

SCHEME OF DELEGATION

OUR VISION

It is our fundamental belief that all children and young people should have the right to access the richness, joy, and transformational potential of physical performance.

We know that significant and enduring barriers exist within our society that have left a great number of children and young people culturally poor. Socio-economic advantage continues to be a defining factor in accessing arts, as is recognising under-served communities and their access needs. Across the next five years through the delivery of a representative, relevant and inclusive programme of activity that harnesses the potential of Highly Sprung's unique approach to making work with and for children and young people, we want to be part of a process of change that re-addresses these inequalities.

Introduction

This Scheme of Delegation has been developed to clarify the responsibilities and powers of Trustees and those delegated to the Executive Team in respect of key aspects of the leadership and management of the Charity and to ensure compliance with legal requirements. It is not intended to be an exhaustive list of all the responsibilities /decisions that are involved in the running of an organisation such as Highly Sprung Performance but should be used as a framework to inform Trustees and the Executive team on their respective roles.

Trustees cannot act individually, and delegations cannot be exercised other than by the designated individuals unless otherwise directed or agreed by the Board of Trustees.

The Chair (or in the approved absence of the Chair the Vice Chair) has the power to carry out functions of the Board in exceptional circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Charity, a child or young person or their parents, or an employee. However, this power does not include matters relating to the Charity's constitution, approval of budget or approval of policies.

This Scheme of Delegation is to be renewed and approved by Trustees annually, to ensure that the roles and responsibilities outlined continually reflect organisational realities and updates to guidance or legislation.

This Scheme of Delegation should be read in conjunction with our Constitution, Trustee Recruitment Procedure and Finance Handbook.

Trustees

- The Board is the charity's key strategic decision maker. It may delegate certain responsibilities to the Executive Team (in certain circumstances) and in accordance with the Charity's Scheme of Delegation, a committee, or an individual, but the Board remains accountable and is responsible for all decisions made
- Trustees have liabilities/responsibilities under both charity law and company law

Highly Sprung Performance is a CIO registered in England & Wales. Registered charity number: 1178239

Registered Office: Daimler Powerhouse, Sandy Lane Business Park Coventry CV1 4DQ

M: 07810263355 E: team@highlysprungperformance.co.uk www.highlysprungperformance.co.uk

- The Board must make decisions in the best interest of the Charity, not personal interests, and welcome a diverse range of viewpoints when debating decisions
- Trustees are expected to comply with the Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- The Trustees oversee the management and administration of the Charity and delegate authority and responsibility to the Executive Team who undertakes the day-to-day management of the Charity
- Key matters reserved to the Board include strategic direction, vision and values, and approval of the Charity’s business plan, policies, and Key Performance Indicators

Executive Team

- The Executive Team comprises the Executive Director and the Artistic Director. It is responsible for the operational running of the Charity.

The Secretary

- The Secretary supports the Trustees and the Executive Team and has a number of responsibilities in respect of governance and compliance

Definitions

- Approve: approval is never automatic and prior to approving, trustees will need to be satisfied that what is being proposed is in the best interests of the Charity.
- Consulted: consultation must take place prior to the decision being made or the policy adopted and when it those consulted can help shape the final decision or policy.
- Support: provide technical or practical assistance as needed
- Other terms used have their ordinary meaning

The Scheme of Delegation has the following sections:

1. Governance and Leadership
2. Compliance
3. Ambition and Quality
4. Inclusivity and relevance
5. Human Resources and Recruitment
6. Finance and Risk

| | Area of responsibility | Trustees | Executive Team | Secretary |
|----------------------------------|-------------------------------|-----------------|-----------------------|-----------------------------|
| Governance and Leadership | | | | |
| 1 | Adopt or change constitution | Responsible | Prepare and propose | Responsible for registering |
| 2 | Appoint and remove trustees | Responsible | Consulted | Responsible for registering |
| 3 | Annual report and accounts | Approve | Prepare and propose | |

