



Gangmasters &
Labour Abuse Authority

Appendix A

The Board Scheme of Delegation

July 2017

1. Introduction

- 1.1 The Board has a number of roles which are defined in legislation. The Gangmasters Licensing Authority (GLA) was created by the Gangmasters (Licensing) Act 2004. The governance arrangements for the Authority were originally set out in the Gangmasters (Licensing Authority) Regulations 2005 (the 2015 Regulations), which were revoked and replaced by the Gangmasters (Licensing Authority) Regulations 2015 (the 2015 Regulations). Section 10 of the Immigration Act 2016, renamed the GLA as the Gangmasters and Labour Abuse Authority, and stated (in s10(2)) that in any legislation in force before the 2016 Act any reference to GLA was to read as GLAA. The 2015 Regulations therefore continue to apply to the Board of the GLAA.
- 1.2 As a principle the Board reserves for itself decisions on matters for which it is accountable to the Secretary of State.
- 1.3 The Board has primary responsibility for:
 1. Setting the strategic direction of the GLAA and holding it to account for performance against its objectives.
 2. Employing a Chief Executive who must be responsible to the Board for carrying out the functions of the Authority and management of its employees.

(The appointment of a Chief Executive requires the consent of the Secretary of State on terms and conditions determined by the Board and approved by the Secretary of State.)
- 1.4 The Board must act in accordance with relevant guidance including the Code of Conduct for Board Members of Public Bodies issued by the Cabinet Office.
<https://www.bl.uk/aboutus/governance/blboard/BoardCodeofPractice2011.pdf>
- 1.5 This scheme of delegation describes the arrangements made by the GLAA Board for staff to deliver the functions of the GLAA. It defines where accountability lies to support the strong governance of the organisation.
- 1.6 The GLAA is publicly funded partly through Grant in Aid and partly through funding provided by the Home Office and DAERA to undertake enforcement activities under the Gangmasters Licensing Act. Expenditure is made under the terms of a letter of delegation from the Permanent Secretary, as Accounting Officer for Home Office to the GLAA Accounting Officer.
- 1.7 The Chief Executive is the Accounting Officer for the GLAA and must personally answer for expenditure and financial control within the GLAA. This includes any further delegation of financial authority to staff working within the GLAA. Guidance on expenditure and on financial control is set out in the “Managing Public Money”,

Treasury Guidance Notes and the Framework Agreement between the Home Office and the GLAA.

- 1.8 The Board and the Accounting Officer remain accountable for all the functions, even those they have delegated. They require information about the exercise of those functions to enable them to assure themselves that the responsibilities which they have delegated are being discharged properly.
- 1.9 Information is requested by the Board to demonstrate how the functions are being discharged and to maintain appropriate management and assurance; these requirements will be defined in advance.
- 1.10 As an intelligence led organisation operating within constrained resources the GLAA is committed to innovation, within the regulatory framework, provided that the necessary risk assessment and approval safeguards are in place.
- 1.11 As the lead executive of the GLAA, the Chief Executive has been given delegated authority by the Board to manage the GLAA. The Chief Executive is responsible for reserving matters that the Board may wish to decide upon and for delegating other decision-making responsibilities to officers within the GLAA.
- 1.12 This Scheme of Delegation includes:
 1. Decisions where Board will make decisions itself – i.e. the Board does not delegate its authority.
 2. Decisions delegated to the sub-committee of the Board.
 3. Decisions delegated to the Chief Executive.
- 1.13 This scheme of delegation in relation to the GLAA Board will be reviewed at least annually following the review of Board effectiveness. This is, however, a live document which can be updated at any time.
- 1.14 Any decisions delegated by the Board to the Chief Executive can be re-assumed by them, with immediate effect.
- 1.15 Variation to any items falling under point 1. above will be approved by the Board. Any deviation must have prior authority from both the Chair and Chief Executive. Deviation, including any unauthorised deviation, should be formally reported to the next Board either directly or through the Audit and Risk Committee (depending on when the first opportunity arises).

