



FIFE SPORTS AND LEISURE TRUST

SCHEME OF DELEGATION

Registered Headquarters:

**Music Institute
East Port
Dunfermline
Fife
KY12 7JA**

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1.0 Activities Covered by the Scheme

- 1.1 Fife Sports and Leisure Trust is committed to the principle of delegated management and requires to have in place a Scheme of Delegation detailing decisions which may be taken within the Company.
- 1.2 The Activities Covered by Fife Sport and Leisure Trust's Scheme of Delegation are listed below.

Employees:

- Recruitment
- Employee Development
- Training
- Annual Leave
- Flexi-time / Time Off in Lieu
- Job share
- Secondary Employment
- Higher Duty Payments
- Unsocial Hours
- Voluntary Retirement
- Early Retirement
- Ill Health Retirement
- Flexible Retirement
- Changes to Establishment
- Compassionate / Unpaid Leave
- Disciplinary Action
- Sickness

Finance:

- Authorisation of Expenditure
- Travel and Accommodation Expenditure
- Payroll Changes
- Travel and Subsistence Claims
- Purchase Orders
- Invoices
- Cheque Requests
- Imprests
- Payments to the Company
- Pay Claims
- Honoraria Payments
- Ex-gratia Payments

Property:

- Building Security
- Rising Repairs
- Capital Works Programme
- Planned Maintenance Programme

Operations:

- Deployment of Staff
- Allocation of Tasks

Health and Safety:

- Procedures
- Inspections
- Records and Data
- Prevention

Data, Electronic:

- Authorisation of Access and Security
- Retention and Disposal
- Release and Disposal
- Password Control

2.0. Introduction

- 2.1 This Company Scheme of Delegation (the 'Scheme') shall operate in a consistent manner throughout the Fife Sports & Leisure Trust.
- 2.2 Different levels of delegation for staff with different levels of experience and responsibility will be required for Fife Sports & Leisure Trust. The Company has determined, developed and put in place a set of operational levels of responsibility and management processes to ensure the proper implementation of the Scheme. These will be in line with the Scheme and consistent with the overall principles of subsidiarity and equity i.e. levels of delegation have been set at: a) the nearest appropriate point to service delivery and b) all staff operating at (i) the same sphere and (ii) the same level who have identical delegated powers.
- 2.3 The Scheme is compatible with Company policies and procedures.
- 2.4 The Scheme shall be kept up to date by the Corporate Services Manager on an "as and when necessary basis".
- 2.5 All proposed changes/adjustments (other than Employees changes) must be submitted to the Corporate Services Manager for consideration and authorisation, following consultation and approval from the Chief Executive Officer, on the designated form (DEL 1) – See Appendix 1. Reference must be made to the Board of Directors for any significant changes.
- 2.6 No unauthorised changes to the agreed procedures will be permitted. Inappropriate use of the Scheme by authorised or non-authorised staff may lead to disciplinary action being taken.
- 2.7 The Corporate Services Manager will refer matters to the Executive Management Team as necessary, particularly if they involve substantive change or variations from the agreed Scheme.
- 2.8 Following agreement on any changes an update sheet will be circulated to all users on the agreed staff network list (Appendix 2).
- 2.9 Day to day responsibility for the management of the Scheme shall rest with the 'Designated Officers' within each Area, in consultation with the Chief Executive Officer, and where appropriate, the Corporate Services Manager and Safety and Facilities Manager.
- 2.10 An annual review of the Scheme will be carried out by the Corporate Services Manager in conjunction with the Executive Management Team, involving staff consultation and feedback to ensure its continued accuracy, relevance and practical application.

Each Area/Centre will:

- 2.11 Notify all staff in writing of their rights and responsibilities and their individual level of delegation/authorisation through the Area management structures.
- 2.12 Submit all lists of designated signatories for each area, these to be authorised by the Chief Executive Officer.
- 2.13 Ensure that for all processes involving inputting and authorisation, or checking and certifying, the two levels of responsibility shall be kept entirely separate and **cannot** be carried out by the same person..
- 2.14 Ensure during holidays or staff absences alternative arrangements are put in place to enable the normal business of the Company to continue, at the same or higher level e.g.
 - If Duty Manager 'A' is absent Duty Manager 'B' or Area Leisure Manager can authorise.
- 2.15 Ensure that a procedural note for each delegated activity/process is prepared separately setting out:
 - Key background information
 - Relevant guidelines or regulations to be complied with
 - List of all authorised signatories
 - Agreed levels of delegation
- 2.16. Ensure staff training is provided where necessary.

3.0 Statement of the Rights and Responsibilities of Staff

Staff Rights:

- 3.1 All staff involved in taking delegated decisions have the following rights:
 - The right to be informed in writing of the areas where they have the authority to take delegated decisions.
 - The right to be consulted about any decisions that affect the area or activity they are responsible for managing.
 - The right to be informed of any changes in Company policies that might impact upon their delegated authority.
 - A right to be provided with any training they may require in order to exercise their delegated authority effectively.

- A right to seek and receive support and advice from their Line Manager in exercising their delegated authority.
- A right to decline to use the authorised delegated powers subject to agreement with their Line Manager.

