

**Royal College of Anaesthetists**  
(Including RCoA Trading Ltd)

# Scheme of Delegation

## Introduction

This scheme of delegation sets out the roles and responsibilities for the Royal College of Anaesthetists (RCoA), including RCoA Trading Ltd, the trading company.

**The guiding principle in this Scheme of Delegation is that all powers of the charity are vested in the Trustees. They choose to delegate powers, as they deem appropriate, to the Council, Boards, and Committees.**

**Trustees can delegate, monitor, and if necessary, withdraw the delegated authority, at any time if it is considered in the interests of the charity and its beneficiaries, subject to the RCoA's Charter, Ordinances and Regulations.**

**This document is to help make sure trustees can fulfil their legal and constitutional duties.**

**The powers delegated cannot be further delegated unless the Trustees expressly permit it by documenting the decision and issuing an updated and approved scheme of delegation.**

Trustees of the College are collectively responsible for ensuring compliance with their six key legal duties, as set out by the Charity Commission:

- To act in the charity's best interests
- Manage resources responsibly
- Act with reasonable care and skill
- Ensure the charity is carrying out its purposes for the public benefit
- Comply with the charity's governing document and law
- Ensure accountability.

The Scheme of Delegation is a control document that assists Trustees in discharging their duties.

Trustees will act within charitable law, wider law, and the pronouncements of the Charity Commission when undertaking their duties.

The Board of Trustees retains ultimate legal responsibility for the College's strategic planning, financial management, and risk management, and is accountable to the Charity Commission for their discharge of this duty.

For College staff, adherence to the contents of this Scheme is mandatory, and failure to follow its requirements could result in disciplinary procedures under the College's disciplinary policy.

For reference, Appendix 4 contains a matrix of key decision-making and authorisation levels.

## Powers of the Charity

The Royal Charter, Ordinances and Regulations lay out the powers of the RCoA.

Only the King-in-Council can amend the Royal Charter, on the recommendation of the College.

Only the Privy Council can amend the Ordinances, on the recommendation of the College.

The Board of Trustees can amend the College Regulations, following consultation with Council.

## Matters Reserved for the Board of Trustees

Subject to the Charter, Ordinances and Regulations, the Board of Trustees:

1. Holds ultimate legal responsibility for the actions of the College.
2. Sets the strategic direction for the College, in consultation with the Council.
3. Approves and maintains the Scheme of Delegation.
4. Can delegate, monitor and withdraw delegated authority if it is considered in the interest of the charity and its beneficiaries.
5. Delegates certain functions to the Council, particularly those related to clinical, professional, and health policy matters.
6. Establishes and dissolves Boards and Committees as it sees fit to oversee areas of governance or operational delivery, but under charity law, ultimately remains responsible for their actions.
7. Approves and maintains the College Regulations, with recommendations from the Council where necessary.
8. Convenes General Meetings and determines the business that should be discussed (including recommendations on changes required to the Royal Charter and Ordinances).
9. Submits records and Serious Incident Reports to the Charity Commission as required and monitors the submission of reports on the College to the Charity Commission.
10. Is a custodian and has sole use of the Common Seal of the College.
11. Manages the College's finances:
  - a Ensuring effective financial stewardship
  - b Approving the College's annual budget and operational plan
  - c Receiving updates and monitoring in-year expenditure
  - d Approving the College's consolidated annual financial statements
12. Sets the reserves policy.
13. Sets the investment strategy and if so-minded, can delegate the management of investments to a financial expert in accordance with Ordinance 12.
14. Appoints the External Auditors for the College.
15. Establishes a disciplinary committee in line with the College Regulations.
16. Sets the College's Code of Conduct, with recommendations from the Council and other Committees where necessary.
17. Approves the following terms of reference:
  - Finance & Resources Board's (F&R Board)
  - Remuneration Committee
  - Risk, Internal Audit & Governance Committee
  - Equity, Diversity and Inclusion Committee
  - Environmental Sustainability Committee
  - Other committees and groups convened by the Board of Trustees from time to time
18. Oversees the risk register.
19. Approves the employee pay policy, including financial and non-financial rewards, on the recommendation of the Remuneration Committee.
20. Recommends membership subscription rates for the forthcoming year(s) to the AGM.
21. Sets events and examination fees.
22. Appoints the Chief Executive Officer (CEO) and is responsible for their management and remuneration.
23. Can remove a Trustee from their role under terms set out in the College's Ordinances.

