="list-style-type: none"> Annual Report included within the statutory accounts to be approved by the Board. A review of performance and achievements is published in the Annual Report included within the Statutory Accounts.
<ul style="list-style-type: none"> To consider and approve key organisational policies (such as financial and HR related policies) and review policies on a rolling basis Where procedures are required to meet legal and regulatory requirements, the board provide pre-approval authorisation for its implementation for review at the next board meeting. 	<ul style="list-style-type: none"> To develop key organisational policies and procedures for the consideration and approval of the Board. To have a rolling programme of review of all policies, with key policies being brought to the Board for consideration and approval. To implement any policies and procedures immediately where required to meet the legal and regulatory requirements for later approval of the Board at the next meeting. 	<ul style="list-style-type: none"> CEO's Report to be presented to the Board at each Board meeting covering the updated/implemented policies and procedures.

<ul style="list-style-type: none"> To consider and approve undertaking work in new areas not included in the strategic plan, where this is in line with Charity's overall objectives and mission. 	<ul style="list-style-type: none"> To notify the Board of proposed work in new areas that is outside of the approved strategic plan, but in line with Charity's overall objectives. 	<ul style="list-style-type: none"> CEO's Report to be presented to the Board at each Board meeting covering proposed work in new areas not included in the strategic plan.
<ul style="list-style-type: none"> For the Chair or two Trustees to consider and approve adaptations and implementation of strategic and operational objectives where it is required immediately to respond to statutory & regulatory changes, financial challenges and or national emergency. 	<ul style="list-style-type: none"> To provide details of the strategic and operational adaptations and their rational for change. To submit to the Chair or Two Trustees for their approval same say, Where there is likely to be a delay that could cause a detriment to the Charity and or bring the Charity into disrepute, the CEO can act in the best interests of the charity for 48 hours in order to seek the necessary approval. 	<ul style="list-style-type: none"> Submit an 'Emergency Approval' to the Chair providing details of the strategic and operational adaptations and their rational for change.

Financial management		
Board role	CEO role	Procedures
<ul style="list-style-type: none"> To act as custodians of Charity's assets, ensuring they are used only in accordance with the charity's objectives, and to ensure financial sustainability. 	<ul style="list-style-type: none"> Delegated responsibility from the Board for the day-to-day running of the charity, ensuring financial stability. To provide regular reports to the Board on the financial position of Charity's and any other reports requested by the Board; To ensure Charity's assets are used appropriately; To report on solvency and going concern. 	<ul style="list-style-type: none"> CEO will provide the Board with quarterly management accounts for consideration and noting. Management will provide quarterly projections for consideration and approval.
<ul style="list-style-type: none"> To authorise the opening, operations and/or closing of bank accounts. 	<ul style="list-style-type: none"> Delegated responsibility to make changes to the Charity's banking facilities including opening new accounts, transferring funds to another Charity account to the approved limits, authorise new signatories to the bank accounts and remove (other than Trustees 	<ul style="list-style-type: none"> Act in the best interests of the charity Ensure ongoing documentation of banking changes and activities Supply updates in the CEO Report to the board.

	without two trustees signed approval), making payments for the day to day running of the charity to the set limits in order for the charity to function on a day to day basis and in the case of requiring compliance with law, guidance and regulations.	
<ul style="list-style-type: none"> Delegated members of the Board to act as cheque signatories in accordance with authorisation limits detailed below. 	<ul style="list-style-type: none"> Act as signatories on the operations of bank accounts held by the charity in accordance with authorisation limits detailed below. 	<ul style="list-style-type: none"> Act in the best interests of the charity Ensure ongoing documentation of banking changes and activities
<ul style="list-style-type: none"> To approve Charity's financial strategy - business plan and annual budget. Support the collection of information required for the CEO to submit and prepare a financial strategy. 	<ul style="list-style-type: none"> To submit the annual financial strategy (business plan and annual budget) to the Board for consideration and approval. 	<ul style="list-style-type: none"> Provide an annual business/strategic plan and budget for the Board's consideration and approval.
<ul style="list-style-type: none"> To ensure costs are appropriately controlled, approving expenditure in accordance with authorisation limits detailed below. 	<ul style="list-style-type: none"> Responsibility for tendering for and pricing of projects, operational expenditure and capital expenditure approved in the business plan and budget and in accordance with authorisation limits detailed below. 	<ul style="list-style-type: none"> Financial reports produced for each meeting of the Board.
<ul style="list-style-type: none"> To approve non-budgeted/emergency expenditure in excess of £10,000 on a single piece of work. 	<ul style="list-style-type: none"> To prepare recommendations for the Board to consider and approve in accordance with authorisation limits detailed below. 	<ul style="list-style-type: none"> Liaise with relevant members of the Board in relation to the approval of invoices and signing of cheques where Board approval and signature is required.
<ul style="list-style-type: none"> To review and approve the Annual Report and Statutory Accounts prior to submission and any other regulatory bodies. Provide the necessary access and information to the CEO in order for them to produce the Annual Report and Statutory Accounts 	<ul style="list-style-type: none"> To draft the Annual Report and Statutory Accounts, in line with charity regulations, for the consideration and approval of the Board. 	<ul style="list-style-type: none"> The Statutory Accounts will be prepared annually and reviewed by the Board with CEO/management providing assurance on the issues covered in the letter of representation to the Auditor prior to submission to the relevant regulatory bodies.