Staff Responsibilities:

3.2 All staff involved in taking delegated decisions have the following responsibilities.

- A responsibility to ensure that delegated decisions are taken in accordance with all relevant Company policies and procedures and guidelines and in a professional and competent manner.
- A responsibility 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.
- A responsibility to ensure that the Board of Directors, Chief Executive Officer, Executive Management Team, Operations Manager, Health and Physical Activity Manager, Business Improvement Manager, Safety and Facilities Manager, Company Accountant, Area Leisure Managers, Sales and Membership Manager, Business Support Co-ordinator and Duty Managers are kept fully informed of decisions they have taken under delegated authority where appropriate. In particular when the decision may involve an appeal or the involvement of a third party e.g. the media.
- A responsibility to ensure that decisions taken under delegated authority can be justified in terms of equity and consistency of approach.
- A responsibility to consult with colleagues including the Board of Directors, Chief Executive Officer, Executive Management Team, Operations Manager, Health and Physical Activity Manager, Business Improvement Manager, Safety and Facilities Manager, Area Leisure Managers, Company Accountant, Sales and Membership Manager, Business Support Co-ordinator and Duty Managers if a delegated matter may have consequences for other parts of the Company or Fife Council.
- An employee must not make any decision or take any action in accordance with powers conferred by this Scheme of Delegation if the decision or outcome could create the perception that an employee is not strictly adhering to the key principles of public life as set out in the Company's Employee Code of Conduct. These principles are selflessness, integrity, objectivity, accountability,

openness, honesty, respect and leadership. Delegated powers must not be used where either the interests of the employee, the matter to which the decision relates or the identity of any other person involved could lead a member of the public to conclude that the powers had been used to avoid scrutiny by the Board of Directors. If an employee is in any doubt as to whether they should make use of delegated powers then they should seek guidance from their line manager and ultimately, the Chief Executive Officer.

- The provisions of the Scheme of Delegation to officers are intended to assist in the efficient and effective management of the Company's activities and to foster a culture of responsiveness to customers and service users. In applying the scheme, it is important that officers pay due regard to the need for appropriate periodic reporting of delegated decisions to Directors of the Company, both for information purposes and to allow the Board of Directors to properly discharge their legislative responsibilities.

4.0 Schedule of Individual Levels of Delegation

General Principles of Delegation:

- 4.1 In this Scheme of Delegation the principle of subsidiarity will be applied and decisions will be delegated as close to the point of service delivery as is considered appropriate in the circumstances.
- 4.2 Where specific decisions have been delegated to below Chief Executive Officer level, the members of staff who have authority to exercise these decisions will be clearly identified.
- 4.3 All delegated powers must be exercised with reference to the agreed protocol of rights and responsibilities for delegated decision making set out in Section 2 (Statement of the Rights and Responsibilities of Staff).
- 4.4 All delegated powers must be exercised subject to adequate budgetary provision being available and having regard to all relevant Company policies and procedures.

Core Delegations to the Chief Executive Officer

- 4.5 Where the Chief Executive Officer has delegated authority, the principle of subsidiarity should be applied and decisions should be further delegated to as close to the point of service delivery as is appropriate in the circumstances. The Chief Executive Officer will ensure a Scheme of Delegation for the Company is prepared which details those decisions which have been delegated to managers within the Company.

- 4.6 All delegated powers must be exercised subject to adequate budgetary provision being available and having regard to the terms of the Company's Articles of Association.

Employees

- 4.7 Subject to paragraph 4.17 below, the Chief Executive Officer may amend the establishment of the Company in respect of the number of posts so long as the costs can be met on a continuing basis within the approved estimates of expenditure of the Company and do not conflict with any current policy. The Chief Executive Officer shall include reference to the exercise of powers in this connection in the annual performance monitoring report to the Board of Directors.
- 4.8 The Chief Executive Officer may appoint an employee so long as such appointments are in accordance with the Company's pay and grading arrangements and the costs can be met on a continuing basis within the approved estimates of expenditure of the Company and do not conflict with any current policy on appointments to vacancies.
- 4.9 The Chief Executive Officer may authorise any employees to attend learning and development events and courses including conferences and seminars in the United Kingdom subject to reports being made to the Board of Directors where appropriate.
- 4.10 The Chief Executive Officer may attend, and may authorise the attendance of employees at meetings of appropriate professional associations, where sufficient financial provision has been identified.
- 4.11 The Chief Executive may authorise expenditure up to £100,000 and subject to the Company's Financial Regulations.
- 4.12 The Chief Executive Officer may authorise expenditure incurred due to Business Travel.
- 4.13 The Chief Executive Officer may, in accordance with the Company's agreed Disciplinary and Capability Procedures, take disciplinary action including dismissal as appropriate in respect of employees.
- 4.14 The Chief Executive Officer, accompanied by 2 Company Directors, will hear all appeals against dismissal, which have been carried out by the Corporate Services Manager or the Human Resources Manager, within the Company and will also consider all appeals at Stage B of the Company's Fair Treatment at Work Policy. In the event of an appeal being made against a decision to dismiss by the Chief Executive Officer or the Chief Operating Officer the appeals panel shall consist of three Directors.
- 4.15 The Chief Executive Officer may grant paid compassionate leave to any employee in the Company for up to 5 working days and may

approve other paid, or unpaid, leave of absence within the limits defined in any current Company policy that allows discretionary leave.

