Public Health Collaboration Delegation Framework

Approved by the Board of Trustees – 11/04/2025

The PHC's Scheme of Delegation is a reference showing what authority the Board has delegated to committees, 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 charity and its beneficiaries. It ensures an appropriate level of delegation from the Board of Trustees so that there is effective input into decision-making. It also ensures that Trustees 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 charity and its beneficiaries.

This Scheme of Delegation is a framework to guide the charity as it grows with sub-committees and departments being formed as and when sufficient Trustee and staff numbers allow.

Where matters are referred to in the Scheme as being delegated to the Director, this empowers the Director to delegate further to staff or volunteers (except where indicated). In these instances, the Director 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 beneficiaries
- 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 Delegation Framework 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 Delegation Framework 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 charity, 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			OPERATIONAL STRUCTURE		
Area of Responsibility	**Chair/Vice-Chair responsibilities**	**Board of Trustees responsibilities**	**Board sub-committee responsibilities**	**Director responsibilities**	**Senior Management Team responsibilities**	**Staff responsibilities**
Good Governance and Democracy	Mentor & support new trustees Provide leadership for the Board Lead appraisals for all Trustees & Executive Director Review the Scientific Advisory Committee (SAC) alongside Chair of SAC Vice-Chair to gather 360 performance feedback on the Chair from all other Trustees	Appoint new Trustees Monitor compliance with governing documents Approve amendments to Constitution Arrange external annual performance review of the Board & review recommendations of improvements Approve over-arching principles of trustee elections and election rules Approve Governance Policies & terms of reference for sub-committees Appoint a returning officer for trustee elections Approve and ensure the operationalisation of all governance activities	Monitor governance function of the Board & identify improvements – *Governance Committee* Recommend recruitment & selection process for Trustees – *Governance Committee* Recommend system for Board, Chair, Deputy-Chair & Committee Chairs reviews – *Governance Committee* Recommend Governance Policies & Procedures – All committees as necessary	Implement recruitment processes for Trustees Involvement and facilitate recruitment process for Trustees Induct, train & brief Board members in conjunction with Chair of Trustees Monitor changes to key legislation Gather feedback about the Board of Trustees from employees and deliver to Board Raise all medium to high impact decisions to the Board in respect to financial, reputational, commercial, operational and strategic Ensure the operationalisation of all governance activities	Remain up to date on good governance in the sector Involvement in induction of new Trustees – *Governance Manager*	NONE

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Area of Responsibility	**Chair/Deputy Chair responsibilities**	**Board of Trustees responsibilities**	**Board sub-committee responsibilities**	**Director responsibilities**	**Senior Management Team responsibilities**	**Staff responsibilities**
Human Resource Management	Performance manage the Director Lead recruitment & selection of new Director	Approve annual pay award for staff Approve Director appointment Involved in appointment of directors & senior managers Approve changes to management structure at senior management level Approve proposals for redundancies (over 3 staff or a strategic function) Disciplinary process at appeal stage for CEO Receive annual People report – including staff survey and statistics	Approve recruitment & selection process for new CEO – HR subcommittee 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 – HR and Finance & Governance Committees To review the salary structure of the organisation– HR sub-committee Approve alterations to employee and volunteer policies (if material) – HR sub-committee	In consultation with the Board of Trustees: 1. recruit and appoint new senior managers 2. Disciplinary process at appeal against dismissal stage 3. Disciplinary process at gross misconduct & dismissal stages	Recruit & appoint managers Approve changes to staffing below departmental management level, including new posts (must be noted by Board) Approve small scale redundancies (3 or less staff) (must be noted by Board) Approve re-grading staff if resources available Approve alterations to employee or volunteer policies (unless material) Disciplinary process up to gross misconduct &/or dismissal stages	Approve minor amendments to employee policies & procedures – Head of HR/Operations Manager Approve minor amendments to volunteer policies & procedures – Volunteer Manager Approve minor departmental restructuring (not involving redundancies) – All Managers