<ul style="list-style-type: none"> To take steps to ensure they are satisfied with the assurances provided by management in order to sign the letter of representation to the Auditor. 	<ul style="list-style-type: none"> To provide the Board with the assurances required in order for them to sign the annual letter of representation to the Auditor. 	
<ul style="list-style-type: none"> To recommend an Auditor for appointment. 	<ul style="list-style-type: none"> To provide advice to the Board on the appointment of the Auditor including market review as appropriate. 	
	<ul style="list-style-type: none"> Has delegated responsibility to pursue income generating opportunities and to apply for grants and seek donations in line with the Charities mission, purpose, values and financial policy. The CEO has the responsibility to keep the Board informed of potential sources of funding. Has delegated authority to prepare and submit funding applications from the Charities core and or statutory funders. Has delegated authority to prepare and submit reports and returns as specified in the grant/funding agreements to Charities funders 	<ul style="list-style-type: none"> To keep the Board informed of potential sources of funding through the CEOs Report
<p>To review and approve the submissions made to the Charities Commission and UK Regulator</p>	<ul style="list-style-type: none"> Has delegated authority to prepare and submit the annual returns to the Charities Commission and UKs Regulator. Where there is delay by the Board to approve submissions and there is a statutory duty to file, the CEO has delegated responsibility to submit the returns to prevent filing delays, fines or where the Charity is likely to be brought into disrepute where they are acting in the best interests of the Charity. 	<ul style="list-style-type: none"> To submit any returns to the Board of Trustees for their approval prior to submission

Authorisation Limits

Limit – Expenditure approval	Authorisation
Approval of budgeted invoices up to £20,000	CEO or Treasurer
Approval of budgeted invoices in excess of £20,000	CEO plus Treasurer or Chair
Approval of non-budgeted expenditure up to £10,000	CEO or Treasurer
Approval of non-budgeted invoices in excess of £10,001	Treasurer, Chair or Appointed Banking Signatory signatories of which one must be a designated member of the Board Must be at least 2 signatories

Limit – Cheque approval	Authorisation
Cheque approval	CEO, Treasurer, Chair
Signatory for cheques up to £10,000	CEO, Treasurer, Chair or Appointed Banking Signatory at Executive Level
Signatory for cheques in excess of £10,001 other than payroll payment.	Treasurer, Chair or Appointed Banking Signatory signatories of which one must be a designated member of the Board Must be at least 2 signatories
Payroll schedule of payments	CEO or Treasurer
Limit – Bank transfers	Authorisation
Bank payments	CEO or Treasurer
Signatory for bank transfers up to £10,000	CEO or Treasurer
Signatory for bank transfers in excess of £10,001 other than payroll payment	Treasurer, Chair or Appointed Banking Signatory signatories of which one must be a designated member of the Board Must be at least 2 signatories
Payroll schedule of payments	CEO or Treasurer