If the Board of Trustees have not specifically delegated a matter or power as evidenced in this document, then the matter is reserved for them.

## Matters Reserved for the Council

Subject to the Charter, Ordinances and Regulations, the Council:

1. Oversee all clinical, professional, and health policy matters of the College.
2. Elects (or re-elects) the President and the Vice-Presidents annually from among Elected Council Members.
3. Proposes and advises the Board of Trustees on amendments to the College Regulations.
4. Advises the Board of Trustees on the strategic direction of the College.
5. Establishes and dissolves Boards and Committees related to clinical, professional and health policy matters, and to professional anaesthetic issues that report to the Council.
6. Approves the following terms of reference:
  - Education, Training and Examinations (ET&E) Board
  - Membership, Media and Development (MM&D) Board
  - Clinical Quality and Research (CQ&R) Board
  - Board for Northern Ireland
  - Board for Scotland
  - Board for Wales
  - National Honours Committee
  - Specialist, Associate Specialist and Specialty Doctors (SAS) Committee
  - Training, Curriculum and Assessment (TCA) Committee
  - Other committees and groups convened by the Council from time to time
7. Appoints and removes an individual as it sees fit to deal with clinical, professional, and health policy matters on behalf of the Council.
8. Exercises other functions delegated to it by the Board of Trustees.
9. Can co-opt additional Council Members for such period as Council may determine.
10. Defines membership categories and the rights and obligations associated with these categories.

## President

1. Provides leadership to and co-ordinates the effective running of the College on behalf of the Trustees.
2. Agrees the Council and Board of Trustees agendas, taking full account of the strategic, regulatory, and charitable issues facing the College, with due regard to the views of the Trustees.
3. Chairs Council and Board of Trustees.
4. Determines the order of motions and directs the arrangement of the agenda for general meetings.
5. Ensures College compliance with the Council and Board of Trustees' approved procedures, including this scheme of delegation.
6. Recommends to the Council and Board of Trustees, respectively, the appointment of Board and Committee chairs.
7. Ensures the Council, Boards and Committees play a full and constructive part in the development and determination of the College's strategy and overall objectives.
8. Ensures the provision of a comprehensive induction programme and an annual review process for trustees and Council members.
9. Chairs a regular business meeting (the President's Meeting) to enact College business in a timely manner between Board of Trustees and Council meetings.
10. Allocates consultations to be actioned by a Council members, subject matter experts, or staff member in a timely and equitable manner.
11. Conducts management, oversight, and appraisal of the CEO on behalf of the Board of Trustees.
12. Signs the annual accounts once approved by the Board of Trustees.
13. Act as a bank signatory.
14. Is an ex-officio member of all boards and committees of the College.

## **Vice-Presidents**

Deputise for the President if they are unable to fulfil the above roles upon agreement with the President. The role also acts as a bank signatory for the College.

## **Treasurer**

The Treasurer being the Chair of the Finance & Resources Board:

1. Signs the annual accounts once approved by the Board of Trustees.
2. Approves high value invoices in line with the high value signing levels set out below.
3. Acts as a bank signatory.
4. Signs investment fund applications and transfers.

## **President's Meeting**

1. The purpose of the President's Meeting is to enact College business in a timely manner between Council and Board of Trustees meetings. It is open to Council, Trustees, the Executive Team, and other staff members as required from time to time.
2. There shall be no executive or voting powers of this group and anything requiring the commitment of resource should be taken to a Council or Board of Trustees meeting, or to a Board or Committee meeting as required.

## **Faculties, Devolved Nation Boards, Council Boards**

The responsibilities of each of the Faculties, Devolved Nation Boards, Council Boards, are set out in their terms of reference agreed respectively by the Council or Board of Trustees

Each Devolved Nation Board has responsibility for the development of the respective devolved nation's strategy.

The Boards agree, subject to Council final approval, the terms of reference for any committees and working groups that report to them, in which they can only delegate further the responsibilities delegated to them by the Council.

## **RCoA Trading Limited**

The trading company has no delegated powers, being under the control of the College. The Directors are the President, Vice-Presidents, and Treasurer. All distributable profits are annually gift aided to the College.