| | | | | |
|----|--|--|--------------------------------|---------------------|
| 4 | Appoint and remove Secretary | Approve | Prepare and propose | |
| 5 | Vision and Values | Consulted on proposal and approve | Prepare and propose | |
| 6 | Strategic plan | Consulted on proposal and Approve | Prepare and propose | |
| 7 | Annual budget and business plan and material changes to them | Approve | Prepare, propose and implement | |
| 8 | Deliver strategic objectives | Informed, review and monitor | Responsible | |
| 9 | Review of effectiveness of governance | Responsible | Consulted | Consulted |
| 10 | Appointment of chair and vice chair of trustees | Responsible | | |
| 11 | Governance structure | Responsible for approving structure, scheme of delegation and terms of reference | Prepare and propose | Consulted |
| 12 | Schedule of work for the board | Approve and implement | Consulted | Prepare and propose |
| 13 | Training for Trustees | Responsible | Propose and support | Consulted |
| 14 | Safeguarding oversight and direction | Responsible | Consulted | |

| | Area of responsibility | Trustees | Executive team | Secretary |
|-------------------|---|---------------------------------|----------------|--|
| Compliance | | | | |
| 15 | Declaration of interests | Responsible | Responsible | Responsible Responsible for keeping the register |
| 16 | Compliance with funding agreements | Accountable, review and monitor | Responsible | |
| 17 | Compliance with regulations affecting the Charity including | Accountable, review and monitor | Responsible | Responsible for filing required information with |

| | | | | |
|----|--|--|--------------------------------|---|
| | Charity and Company law | | | Charity Commission |
| 18 | Compliance with Equalities legislation and commitments | Accountable for compliance overall and Responsible for compliance at Trustee level, review and monitor | Responsible | Responsible for own compliance |
| 19 | Compliance with General Data Protection Regulation | Accountable for compliance overall and Responsible for compliance at Trustee level, review and monitor | Responsible | Responsible for own compliance |
| 20 | Review and approval of Charity policies | Approve | Prepare, propose and implement | Consulted on relevant policies (e.g. Conflict of interest, trustee code of conduct) |

| | Area of responsibility | Trustees | Executive Team | Secretary |
|----------------------|--|---------------------------------|------------------------------|-----------|
| Quality and Ambition | | | | |
| 21 | Setting ambitious but realistic Key Performance Indicators for the Charity | Approve, review and monitor | Prepare, propose and deliver | |
| 22 | Ensure all strands of work are in line with the Charity's object and mission | Accountable, review and monitor | Responsible | |
| 23 | Evaluate the quality of the work of the Charity (including review of data) | Accountable, review and monitor | Responsible | |
| 24 | Deliver the Charity's activities | Accountable, review and monitor | Responsible | |

| | Area of responsibility | Trustees | Executive Team | Secretary |
|----------------------------------|--|--|--|-----------------------------------|
| Inclusivity and Relevance | | | | |
| 25 | Equality, Diversity and inclusion strategy | Accountable, approve, review and monitor | Prepare, propose and implement | |
| 26 | Setting targets | Approve, review and monitor | Prepare, propose and deliver | |
| 27 | Safeguarding | Approve, review and monitor | Prepare and propose policy and implement | Include in board Schedule of work |

| | Area of responsibility | Trustees | Executive Team | Secretary |
|--|---|---------------------------------------|--------------------------------|-----------------------------------|
| Human Resources and Recruitment | | | | |
| 28 | Performance management and pay of the Executive team | Responsible (may delegate to a panel) | Implement | |
| 29 | Staffing structure and changes resulting in loss of roles, creation of new roles or unbudgeted expenditure in excess of £5000 | Approve | Prepare, propose and implement | |
| 30 | Employment policies | Approve | Prepare, propose and implement | Include in board schedule of work |
| 31 | Recruitment or dismissal of staff members | Informed | Responsible | |
| 32 | Performance management and pay of staff members | Informed | Responsible | |
| 33 | Agreeing non-contractual termination payments or settlement agreements | Responsible | Prepare and propose | |
| 34 | Professional development of staff and associates | Informed, monitor and review | Responsible | |

| | Area of responsibility | Trustees | Executive Team | Secretary |
|------------------|---|--|---|-----------------------------------|
| Finance and risk | | | | |
| 35 | Opening or closing of bank account | Responsible | Propose and implement | |
| 36 | Capital projects | Approve | Responsible | |
| 37 | Financial systems , policies and procedures | Approve, review and monitor | Responsible | |
| 38 | Appointment of external accountants | Approve | Propose and implement | |
| 39 | Risk Register | Consulted, approve, review and monitor | Prepare, propose and implement actions identified | Include in Board schedule of work |

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