



# Scheme of Delegation

**Revised – November 2025**

## Version control

Version	Date	Author	Reason
V1.1			
V2.2	15.11.23		
V3	14.4.25	RB	<b>Updated to reflect changed roles, approved by the CEO.</b>
V4	06.10.25	RB	<b>Updated to reflect temporary changed roles, approved by the CEO and Executive Team.</b>

## Document review

Approved on	Approved by	Review date
15.11.2023	Tîm Arwain	
11.11.2024	Tîm Arwain	
14.4.2025	CEO confirmed adjustment /changes.	April 2026

## Scheme of delegation

The schedule of delegation below sets out areas delegated from the Board to the Chief Executive (Accounting Officer) and the arrangements that the Chief Executive has made to further delegate decision making, approval responsibilities and leadership responsibilities to staff and designated groups in Llais. The Board retains the responsibility for decision making in a number of areas and this is outlined in the Schedule of Matters reserved for Board approval only. .

Therefore, this Scheme of Delegation shows the next level of delegations at management and operational levels from the Chief Executive to Llais staff and designated groups. This Scheme is to be used in conjunction with relevant staff role descriptions and with other established Llais policies and procedures, including:

- Standing orders of the Board (updated and approved July 2024)
- Reserved matters of the Board (approved July 2024)
- Welsh Government/Llais Framework document
- Standing Financial Instructions (Updated and approved July 2024)
- Terms of References for Committees (Updated and approved July 2024)

The scheme forms an integral part of Llais' overall governance arrangements. This scheme is maintained and monitored by the Corporate Director of Governance on behalf of the Chief Executive (Accounting Officer). The Executive Team advises on and monitors its appropriate use within the organisation. .

Delegated matter	Authority delegated to
<b>1. Management of budgets</b>	
(a) Management and monitoring of budgets:	
<ul style="list-style-type: none"> <li>At individual budget level (non-pay);</li> </ul>	Executive Team, corporate function leads responsible for budgets
<ul style="list-style-type: none"> <li>Payroll.</li> </ul>	Executive Team for decision making, Chief Executive to temporarily lead this area in terms of proposals in liaison with the, Director of People, Wellbeing and Organisational Development and the Director of Finance.
<b>2. Maintenance/operation of bank accounts</b>	
(a) Day to day management.	Chief Executive to temporarily lead this area in liaison with the, Director of Finance and Finance Manager
(b) Opening of new accounts and closing old accounts.	Chief Executive in liaison with the Director of Finance
(c) Notify bank of a change of authorised signatory	Chief Executive in liaison with the Director of Finance
(d) Cheque/Payment Authorisations signatories	Chief Executive in liaison with the Director of Finance
(e) Set up a direct debit or standing order	See delegated limits for cheque signatories.
<b>3. Procurement approval limits</b> (See more details in the Standing Financial Instructions [Oracle])	
<ul style="list-style-type: none"> <li>Up to £1,000</li> <li>Between £1,001 and £5,000</li> </ul>	Regional Operational Managers and other designated roles Directors

<ul style="list-style-type: none"> <li>• Between £5,001 and £10,000</li> <li>• Between £10,001 and £25,000</li> <li>• Over £25,000</li> </ul>	Regional Directors and Function Directors Executive Team and Chief Executive Chief Executive (subject to Board approval, as required)
(b) variations and extensions to contracts (not single source)	Chief Executive and Executive Team members depending in financial value of the contract

#### 4. Quotation, tendering and contract procedures (See more detail in the Standing Financial Instructions & Procurement Policy)

(a) Evidence of value for money has been achieved (minimum one written quote) for goods/services up to £5,000.	Budget holders as per procurement thresholds, above and standing financial instructions.
(b) Obtaining a minimum of 3 written quotations for goods/services from £5,001 to £25,000.	Budget holders as per procurement thresholds, above and standing financial instructions.
(c) Obtaining a minimum of 4 written competitive tenders for goods and services from £25,001 and over.	Executive Team and Chief Executive.
(d) Advertised open call for competition for goods and services. Minimum of 5 tenders received if available or appropriate to the procurement route	Chief Executive, in line with advice from procurement services.
(e) Awarding contracts resulting from tendering process	See standing financial instructions and standing orders.
(f) Single Tender – Justification for Single Tenders/quote	Chief Executive.