- 1.16 Variation to any other item must have prior authority from the Chair and Chief Executive.
Unauthorised variation should be documented and reported to the Audit and Risk Committee. If a permanent variation is required this should be included in a revised scheme of delegation/policy change.
- 1.17 For administrative purposes the scheme of delegation is managed by the Head of Business and Finance. The review and recommendations for update of the scheme will follow the Board self-assessment of their effectiveness or, in the light of any independent scrutiny such as that undertaken by Internal Audit or in response to formal representations from the sponsor department.

2. Power of the Board

- 2.1 The Board exercises its powers corporately. No individual member of the Board may take executive action as a Board Member. The Board functions and decisions in normal circumstances are exercised through Board meetings or sub committees of the Board.
- 2.2 In an emergency, the functions which the Board has reserved to itself for decision may be exercised by the Chair, after having consulted with one other Board Member, if possible the Deputy Chair or the Chair of the Audit and Risk Committee. The Chair is required to report any actions or decisions so taken to the next formal meeting of the Board in public session for ratification, with an explanation of why the emergency decision was required.

3. Membership of Board

- 3.1 The 2015 Regulations define that the Board must consist of:
- a. A Chair; and
 - b. No more than eight additional members.
- 3.2 The Chair must be appointed by the Secretary of State in consultation with the Minister of Agriculture, Environment and Rural Affairs (DAERA) in Northern Ireland.
- 3.3 The other members of the Board must be appointed by the Secretary of State.

4. Operation of the Board

Board Meetings

- 4.1 The CEO and other senior managers will attend the Board meeting by agreement with the Chair.

- 4.2 A senior member of the Home Office may attend the Board meeting by invitation. The invitation to attend will be determined by the Chair, after taking account of the business of the meeting.
- 4.3 Observers may attend the Board at the Chair's discretion if they can meet the criteria for attendance agreed by the Board (see section 12 below).
- 4.4 Board members may not send substitutes as observers. Board members are able to send comments to the Chair to feed into discussions when they are unable to attend Board meetings. The Chair will table any comments received.
- 4.5 The Board will be supported by a Secretariat provided by the CEO.

Place of Business

- 4.6 The principal place of business for the GLAA is: Apex Court, City Link, Nottingham, NG2 4LA.

Calling Meetings of the Board

- 4.7 The Board will meet quarterly, with a rolling twelve months forward plan in place. The frequency of meetings can be increased if necessary when the level of business requires. These meetings are the ordinary meetings of the Board and are supplemented by monthly board teleconferences to enable the Executive to update the Board on GLAA matters.
- 4.8 Additional Board meetings may be scheduled to support the main Board meeting, where the pace of change or volume of work requires this. Subject to meeting the notice and quorum requirements, monthly board teleconferences may be designated as decision making board meetings.

Notice of Meetings

- 4.9 Save for urgent business, the Chief Executive, or a nominated officer acting on his/her behalf, will send to each Board member a written notice of the time and place of a meeting (including an extraordinary meeting), and of the business to be transacted, at least five clear working days before any such meeting.
- 4.10 Notice of meetings will be sent electronically to the Board members at their nominated e-mail address unless agreed otherwise. Where notice of a meeting is sent electronically it shall be deemed to be a written notice.

Meetings

- 4.11 Meetings of the Board will normally be conducted as face-to-face meetings. However, by exception with prior agreement with the Chair, Board members may dial into meetings or meetings may be held by teleconference or video conference.
- 4.12 The Board shall annually agree a Work Plan for its quarterly meetings to ensure that all Board business is transacted in a timely, regular and comprehensive manner.
- 4.13 No business other than that specified in the notice of the meeting shall be transacted at that meeting, unless the business is of an urgent nature or required by statute to be transacted and not less than two-thirds of the Board members present decide that the business shall be transacted.
- 4.14 A Board member wishing a matter to be included on the agenda shall make his/her request in writing for the Chair to consider at least ten working days before a meeting. The Chair must respond to all such requests in writing. Requests made less than ten working days before a meeting may be considered for inclusion on the agenda at the discretion of the Chair. Agendas for meetings shall include declarations of interest as a standing item.