- 4.16 The Chief Executive Officer may approve the payment of honoraria up to £500, to any employee in their service in accordance with the relevant Company policy.
- 4.17 The Chief Executive Officer may, determine the grading, by means of agreed policies and approved methods, of any post. The Chief Executive Officer shall include reference to the exercise of powers in this connection in the Company's annual performance monitoring report to the Board of Directors.
- 4.18 The Chief Executive Officer may, approve the voluntary termination, early retiral, flexible retiral or ill-health retiral of any employee in the Company provided the terms and conditions relating to the termination or retirement are in accordance with the relevant Company policy and current legislation. Reports on decisions taken under such delegated authority shall be submitted to the Pension Trustees.
- 4.19 The Chief Executive Officer may terminate or vary contracts of employment in accordance with Company's policy decisions.
- 4.20 The Chief Executive Officer shall be responsible for implementing the provisions of the Company's human resources policies and procedures and Scheme of Contribution Management.

Contracts

- 4.21 The delegations to the Chief Executive Officer in respect of contracts are set out in the Company's Articles of Association.

Property

- 4.22 The Chief Executive Officer can authorise long term and short term amendments to centre opening hours, in consultation with the Board of Directors, if appropriate.

Finance

- 4.23 The Chief Executive Officer may:
- Transfer amounts between categories of expenditure provided that, as a result of all such transfers, the amount of any individual budget is not increased or reduced by more than £100,000 within any particular financial year, and if necessary, refer to the Chairperson.
 - Utilise additional income to finance expenditure not provided for in the budget provided that the additional expenditure is not more

than £100,000 or that any individual budget is not increased by more than £100,000 within any particular financial year.

- Approve any bad debts to be written off up to the value of £5,000. Any bad debts over this limit should be referred to the Board of Directors.
- Approve any amendments to the Company's Fees & Charges in consultation with the Board of Directors.

Advertising

- 4.24 The Chief Executive Officer may authorise the acceptance of advertising and/or sponsorship in respect of the Company controlled media.

Grants

- 4.25 The Chief Executive Officer may determine applications for grants which are received from individuals, voluntary bodies, agencies or businesses, in those cases where the sum applied for is less than £5,000 and the Company already has in place agreed criteria and assessment systems relating to the type of grant applied for. An annual report detailing such expenditure must be submitted to the Board of Directors.

Ex Gratia Payments

- 4.26 Where a claim for compensation has been submitted to the Company then it must be assessed either by legal representation or the Company's Claims Handlers to determine whether the Company has any legal liability to meet the claim. In those cases where the Company has no legal liability the Chief Executive Officer may decide that the circumstances giving rise to the claim merit the making of an ex-gratia payment. The Chief Executive Officer is authorised to make such payments up to the value of £2,500. Such payments require to be made in consultation with legal representation.

Specific Delegation to the Chief Executive Officer

- 4.27 In addition to the delegated authority above, the Chief Executive Officer, where appropriate:-
- 4.27.1 Can consider requests for free lets or lets at a reduced charge, of facilities. The Chief Executive Officer shall include reference to the exercise of powers, above the value of £5,000, in this connection in the annual performance monitoring report to the Board of Directors.

Data, Electronic and Other

- 4.28 The Fife Sports and Leisure Trust data information is one of its most valuable assets. The management of this data is critical to the success of the Company.
- 4.28.1 The Chief Executive Officer may authorise, in compliance with legislation and Company policies, the release of data on the presentation of a correctly formulated request to
- (i) Regulatory and/or Statutory Authorities
 - (ii) individuals
 - (iii) third parties
- 4.28.2 The Chief Executive Officer will ensure that records of releases of data are maintained.
- 4.28.3 The Chief Executive Officer may authorise the issue, amendment and removal of passwords and other access rights.
- 4.28.4 The Chief Executive Officer may authorise the issue, amendment and removal of approval levels.
- 4.28.5 The Chief Executive Officer may, following consultation with appropriate interested parties and subject to the other provisions of the Scheme of Delegation, authorise the change to systems relating to data management.

Executive Management Team

Chief Operating Officer, Corporate Services Manager, Human Resources Manager

- 4.29 All members of the Executive Management Team have to contribute to the leadership and strategic management of the Company in achieving the Company's aims and values and also to ensure efficient and effective service delivery and resource management in a specific area. They also have overall and ultimate responsibility for the management of all staff within their remit and are able to exercise the following delegated authority.
- Set priorities and manage work programmes within the overall framework of the Corporate Strategy. This will include the controlling of resources within teams and cross working with other sections within the Company.
 - To select and recruit staff so long as such appointments are within the approved establishment and approved estimate of expenditure and that appointments are made in accordance with the Company's "Recruitment and Selection Policy".