#### 5. Agreements/licences

(a) Preparation and signature of all tenancy agreements.	Chief Executive and Chair and/or nominated deputies
(b) Letting (or sub-letting) of premises to outside organisations	Chief Executive

(c) Approval of lease/rent based on professional assessment	Chief Executive with advice from Executive Team
(d) Approval of equipment leases / agreements.	In line with section 4
<b>6. Condemning and disposal</b>	
(a) Items obsolete, obsolescent, redundant, irreparable or cannot be repaired cost effectively (depending on value)	Executive Team in line with agreed delegated approval levels.
<b>7. Losses, write off and compensation</b>	
(a) Losses of cash and/or assets due to:	
<ul style="list-style-type: none"> <li>• Bribery, theft, fraud, etc</li> <li>• Overpayments of salaries, wages, fees and allowances</li> <li>• Other causes including unvouched or incompletely vouched payments, overpayments other than those included under item 2: physical losses of cash and cash equivalents, e.g., stamps due to fire (other than arson), accident and similar causes</li> </ul>	
Up to £5,000	Chief Executive
> £5,000	Board and Welsh Government (as required)
(b) Fruitless payments (including abandoned capital schemes)	
Up to £5,000	Chief Executive
> £5,000	Board and Welsh Government (as required)
(c) Bad debts and claims abandoned: -	
Up to £5,000	Chief Executive

	> £5,000	Board and Welsh Government (as required)
(d) Damage to buildings, their fittings, furniture and equipment and loss of equipment and property in stores and in use due to:		
<ul style="list-style-type: none"> <li>Culpable causes e.g. theft, fraud, arson or sabotage whether proved or suspected, neglect of duty or gross carelessness</li> </ul>		
	Up to £5,000	Chief Executive
	> £5,000	Board and Welsh Government (as required)
(e) Compensation payments made under legal obligation		Board and Welsh Government
(f) Ex gratia payments to staff for loss of personal effects		
	Up to £5,000	Chief Executive
	Over £5,000	Board
(g) For personal injury claims		
	Up to £5,000	Chief Executive
	Over £5,000	Board and Welsh Government (as required)
<b>8. Reporting of incidents to the police</b>		
(a) Where a criminal offence or fraud is suspected or involved.		Chief Executive, Executive Team with advice from the Counter Fraud Service
<b>9. Receiving hospitality and gifts</b>		

Applies to both individual and collective hospitality and gifts received over £25 (reported to the Corporate Director of Governance/Board Secretary). Advice is that ideally no gift should be accepted.	Any individual Executive Team member can approve, but only in exceptional circumstances.
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## 10. Internal audit, external audit and other review bodies

(a) Agreement of external audit recommendations.	Chief Executive, Executive Team.
(b) Agreement of internal audit recommendations.	Chief Executive, Executive Team.
(c) Agreement of recommendations for other review bodies.	Chief Executive, Executive Team.
(d) Implementation of external audit agreed recommendations	Chief Executive, Executive Team
(e) Implementation of internal audit agreed recommendations	Chief Executive, Executive Team
(f) Implementation of other review body agreed recommendations	Chief Executive and Executive Team

## 11. People and pay

(a) Establishment	
Additional staff to the agreed establishment with specifically allocated finance in line with the required submission of a business case.	Chief Executive and Executive Team
Additional permanent staff to the agreed to the establishment without specifically allocated finance.	Chief Executive to make an application to the Board
Authority to fill funded post in the establishment with permanent staff in line with the required submission of a business case.	Chief Executive and Executive Team
The granting of additional salary increments to staff within budget.	Chief Executive with advice from the Director of People, Wellbeing and Organisational Development and Executive Team