Quorum

- 4.15 The quorum for the meeting of the Board will be 5 members including the Chair.
- 4.16 If a Board member has been disqualified from participating in a discussion or resolution to be taken about any matter, by reason of the declaration of a conflict of interest, he/she shall no longer count towards the quorum. If a quorum is not then available for the discussion or resolution to be taken about any matter, that matter may not be subject to a decision. The minutes of the meeting shall record such a situation.

Record of Attendance

- 4.17 The names of all Board members present at a meeting will be recorded in the minutes of the meeting.

Chair of Meetings

- 4.18 If the Chair or the Deputy Chair is not present at a meeting, those members present will appoint one of their numbers to chair that meeting.

4.19 The Chair determines the detailed procedure for the conduct of business at meetings of the Board and the Chair's decision on questions of order will be observed at the meeting, subject to any decision of the Board to the contrary.

Voting

4.20 Wherever possible, the Board will reach a consensus on a matter under consideration. Where there is a consensus, there is no need for a vote to be carried out.

4.21 Exceptionally, where there is not a consensus, the matter shall be determined by a majority of the members present. An absent member may not vote by proxy or through a personal representative. If there is an equality of votes then the Chair will have a second or casting vote.

4.22 The procedure for voting shall be a matter for the Chair at the meeting, including:

- The form that voting shall take, whether by a show of hands or by some other means
- Whether or not to record the voting in the minutes to show how each member voted or abstained
- Whether members may ask for his/her dissenting vote to be recorded in the minutes.

Adjournment

4.23 Any meeting of the Board may be adjourned from time to time and from place to place at the discretion of the Chair. Reasonable notice shall be given where practical of the date and time of the reconvening of the adjourned meeting, save that where a meeting has been adjourned for 30 days or more, notice of the reconvening of the adjourned meeting shall be given as for an ordinary meeting of the Board.

Minutes

4.24 Minutes will be produced of all Board meetings. The Chair in consultation with the Board will agree an appropriate method for record of decisions and discussion at additional Board meetings. All decisions will be circulated to the Board in writing. Secretarial support to the Board will be provided by the CEO.

4.25 Board members will be given an opportunity to approve the minutes of the meeting

before they are published on the GLAA Website. Draft minutes of the meetings of the Board (approved by the Chair and the Chief Executive) will be circulated to the Board. Any comment should be made within 48 hours of receipt. Taking into account comments made by Board members, the draft minutes, approved by the Chair, will be published on the GLAA website.

- 4.26 The GLAA minutes are publicised subject to deletion of material the disclosure of which would be inappropriate. Examples of such include: market sensitive material; information that is subject to a duty of confidentiality, information which could hinder the performance of the GLAA, and information about individuals such as the GLAA, or the employees of the GLAA, or licence holders. Agreed final minutes will be published on the GLAA website following their approval by the full Board.
- 4.27 Members are not permitted to share information or papers shared with them in the course of their duties, without the permission of the Chair. Board members should familiarise themselves with the government security classifications which can be found here <https://www.gov.uk/government/publications/government-security-classifications>.

Urgent Business

- 4.28 Urgent business is deemed to be any matter requiring a decision of the Board before the dates when an ordinary or extraordinary meeting of the Board can be convened. In such cases the Chief Executive should take all practicable steps to consult with the Chair and Board members. The Chief Executive should seek members' views as to:
- The urgency of the matter requiring decision
 - The possibility of holding a Board meeting to consider it
 - The action to be taken.
- 4.29 The Chief Executive should decide in the light of Board members' views what action to take, notify as many members as practicable of the proposed action and allow as much time as he/she considers reasonable in the circumstances for members to comment on the proposals. He/she should then act as is considered appropriate.
- 4.30 The exercise of such powers shall be reported to the next meeting of the Board which will consider whether further action is required.