- To appoint staff provided such appointments are made in terms of the Company's Recruitment and Selection policy and within approved estimates.
- To be responsible for co-ordinating the Contribution Management process for members of staff within their own strategic remits, and other staff reporting directly to them.
- To be responsible for preparing learning and development plans and identifying development needs for all members of staff for whom they have direct line management responsibility.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To approve, in consultation with Chief Executive Officer, applications for job share and secondary employment, provided the decision is taken in accordance with the relevant Company policy.
- To request an amendment to the staff establishment provided an authorised officer in the Company has confirmed that the cost of the amended establishment can be contained within expenditure limits and that the amendment is in accordance with current Company priorities.
- To grant paid compassionate leave or unpaid special leave of absence for up to 5 working days in accordance with Company policy.
- To take disciplinary action including dismissal of members of staff, in accordance with the Company's agreed Disciplinary Policy and Procedures.
- To hear appeals against Final Written Warnings issued to staff.
- In consultation with the Chief Executive Officer, to alter the working arrangements of members of staff for whom they have direct responsibility in accordance with appropriate Company's policies and procedures, subject to adequate budgetary provision being available and the Company's consultation process.

Finance

- 4.30 All members of the Executive Management Team have overall and ultimate responsibility for the management of their budget and they are able to exercise the following delegated authority.

- To authorise expenditure up to £50,000 and subject to the Company's Financial Regulations. The Corporate Services Manager may authorise expenditure up to £100,000 in the absence of the Chief Executive Officer.
- To authorise payroll information and changes.
- To authorise travel and subsistence claims.
- To authorise imprests.
- The Corporate Services Manager may authorise amendments, reductions and cancellation of invoices up to £5,000.

Data, Electronic and Other

- 4.31 All members of the Executive Management Team have overall and ultimate responsibility for the management of data within their remits.
- 4.31.1 To authorise access and ensure data is kept secure.
- 4.31.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.
- 4.31.3 To authorise after consultation with the Corporate Services Manager and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies and procedures the release and disposal of data.
- 4.31.4 To authorise the issue, amendment and removal of passwords in accordance with the Company policies, business practices and bespoke systems procedures.

Operations Manager

Employees

- 4.32 The Operations Manager has responsibility for all aspects of the operational management and development of sports and leisure facilities and is able to exercise the following delegated authority.
- To make the necessary arrangements for the efficient and effective delivery of the operational service they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
 - To set priorities and manage work programmes within the overall framework of Company policies.

- To consider and wherever possible resolve complaints including taking remedial action where appropriate.

4.33 The Operations Manager has responsibility for the direct line management of Area Leisure Managers and is able to exercise the following delegated authority.

- To select and recruit members of staff so long as such appointments are within the approved establishment and approved estimates of expenditure for the Chief Operating Officer and those appointments are made in accordance with the Company's "Recruitment and Selection" policy.
- To be responsible for conducting Contribution Management meetings for Area Leisure Managers.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To approve paid compassionate leave or unpaid special leave of absence of any member of staff in their team for up to 5 working days in accordance with the Company's policies.
- To authorise paid and unpaid overtime subject to adequate budgetary provision being available.
- To authorise the use of TOIL for members of staff in the Operations section in the absence of the Area Leisure Manager.
- To submit recommendations to the Chief Operating Officer for changes to operational working arrangements of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures on a temporary and permanent nature, subject to adequate budgetary provision being available and to the Company's consultation process.
- To take disciplinary action including the issuing of final written warnings in respect of members of staff, in accordance with the Company's agreed Disciplinary Policy and Procedures".
- To hear appeals against Written Warnings issued to staff.

Finance

4.34 The Operations Manager has delegated authority for the management of the sport and leisure facilities budget. They are able to exercise the following delegated authority.

- To authorise expenditure up to £25,000 and subject to the Company's Financial Regulations.
- To authorise travel and subsistence claims.
- To authorise amendments, reductions and cancellation of invoices up to £250 limit and these should be reported to the Executive Management Team on a monthly basis.

Property

- 4.35 The Operations Manager can authorise the temporary closure of buildings in the Operations section, in case of emergencies, in accordance with Company policies.

Data, Electronic and Other

- 4.36 The Operations Manager has delegated authority for the management of data within their sphere of operations. They are able to exercise the following delegated authority.

- 4.36.1 To authorise access and ensure data is kept secure.
- 4.36.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.
- 4.36.3 To authorise after consultation with the Corporate Services Manager, and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies, procedures, the release and disposal of data.
- 4.36.4 To authorise the issue, amendment and removal of passwords in accordance with the Company policies, business practices and bespoke systems procedures.

Health and Physical Activity Manager

Employees

- 4.37 The Health and Physical Activity Manager has responsibility for all aspects of the health and physical activity remit and is able to exercise the following delegated authority.
- To make the necessary arrangements for the efficient and effective delivery of the health and physical activity section they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
 - To set priorities and manage work programmes within the overall framework of Company policies.

- To consider and wherever possible resolve complaints including taking remedial action where appropriate.

4.38 The Health and Physical Activity Manager has responsibility for the direct line management of a team of dedicated health and wellbeing staff and is able to exercise the following delegated authority.