Risk management		
Board role	CEO role	Procedures
<ul style="list-style-type: none"> To ensure an incident/risk management policy is in place in order to identify and control risks, and to annually review this system to ensure it is appropriate and effective. 	<ul style="list-style-type: none"> To maintain a risk management system that identifies and reviews the key risks that the organisation faces and to implement controls to minimise these. To implement and monitor a reporting system for volunteers and staff to report risks and incidents To implement the necessary training for volunteers and staff to adhere to the incident/risk management policy Delegated responsibility from the Board for the day-to-day running of the charity to ensure safety procedures, training, equipment and regulatory requirements are met. 	<ul style="list-style-type: none"> CEO provides an annual report to the Board on risk management, recommending any changes needed to the risk management system and report any changes made to reduce/mitigate risk or meet statutory or regulatory requirements.
<ul style="list-style-type: none"> To regularly review the identified risks and report annually in the Annual Report on the key risks faced by the organisation and the effectiveness of the controls in place. 	<ul style="list-style-type: none"> To report to the Board on identified risks and the effectiveness of the controls put in place to minimise these risks. 	<ul style="list-style-type: none"> CEO to provides an annual report to the Board which details the risks it has identified and the controls in place to manage these risks.

People and remuneration		
Board role	CEO role	Procedures
<ul style="list-style-type: none"> To ensure there are sufficient Trustees with the necessary knowledge, skills and experience in post to meet the requirements of Charity legislation and of the Constitution, and that they are able to carry out their roles and responsibilities effectively. 	<ul style="list-style-type: none"> To support the appointment, training and development of Trustees. Implement and update the necessary policies and procedures for volunteer and trustee management and recruitment (Human Resources). 	<ul style="list-style-type: none"> Induction process for new Trustees. Annual review of Board performance to be carried out in line with the Constitution. Annual skills audit of the Board to be carried out.

		<ul style="list-style-type: none"> Annual update and training to be provided to the Board in relation to Trustees' responsibilities.
<ul style="list-style-type: none"> To appoint the Chair, Vice-Chair and Treasurer. 	<ul style="list-style-type: none"> To support the recruitment processes for the Chair and co-opted Trustees. 	<ul style="list-style-type: none"> As above
<ul style="list-style-type: none"> The Chair is responsible on behalf of the Board for evaluating the performance of the CEO 		

Human Resources & Recruitment		
Board role	CEO role	Procedures
<ul style="list-style-type: none"> To review and approve job contracts of staff at senior manager level. Contracts are to be signed by a Trustee and the CEO 	<ul style="list-style-type: none"> Has delegated authority to recruit staff to fill vacancies that may occur and that are within the Board approved headcount for the organisation Has the responsibility to manage the staff and volunteers in an effective manner in line with the Organisation's policies and procedures. Has delegated authority to sign job contracts for staff below the grade of senior manager. Job contracts for senior manager level must be signed by a Trustee and the CEO. Will create a working environment in which diversity is valued, and individual differences and the contributions of all our staff are recognised and embraced. Has the responsibility to review and update The Organisation's employee handbook in line with relevant changes in legislation. 	<ul style="list-style-type: none"> Update the Board of Trustees at each meeting on any appointments Direct and indirect line management of staff updating the board of any incidents or employment relates concerns that could affect the Charity Comply with all policies and procedures under Human Resources, Recruitment and employment law
<ul style="list-style-type: none"> To approve any overall increase in the salary budget as part of the annual business plan. 	<ul style="list-style-type: none"> To recommend an overall salary budget including any cost of living increase, which 	<ul style="list-style-type: none"> CEO to highlight salary budget within annual budget for approval by the Board.

	<p>is financially sustainable, for the consideration and approval of the Board.</p> <ul style="list-style-type: none"> Delegated responsibility to determine how the overall salary budget is to be allocated between staff, including decisions concerning salary progression. 	
<ul style="list-style-type: none"> To approve the appointment of senior staff and management 	<ul style="list-style-type: none"> The CEO is responsible for making recommendations for the appointment of senior staff and management The CEO has Delegated Responsibility to line manage and provide leadership to management, staff and volunteers within the Charity To recommend the salaries and duties of Senior Staff/Management to the Board regarding their salaries. 	
	<ul style="list-style-type: none"> Delegated responsibility to recruit and appoint day to day staff within the Charity to meet the strategic and financial plan. 	<ul style="list-style-type: none"> The CEO to provide a report of staffing numbers and their performance to the Board annually
<ul style="list-style-type: none"> To approve the redundancy policy and, in the event of redundancies, to approve the budget for redundancy payments and any redundancy payment packages for members of the Team. 	<ul style="list-style-type: none"> To recommend a redundancy policy to the Board including the framework for redundancy packages and, in the event of redundancies, to recommend a budget to the Board. 	