Non-contentious Business

- 4.31 If in the opinion of the Chair and the Chief Executive any matter requiring a decision of the Board is unlikely to be contentious, the Chief Executive may give notice of a proposed resolution, together with any necessary explanation and information, to all members of the Board by way of email to his/her notified email address.

- 4.32 A resolution under the above shall be valid and effective without a meeting of the Board provided that by the end of the sixth working day following the day on which notice was sent, no member who would be entitled to attend and vote on the matter at a meeting has indicated dissent. In the event of such dissent, the matter shall be referred to the next meeting of the Board for decision.
- 4.33 Such a resolution shall be reported in the next available minutes of the Board as having been made on the last day of the period.

Declarations of Interest

- 4.34 Board members must declare any involvement in any personal or business interest which may conflict with his/her responsibilities as a Board member.
- 4.35 Board members must declare and discuss any actual or potential conflicts with the Chair and CEO as soon as they are aware of them.
- 4.36 Board members should also disclose any interests of close family members (which include partners and dependants) which he/she is aware of. Board members should also declare interests which members of the public might reasonably think could influence his/her judgement.
- 4.37 Board members should not participate in the discussion or determination of any matter in which he/she has a direct pecuniary interest.
- 4.38 If a Board member declares an interest they will not normally participate in a discussion and withdraw from that part of the meeting. This is because the continued presence of someone who has declared a direct interest might be thought likely to influence the judgement of the other Board members.
- 4.39 Board members will be required to complete an annual declaration of their interests which is published on the GLAA website.

Equipment/Expenses

- 4.40 Board members may, on request, be provided with equipment to carry out their duties in relation to the Board.
- 4.41 Any equipment provided to Board members will remain the property of the GLAA and must only be used in line with GLAA policies.

- 4.42 Board members will be reimbursed reasonable expenses incurred as part of their role in line with the GLAA Travel and Subsistence policy.

Compliance with GLAA Policies

- 4.43 Board members will be required to read and confirm agreement to all relevant including in particular GLAA Anti-bribery Policy for Board Members.....

Governance

- 4.44 The GLAA Board must agree the constitution and terms of reference of any Board Committee or sub- committee and their specific powers, and review them annually.
- 4.45 The GLAA Board must require and receive declarations of Board Members' interests which may conflict with those of the GLAA.
- 4.46 The GLAA Board must publish an annual report of declarations of interests made by Board Members.

5. Appointment of Committees to the Board

- 5.1 The Board is required by the Cabinet Office Corporate Governance Code of Good Practice to establish two Committees of the Board: an Audit and Risk Committee (ARC) and a Remuneration Committee (Remco).
- 5.2 These Committees carry out some of the Board's responsibilities and make recommendations to the Board for decision. These committees operate under terms of reference agreed by the Board and are reviewed annually.
- 5.3 The Board may also appoint advisory committees as it sees fit but if established must pay due regard to the findings and recommendations of such committees.

6. Delegation to the Chief Executive

- 6.1 The Board delegates to the Chief Executive all matters which it does not reserve to itself for decision.

7. Matters Reserved by the Board to Itself

Accountability to Parliament

- 7.1 The Board receives the management letter from the external auditors, approves the annual audited accounts and Governance Statement, prior to these being signed by the Chief Executive and laid before Parliament.
- 7.2 The Board will approve any other reports to Parliament produced by the GLAA.