Authorisation of all requests for upgrading or re-grading shall be dealt with in accordance with the Llais procedure and appropriate approval sought.	Chief Executive and Executive Team.
(b) Pay	
Authority to complete standing data forms effecting pay, new staff, variations and leavers.	Chief Executive in liaison with the Director of Finance and Director of People, Wellbeing and Organisational Development.
Authority to authorise overtime.	Chief Executive and Executive Team
Authority to authorise travel and subsistence expenses.	Chair, Chief Executive, Executive Team and Line managers in line with procurement thresholds in section 4.
Approval of performance related pay assessment	Chair, Chief Executive and Executive Team. A scheme would require Board and Workforce, Remuneration and Terms of Service Committee approval.
Renewal of fixed term contract (within available budget)	Chief Executive, Executive Team.
Authorisation of an advancement of pay	Chief Executive, Executive Team with advice from the Director of Finance and Director of People, Wellbeing and Organisational Development.
(c) Staff retirement policy	
(d) Redundancy	Chief Executive to propose to the Board for approval.
(e) Ill Health Retirement	
Opening and administering a Voluntary Early Release Scheme	Chief Executive to propose to the Board the opening and arrangements for a Voluntary Early Release Scheme, including timetable and available funds.
Decision to grant retirement on the grounds of ill health.	Chief Executive to approve in line with organisational policy, especially regarding any appeal.
(f) Dismissal	The authority to dismiss will be delegated from the Chief Executive Team members, as appropriate  Any appeal will be heard by the Chief Executive. In the case of the dismissal of a Strategic Director or the Corporate Director of

	Governance/Board Secretary, this will be the responsibility of the Chief Executive with any appeal to be heard by the Chair of the Board. In the case of proposed dismissal of a Strategic Director or the Corporate Director of Governance/Board Secretary, notification will be made to the Welsh Government's Partnership Team and advice sought, as required.
(g) Leave	
Approval of annual leave	Line management responsibility in line with the staffing structure.
Special leave arrangements	Line management responsibility in line with the staffing structure aligned to organisational policy.
Flexi time off	Line management responsibility in line with the staffing structure aligned to organisational policy.
Maternity / paternity leave – paid and unpaid	Line management responsibility in line with the staffing structure aligned to organisational policy.
(h) Sick leave	
Extensions of sick leave beyond normal provision.	Line management responsibility in line with the staffing structure aligned to organisational policy.
Return to work part-time on full pay to assist recovery in excess of Llais terms and conditions.	Line management responsibility in line with the staffing structure aligned to organisational policy.
(i) Study leave	Line management responsibility in line with the staffing structure aligned to organisational policy.
(j) Relocation expenses	
Authorisation of payment of relocation expenses in accordance with Llais policy incurred by officers taking up new appointments (providing consideration was promised at interview).	Chief Executive

<b>12. Determining a policy position</b>	
(a) Determining a policy position on operational health and social care matters	Chief Executive, Executive Team with advice from Tîm Arwain
<b>13. Complaints about Llais</b>	
(a) Overall responsibility for ensuring that all complaints about Llais are dealt with effectively	Chief Executive with advice from Executive Team and Tîm Arwain
(b) Responsibility for ensuring complaints about Llais are investigated thoroughly	Strategic Director of Organisational Strategy and Engagement with advice from the Corporate Director of Operations
<b>14. Relationships with the media</b>	
(a) National matters <ul style="list-style-type: none"> <li>• within hours</li> <li>• outside hours</li> </ul>	Chief Executive, Executive Team led by the Strategic Director of Organisational Strategy and Engagement
(a) Local/regional matters <ul style="list-style-type: none"> <li>• within hours</li> <li>• outside hours</li> </ul>	Regional Director in discussion with a representative of Executive Team. However, in the first instance the Strategic Director of Organisational Strategy and Engagement (Communications Team)
<b>15. Fire precautions</b>	
(a) Responsibility for annual review of fire precautions	Chief Executive with advice from the Executive Team
<b>16. Statutory functions &amp; duties</b>	
(a) Responsibility for development and application of statement of policy on promoting our activities and being accessible	Strategic Director of Organisational Strategy and Engagement to development statement and Regional Directors to apply it overseen by the Corporate Director of Operations.