Board administration		
Board role	Management role	Procedures
<ul style="list-style-type: none"> To ensure that business is carried out in line with legal and regulatory requirements. 	<ul style="list-style-type: none"> To provide administrative support to the Board as required. To provide papers to the Board for decision, discussion or information that 	<ul style="list-style-type: none"> Board agenda and accompanying papers circulated to the Board no less than 5 days in advance of meetings. Following Board meetings, minutes of the meeting to be circulated to the Board no

	<p>are of high quality, in accessible format and in a timely manner.</p> <ul style="list-style-type: none"> To attend Board meetings and sub committees as appropriate and ensure documentation of minutes are taken Review meeting minutes and identify any areas of support, review and achievements. 	<p>more than 14 days after the meeting date, and approved at the following meeting.</p>
<ul style="list-style-type: none"> Approve the appointment of the Chair, Vice-Chair and Treasurer of sub Committees, To approve the Delegated Authority of sub-committees 	<ul style="list-style-type: none"> To establish the need for any sub-committees of the Board and the terms of reference To recommend the delegated authority of any sub-committee to provide to the Board of Trustees for approval To advertise and recruit for sub-committees and provide recommendations to the Board for the appointment of the Chair, Vice-Chair and Treasurer. To provide administrative support to sub committees as required. 	<ul style="list-style-type: none"> Provide statements to the Board on any appointment recommendations Follow and implement the recruitment procedure Support and Board with the appointment process of sub-committees Provide information in the CEO Annual Report on the performance and appointment of sub-committees.
<ul style="list-style-type: none"> Agree any updates that need to be made on the Charity Commissions website and held in the governing document. 	<ul style="list-style-type: none"> Has delegated responsibility in accessing, updating and maintaining the information held by the Charities Commission and within the Governing Document to ensure up to date information and compliance with the regulations and the law. Has delegated responsibility updating and accessing information about the Charity held on public websites to ensure the most up to date information. 	<ul style="list-style-type: none"> Provide information in the CEOs Report on any changes/updates to the

Public Relations, marketing and Communication		
Board role	CEO role	Procedures
<ul style="list-style-type: none"> The Board will refer all media enquiries to the CEO for consideration The Chair will act as a media spokesperson where the CEO is not authorised or able to represent the Charity. 	<ul style="list-style-type: none"> Will be the principal spokesperson for The Organisation, within the policies and procedures of the organisation. The CEO has delegated responsibility on dealing and acting as the principle spokesperson on behalf of the trustees. Where media enquiries relate to the Board of Trustees, the CEO will consult the Chair who may decide to lead on these enquiries. Has delegated authority to appoint, contract and liaise with PR and media representatives for the purposes of sharing the charities mission and objectives and maintaining the charities information for public interest. Has delegated authority to use the brand, logo and public image of the Charity for communications and marketing purposes in relation to the Charities strategic objectives and operational plans. Is responsible for the maintenance and update of The Organisation's website. Will join and engage with relevant sector standards and networking bodies on behalf of The Charity. Will engage with business sector communities and represent the Charity for funding and relationship building opportunities. 	<ul style="list-style-type: none">

Scheme of Delegation for The Catholic Fellowship Brentwood Diocese

Adopted 2023

<ul style="list-style-type: none"> The board will actively promote the building of relationships with stakeholders and review the annual relationship summary in the CEOs Annual Report. 	<ul style="list-style-type: none"> Has the responsibility to manage the relationship of the Charities key stakeholder. The CEO will prepare an annual relationship summary as part of the CEOs Report which will be presented to the Board review. 	<ul style="list-style-type: none"> Include an annual relationship summary in the CEOs Report. Keep a record and effectively communicate with the Charities key stakeholders.
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The Board of Trustees hereby confirms and authorise the Scheme of Delegation above that sets out the respective responsibilities of Catholic Fellowship Brentwood Diocese (Charity Number 263075) Board of Trustees and its appointed CEO.

Date Agreed and Approved: 15th MAY 2023

Board Trustee Name: M. R. Hamill

Board Chair Signature: M. R. Hamill

Board Trustee Name: ELLEN TERESA MCHALE

Board Trustee Signature: E. T. McHale

Board Trustee Name: MARGARET ANN TODD

Board Trustee Signature: M Todd

Board Trustee Name: _____

Board Trustee Signature: _____

Appointed CEO Name: DANIEL RUSCOE

Appointed CEO Signature: [Signature]