Setting the GLAA strategic direction

- 7.3 The Board will approve the strategic plan which will normally take the form of a rolling three year forward facing plan ensuring that the GLAA strategic direction aligns to its framework of policy and resources agreed by the Secretary of State.
- 7.4 Section 2(6) of the Immigration Act 2016 specifies that the GLAA, as an organization exercising labour market functions, must have regard to the annual strategy prepared by the Director of Labour Market Enforcement and approved by the Home Secretary and the Secretary of State for Business Innovation and Skills.
- 7.5 Once a formal letter of budgetary provision for that year has been received from the Home Office, the GLAA Board will approve the annual business plan including agreeing key performance measures and the annual budget, both capital and revenue, including any material changes.
- 7.6 A formal planning cycle incorporating the GLAA Strategic Plan, Business Plan and Director's Strategy will be in place which will also take due cognisance of the Home Office Modern Slavery Strategy, the Independent Anti-Slavery Commissioner's Annual Strategy and other documents which the Board considers relevant..

Setting the high-level regulatory framework which the GLAA operates

- 7.7 The Board will approve all high-level policy and organisational decisions which are fundamental to the GLAA role as a regulator.
- 7.8 The Board will approve the principles of public consultation that the GLAA wishes to engage in.

Ensuring that the GLAA has Chief Executive Office in place to deliver the GLAA strategic plans

- 7.9 The Board is responsible for employing a Chief Executive who must be responsible to the Board for carrying out the GLAA's functions and management of its employees.
- 7.10 The appointment of a Chief Executive requires the consent of the Secretary of State.

7.11 The Board will determine the terms and conditions of the Chief Executive but this must be approved by the Secretary of State.

Approval of key GLAA policies

7.12 The Board will approve high-level policy statements including:

People

- Disciplinary Policy
- Equal Opportunities and Diversity
- Health and Wellbeing Policy
- Pay remit (Devolved to Remuneration Committee)

Policies

- GLAA Risk management strategy and policies
- Sets the risk appetite for the GLAA corporate risks,
- approves the risk management strategy for the GLAA including processes for managing risk,
- reviews the key strategic risks facing the GLAA and the management of those risks.
- Anti-bribery, Fraud and Corruption policies.
- Business Continuity and Disaster recovery strategy/policies.
- Protected disclosure policy.
- GLAA's arrangements for dealing with complaints about the GLAA, including about a Board Member.

8. Responsibilities Delegated to the Chair

8.1 The Chair:

- has the final decision on the interpretation of the Board's Scheme of Delegation
- can appoint an interim Chair to a Committee if a vacancy arises
- can exercise functions of the Board in an emergency, having consulted one Board Member, preferably the Deputy Chair or the Chair of Audit and Risk Sub-Committee and the Chief Executive, reporting to the next public meeting of the Board on what has been done and why.
- can communicate with the Secretary of State on behalf of the Board.
- can convene Board meetings and must ensure the Board meets at regular intervals;
- agrees to whether the press or observers can be admitted to Board meetings;
- agrees the Board agenda.
- can agree to urgent items being included on the agenda;

- presides at a Board meeting if present, ensures a quorum is present; and decides whether a vote can be taken by show of hands or in writing.
- is also responsible (with the Board) for ensuring that the minutes accurately record decisions and, if appropriate, views of members.

8.2 The Chair must ensure there is a Code of Conduct in place for Members, consistent with the Cabinet Office Code of Conduct; and

- must ensure all Board Members, when taking up office, understand the terms of their appointment, and their duties, rights and responsibilities where appropriate receive training;
- must undertake an annual evaluation and appraisal of each Board Member's performance on the Board;
- must oversee an annual review of the Board's effectiveness;
- can ask Board Members to consider whether they wish to continue as a Board Member if they have missed two consecutive meetings;
- must undertake an investigation if it is suspected that a Board Member has acted, or omitted to act, in a manner which constitutes a breach of the scheme of delegation including its Code of Conduct for Board Members and associated protocols. If appropriate, recommending to the Secretary of State that the Member should be removed from office; and
- must ensure the Secretary of State is advised of the needs and concerns when Board vacancies arise.
- will provide an assessment of the performance of individual Board Members, on request, when they are being considered for reappointment to the Board or for appointment to the Board of another public body.