- To select and recruit members of staff so long as such appointments are within the approved establishment and approved estimates of expenditure for the Health and Physical Activity section and those appointments are made in accordance with the Company's "Recruitment and Selection" policy.
- To be responsible for conducting Contribution Management meetings for team members.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To approve paid compassionate leave or unpaid special leave of absence of any member of staff in their team for up to 5 working days in accordance with the Company's policies.
- To authorise paid and unpaid overtime subject to adequate budgetary provision being available.
- To authorise the use of TOIL for members of staff in the Health and Physical Activity Section.
- To submit recommendations to the Chief Operating Officer for changes to operational working arrangements of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures on a temporary and permanent nature, subject to adequate budgetary provision being available and subject to the Company's consultation process.
- To take disciplinary action including the issuing of final written warnings in respect of members of staff, in accordance with the Company's agreed Disciplinary Policy and Procedures.
- To hear appeals against Written Warnings issued to staff.

Finance

4.39 The Health and Physical Activity Manager has delegated authority for the management of the health and physical activity budget. They are able to exercise the following delegated authority.

- To authorise expenditure up to £25,000 and subject to the Company's Financial Regulations.
- To authorise travel and subsistence claims in the absence of other members of the Operational Management Team.
- To authorise amendments, reductions and cancellation of invoices up to £250 limit and these should be reported to the Executive Management Team on a monthly basis.

Data, Electronic and Other

4.40 The Health and Physical Activity Manager has delegated authority for the management of data within their sphere of operations. They are able to exercise the following delegated authority.

- 4.40.1 To authorise access and ensure data is kept secure.
- 4.40.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.
- 4.40.3 To authorise after consultation with the Corporate Services Manager, and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies, procedures, the release and disposal of data.
- 4.40.4 To authorise the issue, amendment and removal of passwords in accordance with the Company policies, business practices and bespoke systems procedures.

Safety and Facilities Manager

Finance

4.41 The Safety and Facilities Manager is able to exercise the following delegated authority.

- To authorise expenditure up to £25,000 and subject to the Company's Financial Regulations.
- To authorise travel and subsistence claims in the absence of the other members of Operational Management Team.

- To authorise, on behalf of and with the Landlord's agreement, expenditure on capital works for improvement projects.
- To authorise amendments, reductions and cancellation of invoices up to £1,000 limit and these should be reported to the Executive Management Team on a monthly basis.

Property

4.42 The Safety and Facilities Manager can authorise the temporary closure of any building operated by FSLT, in case of emergencies, or for repair and maintenance purposes, in accordance with Company policies. He/she has the delegated authority

- To authorise rising repairs to Pools and Plant.
- To authorise repairs to other areas in the absence of line managers.
- To authorise, in liaison, with the appropriate Building Inspector, repairs to other areas of the properties leased by the Trust.
- To authorise and agree, in liaison with the Property Management, planned maintenance projects.
- To authorise and agree, in liaison with the Leisure and Cultural Service and Property Management capital projects relating to the structure, fixtures and fittings of the properties leased by the Trust.
- To control the integrated Planned Maintenance and Capital Works Programme.

Data, Electronic and Other

4.43 The Safety and Facilities Manager has delegated authority for the management of data within their sphere of operations. They are able to exercise the following delegated authority.

- 4.43.1 To authorise access and ensure data is kept secure.
- 4.43.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.
- 4.43.3 To authorise after consultation with the Corporate Services Manager and in adherence with Company policies, procedures, the release and disposal of data.
- 4.43.4 To authorise the issue, amendment and removal of passwords in accordance with the Company policies, business practices and bespoke systems procedures.

Training

4.44 The Safety and Facilities Manager has delegated authority to plan and organise learning and development opportunities in the following disciplines, in conjunction with the Business Improvement Manager:

- Pool plant training
- Health and Safety Training
- Lifeguard training

Health and Safety

4.45 The Safety and Facilities Manager is able to exercise the following authority.

- To enforce, with the support of the Chief Executive Officer and the Chief Operations Officer, all management procedures put in place for the effective management of Health and Safety in the work place.
- To carry out inspections of facilities, either with or without prior notice to the management of the facility.
- To examine records and data relating to the safe operation of the facility.
- To stop or prevent any unsafe practices, actions or procedures from continuing that he/she may discover during inspections or the normal operation of the management function.

Company Accountant

Data, Electronic and Other

4.46. The Company Accountant has overall and ultimate responsibility for the management of data within their remit.

4.46.1 To authorise access and ensure data is kept secure.

4.46.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.

4.46.3 To authorise after consultation with the Corporate Services Manager and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies and procedures the release and disposal of data.

Finance

- 4.47 The Company Accountant has delegated authority for the management of the Company's budget. They are able to exercise the following delegated authority.
- 4.47.1 To authorise travel and subsistence claims in the absence of the Executive Management Team.
- 4.47.2 To authorise amendments, reductions and cancellation of invoices up to £250 limit and these should be reported to the Executive Management Team on a monthly basis.
- 4.47.3 The Company Accountant has delegated responsibility for ensuring the appropriateness of all financial procedures and transactions undertaken and applied within the Company.