## **The Chief Executive Officer (CEO)**

The Trustees delegate responsibility for the administration of the College to implement the College strategy to the CEO. The CEO's full duties will be set out in their job description; however, their principal duties include:

1. Implementing the decisions of the Board of Trustees, Council, and boards.
2. Providing information and support to the Council, Board of Trustees, and boards.
3. Working closely with the President on the important strategic issues facing the College and agree with the President an agenda for Council and Board of Trustee meetings which reflects this.
4. Ensuring compliance with the College's governing documents and the Scheme of Delegation.
5. Overseeing changes to the Charter and Ordinances, following trustee and AGM approval, in liaison with the Privy Council.
6. Establishing and leading the College's executive and management teams as required to conduct the College's business on behalf of the Board of Trustees and Council.
7. Appointing, inducting, appraising and line managing members of the Executive Team.
8. Acting as the Elections Officer for the College.
9. Maintaining a register of interests.
10. Approving single tender waivers within their signing levels with these reported to the next F&RB.
11. Ensuring the maintenance of an accurate membership database.

## Executive Team (ET)

1. Design and manage the operating arrangements and policies to make efficient use of the College's resources.
2. Design directorate organisational plans to deliver the strategic plan.
3. Maintain financial control and manage resources diligently within the approved budget.
4. Maintain and test business continuity plans.
5. Protect and retain data, ensuring statutory compliance.
6. Appoint and ensure appropriate line management of College staff.

ET roles are included in Appendix 1.

## Finance & Resources Director (F&RD)

1. Responsible for the financial management of the College, ensuring compliance with financial statutes and regulations, the College's financial regulations and other accounting policies of the College.
2. Provide financial reports and advice to the trustees.
3. Prepare the annual financial statements.
4. Act as the nominated staff contact for external audit.
5. Approve the monthly payroll.
6. Maintain the integrity of the payment system.
7. Act as secretary to the trading company.

## Financial Authorisation Levels

All the financial amounts given below are exclusive of VAT.

Failure by any member of staff to abide by these authorisation levels may lead to disciplinary procedures in accordance with the College's disciplinary policy.

## Signing Levels

Delegated Budget Holders	£1.5k
Budget Holders	£15k
Director	£60k
CEO and F&RD (individually)	to the budget approved

A trustee must approve all invoices over £60k prior to payment.

## Contracting for Goods and Services # \*

Budget Holders	£15k
Director	£60k
CEO and F&RD (individually)	£130k
Finance & Resources Board	above £130k

# Contracts are let as per the financial regulations, with a minimum of three quotes sought for contracts over £15k, and a full competitive tender for contracts with a value over £60k.

\* Contracts for which a budget exists.

## Contracts for Consultancy Services

(i.e. a named individual via either a consultancy\* or company contract)

Director/ Executive Team	Contracts of up to £60k, with a duration of less than 12 months, with no other contracts held with the College by the individual or consultancy
F&RB	All other consultancy contracts

\* If a consultancy contract is used, the finance team will complete an Employment Status Indicator check, to confirm the consultant's status as such.

## Single Tender Waivers

There should only be a need for a single tender waiver in contract letting under extraordinary circumstances.

Only the CEO can approve single tender waivers, reporting these to the subsequent F&RB.

## New projects not in the business plan and budget approved by Board of Trustees, including contract variations

Director	Up to £60k*
F&R Board	Up to £130k
Trustees	Over £130k

\* The director must identify the budget from elsewhere within the directorate budget approved by the Board of Trustees, and the F&RD must report these changes to the F&RB in the next budget cycle.

## Staff Eligible to Authorise the Above for the Purposes of the Scheme of Delegation

The trustees have agreed for this scheme of delegation that the following roles and role holders can make decisions, authorise payments and sign documentation:

Appendix 1: roles considered a Director

Appendix 2: roles considered a Budget Holder

Appendix 3: roles considered a Delegated Budget Holder

A Delegated Budget Holder cannot sign contract documentation.

## Signing Contracts/Agreements

The CEO or F&RD must sign all goods and services contracts with a value of more than £60k in total to ensure that the College can meet the contractual conditions and all risks and liabilities have been considered.

A director can sign contracts or agreements with a value of less than £60k, and pass a copy to the F&RD for recording on the contracts register, a list of all contracts maintained by the F&RD.

The CEO and Director of People & Operations must sign all contracts of employment.

The secretary for the trading company signs contracts for the trading company.

'Contracts' refers to all agreements between two or more parties, including but not limited to Memorandums of Understanding (MOU), Service Level Agreements (SLA) and any other terms which mean an agreement has been entered into.