9. Appraisal of Chief Executive

9.1 The Chair:

- has line management responsibility for the Chief Executive.
- must undertake the annual evaluation and appraisal of the Chief Executive in conjunction with the remuneration committee.
- with the Remuneration Committee will put forward recommendations to the Home Office in relation to the terms and conditions of the appointment of the CEO.
- with the Remuneration Committee will put forward recommendations to the Home Office on performance related pay for CEO in line with contract terms.

10. Responsibilities Delegated to the Deputy Chair

10.1 The Deputy Chair may chair a Board meeting on behalf of the Chair if due to unforeseen circumstances the Chair is delayed or unable to attend a Board meeting.

10.2 The Deputy Chair must undertake an investigation if the Chair has breached the Scheme of Delegation, and report to the Secretary of State.

11. Matters Delegated to a Committee of the Board

11.1 The members of a Committee are 3 Non-Executive Board members.

11.2 The Chair of the Board may not be the Chair of a Committee.

11.3 A Committee will nominate a Chair for approval by the GLAA Board.

11.4 In the absence of a Committee Chair the remaining members present may elect one of their numbers to chair the meeting.

11.5 Under normal circumstances members of a committee will retire after 3 years but can if appropriate, offer themselves for re-election.

11.6 The quorum necessary for the transaction of business is two Board members. Meetings may be held by teleconference or video-conference.

11.7 A Committee shall annually agree a Work Plan for its meetings to ensure that all Committee business is transacted in a timely, regular and comprehensive manner.

11.8 The secretariat for a Committee will be provided by the GLAA.

Matters Delegated to the Audit and Risk Committee (ARC)

Purpose

11.9 The Committee has agreed terms of reference and will support the Board in its responsibilities for issues of risk control and governance. It will review the comprehensiveness of assurances in meeting the Board and Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances including the Annual Report and Accounts..

Matters Delegated to the Remuneration Committee (Remco)

Purpose

11.10 The Remco has an agreed terms of reference and has principal responsibility for managing the terms and conditions of the CEO and assessing his/her performance.

Advisory Committee

- 11.11 The 2015 Regulations provide that the Board may set up Advisory Committees and that when it does so the Board must pay due regard to the findings and recommendations of such committees.
- 11.12 The Board's view is that such committees would be used to provide advice of specific issues with a strong multi-stakeholder interest such as changes to the GLAA Licensing Standards or the level of fees. Membership of Advisory Committees will be agreed by the Board at its own discretion.
- 11.13 Members of liaison groups (see below) may be invited to participate in Advisory Committees to enable the GLAA to consider labour provider and labour user views together with worker perspectives, worker representative perspectives, NGOs engaged in victim support and help to facilitate the GLAA engaging with key partners to deliver objectives.

Liaison Groups

GLAA stakeholders comprise of labour providers, labour users, worker victims, trade unions, retailers, NGOs involved in support to worker victims, trade associations relevant to the work of the GLAA

GLAA has an established practice of working with Liaison groups involving stakeholder representatives

Purpose of the Groups

- Seek to enhance co-operation, trust and collaboration between the GLAA and its stakeholders.
- Identify joint areas of interest and provide the GLAA with stakeholder views on the operation of existing or new policies e.g. informal consultation in relation to the GLAA briefs.
- Identify the opportunities and risks to the GLAA regulated sector including best practice from other areas and emerging trends of the spectrum of labour exploitation from the erosion of worker rights to modern slavery and overall working in partnership to protect vulnerable workers.
- Assist in testing and establishing innovation and alternative funding models where appropriate.

Labour Provider/Labour Users Liaison Group & Worker/NGO Liaison Group

- 11.14 Terms of reference for these groups will be reviewed annually, in consultation with the groups.

- 11.15 These groups are chaired by a non-executive Board Member (if not available the Chair will chair the meeting).
- 11.16 The groups meet 4 times a year (dates of which will be aligned to the GLAA Board Meetings). The meetings are open. Travel expenses are not reimbursed.
- 11.17 Meetings will be held at a location and time that is agreed by the group.
- 11.18 Members are encouraged to submit items for discussion where such proposals contribute to the strategic development of the GLAA and regulatory approach.
- 11.19 The groups do not discuss specific issues where personal information is disclosed or those that relate to a particular company.