Treasury Management

- 4.48 The Company Accountant has delegated responsibility for all treasury management procedures and transactions undertaken and applied within the Company's operation.
- 4.49 To ensure compliance with the Company's Treasury Management Policy and adherence to CIPFA's Code of Practice for Treasury Management.
- 4.50 Monitor all financial transactions performed by the Company in relation to income and expenditure budgets.
- 4.51 Monitor and report on the Company's financial investments and movement of funds including interest rates received.

Business Improvement Manager

Employees

- 4.52 The Business Improvement Manager has responsibility for all aspects of the management and development of Company learning and development programmes, application and implementation of business improvement tools including any externally accredited awards.
- To make the necessary arrangements for the efficient and effective delivery of the operational service they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
 - To set priorities and manage work programmes within the overall framework of Company policies.

- To consider and wherever possible resolve complaints including taking remedial action where appropriate.

4.53 The Business Improvement Manager has responsibility for the direct line management of the Design Team, the Multi Media Co Ordinator and the Marketing Manager and is able to exercise the following delegated authority.

- To select and recruit members of staff so long as such appointments are within the approved establishment and approved estimates of expenditure for the Operational section and those appointments are made in accordance with the Company's "Recruitment and Selection" policy.
- To be responsible for conducting Contribution Management meetings for the Design Team and Marketing Manager.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To approve paid compassionate leave or unpaid special leave of absence of any member of staff in their team for up to 5 working days in accordance with the Company's policies.
- To authorise paid and unpaid overtime subject to adequate budgetary provision being available.
- To authorise the use of TOIL for members of staff in the Operational section in the absence of the Operations Manager.
- To submit recommendations to the Chief Operating Officer for changes to operational working arrangements of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures on a temporary and permanent nature, subject to adequate budgetary provision being available and to the Company's consultation process.
- To take disciplinary action including the issuing of final written warnings in respect of members of staff, in accordance with the Company's agreed Disciplinary Policy and Procedures".
- To hear appeals against Written Warnings issued to staff.

Finance

4.54 The Business Improvement Manager has delegated authority for the management of the sport and leisure facilities budget they are responsible for. They are able to exercise the following delegated authority.

- To authorise expenditure up to £25,000 and subject to the Company's Financial Regulations.
- To authorise travel and subsistence claims.
- To authorise amendments, reductions and cancellation of invoices up to £250 limit and these should be reported to the Executive Management Team on a monthly basis.

Property

4.55 The Business Improvement Manager can authorise the temporary closure of buildings in the Operational section, in case of emergencies, in the absence of the Operations Manager and/or the Safety and Facilities Manager in accordance with Company policies.

Data, Electronic and Other

4.56 The Business Improvement Manager has delegated authority for the management of data within their sphere of operations. They are able to exercise the following delegated authority.

- 4.56.1 To authorise access and ensure data is kept secure.
- 4.56.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.
- 4.56.3 To authorise after consultation with the Corporate Services Manager, and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies, procedures, the release and disposal of data.
- 4.56.4 To authorise the issue, amendment and removal of passwords in accordance with the Company policies, business practices and bespoke systems procedures.

Area Leisure Managers

Employees

4.57 All Area Leisure Managers have responsibility for the overall management, supervision and control of designated operational teams and are able to exercise the following delegated authority.

- To make the necessary arrangements for the efficient and effective delivery of the centres they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
- To set priorities and manage work programmes within the overall framework of the Operations section.
- To consider and wherever possible resolve complaints including taking remedial action where appropriate.

4.58 All Area Leisure Managers have responsibility for the direct line management of members of their staff and are able to exercise the following delegated authority.

- To select and recruit members of staff so long as such appointments are within the approved establishment and approved estimates of expenditure for their area and those appointments are made in accordance with the Company's "Recruitment and Selection" policy.
- To be responsible for conducting Contribution Management meetings for all members of staff for whom they have direct line management responsibility.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To recommend paid compassionate leave or unpaid special leave of absence of any member of staff in their team for up to 5 working days in accordance with the Company's policies, following consultation with the appropriate Executive Management Team member.
- To authorise paid and unpaid overtime subject to adequate budgetary provision being available.
- To authorise the use of TOIL for members of staff for whom they have direct line management.
- To make recommendations for changes to working practices of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures on a temporary and permanent nature, subject to adequate budgetary provision being available and subject to the Company's consultation process.

- To take disciplinary action including the issuing of written warnings in respect of members of staff, in accordance with the Company's agreed Disciplinary Policy and Procedures.
- To hear appeals against Verbal Warnings issued to staff.

Finance

4.59 All Area Leisure Managers have delegated authority for the management of a discrete part of the budget for the area they are responsible for. They are able to exercise the following delegated authority.

- To authorise expenditure up to £15,000 and subject to the Company's Financial Regulations.
- To authorise travel and subsistence claims.
- To authorise amendments, reductions and cancellation of invoices up to £250 limit and these should be reported to the Executive Management Team on a monthly basis.

Property

4.60 Area Leisure Managers can authorise the temporary closure of buildings in their area, in case of emergencies, in accordance with Company policies.

Data, Electronic and Other

4.61 All Area Leisure Managers have delegated authority for the management of data within their sphere of operations. They are able to exercise the following delegated authority.