<p>(b) Responsibility for the planning, delivery, monitoring and reporting of engagement activities:</p> <ul style="list-style-type: none"> <li>- Making representations to Welsh Ministers</li> <li>- Making representations to national bodies and groups</li> <li>- Making representations on behalf of people in specific regions of Wales</li> <li>- Making representations on behalf of people in more than one region (cross boundary)</li> </ul>	<p>Chief Executive  Chief Executive, Executive Team, Regional Directors (as appropriate)  Regional Directors and Deputy Regional Director (as appropriate)  Regional Directors with advice from Executive Team</p>
<p>(c) Responsibility for the planning, delivery, monitoring and reporting of representation activities, including service change proposals:</p> <ul style="list-style-type: none"> <li>- Nationally</li> <li>- Regionally</li> </ul>	<p>Strategic Director of Organisational Strategy and Engagement  Corporate Director of Operations, Regional Directors</p>
<p>(d) Responsibility for the planning, delivery, monitoring and reporting in relation to the complaint's advocacy service.</p>	<p>Strategic Director of Organisational Strategy and Engagement,  Corporate Director of Operations, Strategic Lead for Advocacy,  Regional Directors</p>
<b>17. Wider statutory responsibilities</b>	
<p>(a) Responsibility for Llais compliance with all relevant statutory requirements, including but not limited to:</p> <ul style="list-style-type: none"> <li>- Data Protection Act and General Data Protection Regulations</li> <li>- Freedom of Information Act</li> <li>- Health and Safety at Work Act</li> <li>- Equality Act and Public Sector Equality Duty</li> </ul>	<p>Executive Team overall responsibility with the following designated lead roles.</p> <p>Corporate Director of Governance/Board Secretary (SIRO) and Corporate Director of Operations (DPO)</p> <p>Corporate Director of Governance/Board Secretary  Chief Executive in liaison with the Director of Finance and Director of People, Welbeing and Organisational Development</p> <p>Strategic Director of Organisational Strategy and Engagement</p>

<ul style="list-style-type: none"> <li>- Welsh Language Standards</li> <li>- Digital Accessibility Standards</li> </ul>	<p>Strategic Director of Organisational Strategy and Engagement Strategic Director of Organisational Strategy and Engagement</p>
<b>18. Organisational standards, policies and procedures</b>	
<p>(a) Responsibility for development, implementing, compliance and review/evaluation of organisational standards, guidance, policies and procedures</p>	<p>Executive Team for all approvals other than those reserved for the Board with advice from committees. Further delegation arrangements to be established to identify a lead policy owner for each policy. This list will be confirmed by Executive Team. Day to day leadership for the policies framework to be undertaken by the Corporate Director of Governance/Board Secretary</p>
<b>19. Contractual arrangements between Llais and outside bodies</b>	
<p>(b) Responsibility for monitoring of contractual arrangements between Llais and outside bodies.</p>	<p>Executive Team</p>
<b>20. Declaration of Interests Register</b>	
<p>(a) Responsibility for the maintenance and monitoring of the declaration of interests register.</p>	<p>Corporate Director of Governance/Board Secretary</p>
<b>21. Gifts and hospitality register</b>	
<p>(a) Responsibility for the maintenance and monitoring of the hospitality register.</p>	<p>Corporate Director of Governance/Board Secretary</p>
<b>22. Losses and compensation register</b>	
<p>(a) Responsibility for the losses and compensation register.</p>	<p>Corporate Director of Governance/Board Secretary</p>
<b>23. Retention of records/data</b>	
<p>(a) Responsibility for the retention, storage and destruction of records/data</p>	<p>Executive Team and day-to-day lead Corporate Director of Governance/Board Secretary</p>