### Royal College of Anaesthetists

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## **Appendix 1:**

### **Scheme of Delegation – Budget Holders and Directors**

1. Chief Executive Officer \*
2. Deputy CEO and Director of Clinical Quality & Research
3. Director of Membership, Media, and Development
4. Director of Education, Training & Examinations
5. Director of Finance & Resources \*
6. Director of Digital, Data and Technology
7. Director of People and Operations

\* Financial authority up to the budget approved by Board of Trustees

## **Appendix 2:**

### **Scheme of Delegation – Other Budget Holders and Roles**

1. Associate Director of MMD
2. Associate Director of CQ&R
3. Associate Director of ET&E
4. Associate Director of Faculties
5. Head of Member Engagement
6. Head of Policy & Public Affairs
7. Head of Clinical Quality
8. Head of Research
9. Head of Examinations
10. Head of Training
11. Head of Content
12. Head of Estates and Operations
13. Head of Finance
14. Head of People and Culture
15. Head of IT
16. Head of Governance
17. Head of Fundraising

## **Appendix 3:**

### **Scheme of Delegation – Delegated Budget Holders and Roles**

1. Membership Engagement Manager
2. Clinical Standards Manager
3. Patient Safety Manager
4. Clinical Audit Manager
5. ACSA Manager
6. Examinations Manager x2
7. Training Manager
8. Events Manager
9. Faculties Manager x2
10. Facilities Manager
11. Financial Accountant
12. Governance Manager



## Appendix 4: Delegation at a Glance

Area		Delegated Budget Holder	Budget Holder	Director	F&RD	CEO	President	Remuneration C	Risk, IA & Governance C	F&R Board	Board	Council	Board of Trustees	AGM
<b>Governance</b>														
College Charter & Ordinances												A	R	✓
College Regulations												A	✓	
College Strategy												A	✓	
Scheme of Delegation													✓	
Membership Categories												✓		
Chairs Council							✓							
Chairs Board of Trustees							✓							
Election of Officers												✓		
Agrees Boards Terms of Reference (MMD, CQD&R, ET&E)												✓		
Agrees Boards Terms of Reference (F&R)													✓	
Agrees Committees Terms of Reference											✓	✓	✓	
Convenes and Disbands Boards												✓	✓	
Convenes and Disband Committees											✓	✓	✓	
Appoints External auditors										R			✓	
Appoints Internal Auditors									✓					
Annual Report and Accounts approval										R			✓	
External Audit Contact					✓									
Appoints CEO													✓	
Risk Management									R				✓	
Files Serious Incident Reports with Charity Commission													✓	
<b>Financial Management</b>														
Medium Term Financial Plan										R			✓	
Annual Budget										R			✓	
Financial Regulations										✓				
Other accounting regulations										✓				
Financial Performance Monitoring										✓				
High Value Contract Review										✓				
Operational Delivery						✓								
Reserves Policy										R			✓	

R = Recommendation to higher authority

A = Advisory required for higher authority

Area		Delegated Budget Holder	Budget Holder	Director	F&RD	CEO	President	Remuneration C	Risk, IA & Governance C	F&R Board	Board	Council	Board of Trustees	AGM
<b>Payment Approval</b>														
Up to £1.5k		✓												
Up to £15K			✓											
Up to £60k				✓										
Board Approved Budget					✓	✓								
Double signature required above £60k					✓	✓							1	
<b>Purchasing - Goods &amp; Services (within budget)</b>														
Up to £15K			✓											
Up to £60k				✓										
Up to £130k					✓	✓								
Contract signing up to £60k				✓	✓	✓								
Over £60k					✓	✓								
Single Tender Waiver						✓				2				
<b>Purchasing - Consultancy (within budget)</b>														
Up to £130K				✓	✓	✓								
Over £130k										✓				
<b>Purchasing - New Goods &amp; Services</b>														
Up to £130k (only within existing budget)				✓	✓	✓								
Over to £130k											✓			
<b>Write Off's</b>														
Losses up to £15k					✓	✓								
Over £15k										R			✓	
Ex gratia payments (none allowed)														
Outstanding Membership fees					✓									
<b>Investments</b>														
Policy										R			✓	
Investment Review										✓				
Investment Transactions										✓				
<b>Income Fees</b>														
Subscriptions										R			R	✓
Exams and Events										R			✓	
Other fees and Pricing										✓				
<b>Staffing</b>														
Pay Policy & Structure								R					✓	
Pay Award								R					✓	
New posts					R	R				R			✓	
Replacement posts				✓	✓	✓								
Signing Employee Contract (3)				✓	✓									

R = Recommendation to higher authority

A = Advisory required for higher authority

1 = One trustee to approve payment, usually the president, a vice-president or treasurer

2 = Reviews delegated authority use