12 Criteria for deciding whether to approve an application to attend the GLAA Board meetings as an Observer

- 12.1 Applications will be assessed meeting by meeting on the proposed agenda for the meeting.
- 12.2 The following criteria will be used:
- a. Observers make a declaration of interests, particularly where they may be from a representative body, which may be acting on behalf of parties that are in litigation with the GLAA.
 - b. Observers should be aware of the [7 principles of public life](#) (“The Nolan principles”) and act in accordance with them at any Board meeting they are allowed to attend:
 1. Selflessness
 2. Integrity
 3. Objectivity
 4. Accountability
 5. Openness
 6. Honesty
 7. Leadership
 - c. Observer attendance would add value to the specific GLAA Board discussion/agenda item; and/or
 - d. Observer represents a significant GLAA stakeholder group and attendance at the specific GLAA Board meeting would benefit these stakeholders; and/or

- e. Observer has a professional interest in the GLAA's governance (e.g. from overseas government, academic,) and attendance at a GLAA Board meeting would assist their understanding of the GLAA; and/or
- f. Observer wishes to make formal representation to the GLAA Board in relation to a matter where the Board is empowered to make a decision. This would exclude:
 - A complaint being dealt with under the GLAA complaints procedure, where ultimately the complaint may be referred to the Parliamentary Ombudsman.
 - A request for review of a FOI response, which had been reviewed in accordance with GLAA policy, and a right of complaint to the ICO, exists.
 - A case that is the subject of an ongoing criminal investigation, referral to CPS, or a prosecution, or related appeal in the criminal courts.
 - A case that is the subject of the independent appeals tribunal process and/or a judicial review.

This list is not exhaustive.

12.3 The potential observer would be required to notify the Chair at least three working days in advance of the meeting, to allow a decision to be made on whether to invite the person, and, if agreed, for which item(s). If the subject matter relates to the criteria in section f. above or, for example, an area of Government policy, or other issue which the GLAA Chair concluded was outside the remit of the Board the request will be refused.

12.4 The decision of the Chair is final.

Principles for Scheme of Delegation by Chief Executive

The Chief Executive has delegated authority from (i) GLAA Board (ii) Home Office Accounting Officer.

The CEO may, through a scheme of delegation, delegate authority within the GLAA, in accordance with the following principles, but will retain accountability for all matters delegated.

So that the GLAA can carry out all of its functions effectively, staff at all levels of the organisation need to be confident that they have the delegated authority to make decisions and must also be clear where they do not have the authority to make decisions. The arrangements will be set out in the Scheme of Delegation.

Delegation creates the authority to carry out a task or to make a decision. This in turn creates responsibilities and the requirement that people to whom authority is delegated are accountable for the decisions they have been asked to make. Anyone who makes a decision must be confident that they know the scope of their authority.

Delegation aims to set out clearly who has the authority to make decisions within the GLAA and is defined in GLAA policies and procedures, job descriptions and role profiles.

Those delegated authority are expected to make those decisions in line with the agreed policies and procedures of the GLAA or associated guidance (Home Office, Treasury, Cabinet Office etc.).

Anyone authorised to exercise decisions under this scheme should make arrangements as are necessary to ensure that those functions can be exercised properly by other qualified and/or experienced people. Where there is concern about the ability to fulfil a delegated responsibility this should be raised as a risk and not occur unless there is no alternative.

Those authorised to exercise decisions will make appropriate arrangements to cater for their absence. Those arrangements must be made known to the Chief Executive (or in their absence a Director) at the point at which they are designed to take effect. This should be done in writing to ensure transparency of decisions and authority.

The Chief Executive will issue letters of delegation to confirm details of matters which are delegated and any associated limits or requirements.