- 4.61.1 To authorise access and ensure data is kept secure.
- 4.61.2 To authorise the retention and disposal of data in a manner which does not affect the integrity of the data or compromise the Company.
- 4.61.3 To authorise after consultation with the Corporate Services Manager, and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies, procedures, the release and disposal of data.
- 4.61.4 To authorise the issue, amendment and removal of passwords in accordance with the Company policies, business practices and bespoke systems procedures.

Sales and Membership Manager

Employees

- 4.62 The Sales and Membership Manager has responsibility for the supervision and control of designated sales teams and is able to exercise the following delegated authority.
- To make the necessary arrangements for the efficient and effective delivery of the service they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
 - To complete and authorise all employee termination forms.
 - To authorise employee timesheets.
 - To authorise temporary Higher Duty payments for the level of staff they hold responsibility for, in accordance with the Company's policies.
 - To authorise Unsocial Hours Claim forms
 - To authorise Self Certificate forms and Sickness Reports for submission to Payroll in accordance with the Company's Attendance Management policy.
 - To set priorities and manage work programmes within the overall framework of Company policies.
 - To consider and wherever possible resolve complaints including taking remedial action where appropriate.
- 4.63 The Sales and Membership Manager has responsibility for the line management of members of their staff and is able to exercise the following delegated authority.
- To be responsible for conducting Contribution Management meetings for all members of staff for whom they have direct line management responsibility.
 - To approve applications for annual leave.
 - To approve applications for flexi-time and flexi-time adjustments.
 - To alter the working arrangements of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures.

- To take disciplinary action including the issuing of written warnings in respect of members of staff in their team, in accordance with the Company's agreed Disciplinary Policy and Procedures".

Finance

4.64 The Sales and Membership Manager has delegated authority for the management of a discrete part of the budget for the area they are responsible for. They are able to exercise the following delegated authority.

- To authorise expenditure up to £10,000 and subject to the Company's Financial Regulations.
- To authorise petty cash imprests up to £150.
- To authorise cashier floats up to £200.

Data, Electronic and Other

4.65 The Sales and Membership Manager has delegated authority for the management of data.

4.65.1 To make in consultation with the Corporate Services Team and where appropriate IT Services and bespoke system managers, the necessary arrangements for the efficient and effective operation of data capture, security, processing and retention.

4.65.2 To authorise the issue, amendment and removal of passwords

4.65.3 To manage the record keeping in respect of all password issues, amendments and removals

4.65.4 To ensure that procedures are operated by staff who are conversant with the requirement to keep individual passwords secure.

4.65.5 To authorise after consultation with the Corporate Services Manager, and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies, procedures, the release and disposal of data.

Business Support Co-ordinator

Employees

4.72 The Business Support Co-ordinator has responsibility for the supervision and control of designated admin and clerical teams and is able to exercise the following delegated authority.

- To make the necessary arrangements for the efficient and effective delivery of the service they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
- To complete and authorise all employee termination forms.
- To authorise employee timesheets.
- To authorise temporary Higher Duty payments for the level of staff they hold responsibility for, in accordance with the Company's policies.
- To authorise Unsocial Hours Claim forms
- To authorise Self Certificate forms and Sickness Reports for submission to Payroll in accordance with the Company's Attendance Management policy.
- To set priorities and manage work programmes within the overall framework of Company policies.
- To consider and wherever possible resolve complaints including taking remedial action where appropriate.

4.73 The Business Support Co-ordinator has responsibility for the line management of members of their staff and is able to exercise the following delegated authority.

- To be responsible for conducting Employee Development meetings for all members of staff for whom they have direct line management responsibility.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To alter the working arrangements of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures.
- To take disciplinary action including the issuing of written warnings in respect of members of staff in their team, in accordance with the Company's agreed Disciplinary Policy and Procedures".

Finance

4.74 The Business Support Co-ordinator has delegated authority for the management of a discrete part of the budget for the area they are

responsible for. They are able to exercise the following delegated authority.

- To authorise expenditure up to £10,000 and subject to the Company's Financial Regulations.
- To authorise, in the absence of the Company Accountant, the approval of the weekly Accounts Payable payments run
- To authorise petty cash imprests up to £250
- To authorise the issue of cashier floats up to £200
- To withdraw up to £1,000 per day from the General Bank Account for reimbursement purposes
- To process the monthly Direct Debit AUDDIS and BACS files.

Data, Electronic and Other

4.75 The Business Support Co-ordinator has delegated authority for the management of data.

4.75.1 To make in consultation with the Corporate Services Team and where appropriate IT Services and bespoke system managers, the necessary arrangements for the efficient and effective operation of data capture, security, processing and retention.

4.75.2 To authorise the issue, amendment and removal of passwords

4.75.3 To manage the record keeping in respect of all password issues, amendments and removals

4.75.4 To ensure that procedures are operated by staff who are conversant with the requirement to keep individual passwords secure.

4.75.5 To authorise after consultation with the Corporate Services Manager, and, if appropriate, the Safety and Facilities Manager and in adherence with Company policies, procedures, the release and disposal of data.

Duty Managers

Employees

4.76 All Duty Managers have responsibility for the supervision and control of designated operational teams and are able to exercise the following delegated authority.