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Area of Responsibility	**Chair/Deputy Chair responsibilities**	**Board of Trustees responsibilities**	**Board sub-committee responsibilities**	**Director responsibilities**	**Senior Management Team responsibilities**	**Staff responsibilities**
Financial Management	All unbudgeted capital expenditure must be approved by the Board Present the organisation's accounts & budgets to the AGM (with the CEO)	Approve income & expenditure budgets annually Approve management accounts detailing financial performance & resulting decisions at each meeting Approve Reserves Policy once a year Receive subsidiary companies' reports Subject to AGM approval, approve Financial Statements Subject to AGM approval, appoint **independent examiners** Annually approve Letter of Representation to independent examiners	Detailed review of annual budgets prior to submission to BoT – Finance & Governance sub-committee Scrutinise accounts with balance sheet & Finance report – Finance & Governance sub-committee Approve budgeted capital projects >£1,000.00 – Finance & Governance sub-committee Approve Financial Procedures at least every two years – Finance & Governance sub-committee Review independent examiners report prior to submission to BoT	Overall management of the organisation's finances, ensuring that resources are utilised efficiently & effectively to deliver the strategic plan Write Trustees' Report for the Financial Statements (with Chair and Treasurer)	Receive & monitor monthly financial performance update & take appropriate action in response thereto Implement Financial Procedures & finance policies – (Director of Finance)	Financial management below specified thresholds

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Area of Responsibility	**Chair/Deputy Chair responsibilities**	**Board of Trustees responsibilities**	**Board sub-committee responsibilities**	**Director responsibilities**	**Senior Management Team responsibilities**	**Staff responsibilities**
Strategic Management	Lead development of the strategic plan	Set vision & values Act as guardians of mission, vision & values Shape & approve the strategic plan Approve amendments to the strategic plan with resources Receive regular updates on the strategic plan with opportunity to question senior managers Monitor the needs of beneficiaries & ensure strategic plan continues to meet them	Approve the financial forecast & financial strategy supporting the strategic plan – Finance & Governance sub-committee Monitor performance against the financial strategy – Finance & Governance sub-committee Approve amendments to the financial strategy – Finance & Governance sub-committee Approve capital budget annually – Finance & Governance sub-committee	Develop the strategic plan, following a comprehensive strategy review involving all of the organisation's major stakeholders Overall management of the strategic plan Report on progress against the strategic plan Report on the needs of the membership & ensure strategic plan continues to meet them	Assist in the development of, and deliver, the strategic plan Lead responsibility for individual themes in the strategic plan Monitor progress against the strategic plan	Deliver the strategic plan at Departmental level Ensuring that staff work towards the organisation's objectives & adhere to the organisation's values
Equality, Diversity and Inclusion Management	Lead creation of a positive culture towards equality of opportunity & diversity	Review EDI policies and implement appropriate policies	Receive an annual update on Equality & Diversity Monitoring with appropriate demographic data	Overall responsibility for equality of opportunity & diversity management	Overall management responsibility for equality of opportunity & diversity – Head of HR/People Approve E&D policy	Implement Equality of Opportunity, Diversity & Inclusion Policy at a Departmental level

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Area of Responsibility	**Chair/Deputy Chair responsibilities**	**Board of Trustees responsibilities**	**Governance Sub-Committee responsibilities**	**Director responsibilities**	**Senior Management Team responsibilities**	**Staff responsibilities**
Risk Management	Lead creation of a positive culture of risk management	Approve the full Risk Register on an annual basis Receive an annual report on the Risk Register from **the Director** Set the organisation's overall approach to managing risk	Approve the Risk Management Policy annually Approve all other policies relating to risk management Monitor significant risks at each meeting Receive annual report on Business Continuity Plan Approve Major Incident Plan	Overall responsibility for risk management Review Risk Register: ensure operational risks are logged, version control in place and delegation framework in place	Implement & monitor adherence against the risk management policies & procedures – Operations Manager Conduct an annual test of the Business Continuity and Major Incident Plans - Operations Manager Identify & minimise risk & review on an on-going basis Monitor significant risks on an ongoing basis	Identify & minimise risk at a departmental level
Health & Safety Management	Lead creation of a positive culture of health & safety management	Receive an annual report and plan on health & safety management	Approve the Health & Safety Policy	Overall responsibility for health & safety management as the designated safety officer	Approve health & safety procedures & management systems Overall management responsibility for health & safety	Implement Health & Safety Policy at a Departmental level