- To make the necessary arrangements for the efficient and effective delivery of the service they are responsible for within the overall framework of Company policies and subject to the general principles outlined above.
- To complete and authorise all employee termination forms.
- To authorise employee timesheets.
- To authorise temporary Higher Duty payments for the level of staff they hold responsibility for, in accordance with the Company's policies.
- To authorise Unsocial Hours Claim forms
- To authorise Self Certificate forms and Sickness Reports for submission to Payroll in accordance with the Company's Attendance Management policy.
- To set priorities and manage work programmes within the overall framework of Company policies.
- To consider and wherever possible resolve complaints including taking remedial action where appropriate.

4.77 All Duty Managers have responsibility for the line management of members of their staff and are able to exercise the following delegated authority.

- To be responsible for conducting Staff Employee Development meetings for all members of staff for whom they have direct line management responsibility.
- To approve applications for annual leave.
- To approve applications for flexi-time and flexi-time adjustments.
- To alter the working arrangements of members of staff for whom they have direct line management responsibility in accordance with appropriate Company's policies and procedures.
- To take disciplinary action including the issuing of verbal warnings in respect of members of staff in their team, in accordance with the Company's agreed Disciplinary Policy and Procedures".

Finance

4.78 All Duty Managers have delegated authority for the management of a discrete part of the budget for the area they are responsible for. They are able to exercise the following delegated authority.

- To authorise petty cash imprests up to £150.
- To authorise cashier floats up to £200.

Operational

4.79 All Duty Managers have delegated authority for the running and security of the buildings managed by the Company. They are authorised to exercise the following delegated authority.

- To be responsible for the opening and closing of the buildings and the safe keeping of the buildings keys.
- To be responsible for the security of customer receipts and the safe keeping of the centres safe keys.
- To be responsible for the issue of ID Cards on commencement of employment and the return on termination of employment.

Data, Electronic and Other

4.80 All Duty Managers have delegated authority for the management of data.

4.80.1 To make in consultation with the Corporate Services Team and where appropriate IT Services and bespoke system managers, the necessary arrangements for the efficient and effective operation of data capture, security, processing and retention.

4.80.2 To authorise the issue, amendment and removal of passwords

4.81.3 To manage the record keeping in respect of all password issues, amendments and removals

4.81.4 To ensure that procedures are operated by staff who are conversant with the requirement to keep individual passwords secure.

5.0 Other Delegation

Emergencies and Cases of Urgency

The Chief Executive Officer is authorised to take such measures as may be required in emergency situations, as in cases of urgency,

subject to advising the Executive Management Team, where possible and reporting to the Board of Directors as soon as possible thereafter, on any items for which Board approval would normally be necessary.

Where such measures involve the Company incurring expenditure then the Chief Executive Officer and Corporate Services Manager should submit a report to the Board of Directors as soon as possible thereafter.

In cases of urgency to take such action as the Chief Executive Officer considers necessary or appropriate in the interests of, or to preserve the position of the Company.

In cases of urgency to authorise any action under which the Chief Executive Officer considers necessary or appropriate to protect people or property.

APPENDIX 1

FIFE SPORTS & LEISURE TRUST

Proposed Change/Adjustment to Agreed Service Scheme of Delegation

1. DESCRIPTION OF PROPOSED CHANGE:	
2. REASONS FOR CHANGE: (Give examples based on experience/use)	
3. VARIATION: Is this a local variation? or a Service-wide variation	YES/NO YES/NO
4. IMPROVEMENTS Will the proposal improve the efficiency of decision-making?	YES/NO
5. COMMENTS Any other comments?	
6. MATERIAL (You can attach (* any other relevant material)	

PROCEDURE

- Complete Form DEL 1
- Send to Corporate Services Manager
- Form will be acknowledged
- Changes discussed by:
 - Executive Management Team
 - Chief Executive Officer
 - Board of Directors
 - (depending on implication of changes)
- Confirmation of action to be taken will be given
- If changes approved, revision(s) to Scheme made and circulated to Staff Network.

Scheme of Delegation

Establishment List

Chief Executive Officer

Executive Management Team:

Chief Operating Officer
Corporate Services Manager
Human Resources Manager

Chief Operating Officer's Management Teams:

Operations Manager
Safety and Facilities Manager
Health and Physical Activity Manager
Business Improvement Manager

Area Leisure Managers

Duty Managers

Health and Physical Activity Team:

Gym Co-ordinator
Health and Wellbeing Co-ordinator
Health and Wellbeing Co-ordinator
Fitness Co -ordinator
Active Options Advisor
Fitness Advisors

Sales and Membership Manager

Corporate Services

Company Accountant
Business Support Co-ordinator

Approval Levels:

Chief Executive Officer	up to £100k
Executive Management Team	up to £50k
Operations Manager	up to £25k
Health & Physical Activity Manager	up to £25k
Safety and Facilities Manager	up to £25k
Business Improvement Manager	up to £25k
Area Leisure Managers	up to £15k

Business Support Co-ordinator	up to £10k
Sales & Membership Manager	up to £10k

FC1-FC7 No budgetary responsibility