



## **CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**

### **SCHEME OF RESERVATIONS AND DELEGATIONS**

#### **Lead Director: Chief Executive**

Adopted by the Cafcass Board by Resolutions dated –

- 29 June 2007
- 27 June 2008
- 10 December 2009
- 5 February 2010
- 24 June 2011
- 13 September 2013

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## **GENERAL PRINCIPLES**

### **Purpose of document**

- i. Standing Order (SO) 17 of Cafcass' Standing Orders provides that in accordance with paragraph 7 of Schedule 2 of the Criminal Justice and Court Services Act 2000, the Board may make arrangements for the exercise, on behalf of Cafcass, of any of its functions by the Chair or any other Member of the Service, appointed by virtue of SO 8. In each case, this is subject to such restrictions and conditions "as the Board thinks fit".
- ii. The purpose of this document is to set out the Cafcass Board's powers – general matters for which it is held accountable to the Secretary of State, while at the same time delegating to the appropriate level the detailed application of Cafcass policies and procedures. However, the Board remains accountable for all its functions, even those delegated to the Chair, Chief Executive, Corporate Management Team or officers. The Board will therefore expect to receive information about the exercise of delegated functions to enable it to maintain a monitoring role.

### **Role of the Chief Executive**

- iii. The Chief Executive shall exercise all powers of Cafcass that have not been retained as reserved to the Board or delegated to a statutory or non-statutory Committee or Sub-Committee of the Board on behalf of Cafcass. This Scheme of Delegation identifies which functions s/he shall perform personally and which functions are delegated to the Corporate Management Team and officers.
- iv. All of the Chief Executive's powers delegated to the Corporate Management Team and officers by the Board can be re-assumed by him/her should the need arise. As Accounting Officer, the Chief Executive is answerable in Parliament for Cafcass' expenditure.

### **Caution Over the Use of Delegated Powers**

- v. Powers are delegated to the Chief Executive, Corporate Management Team and Officers on the understanding that they shall not exercise delegated powers in a manner, which is likely to be a cause for public concern.

### **Chief Executive and Corporate Management Team's Ability to Delegate Their Own Delegated Powers**

- vi. The Scheme of Delegation shows only the "top level" of delegation within Cafcass. The Scheme is to be used in conjunction with the system of budgetary control and other established procedures within Cafcass.

## **Absence of Chief Executive, Corporate Management Team or Officers to Whom Powers Have Been Delegated**

- vii. In the absence of a member of the Corporate Management Team or Officer to whom powers have been delegated, that Corporate Management Team member or Officer's manager shall exercise those powers unless the Board has approved alternative arrangements. If the Chief Executive is absent, s/he may nominate a member of the Corporate Management Team to exercise powers delegated to him/her after taking appropriate advice, as necessary, from other Corporate Management Team members. Delegation of the Accounting Officer role must be in accordance with HM Treasury guidance.

### **1. RESERVATION OF POWERS TO THE BOARD**

- 1.1 The Cafcass Framework Document and the Board's Code of Practice and Rules of Conduct and Standing Orders require the Board to determine those matters on which decisions are reserved unto it. These reserved matters are set out in paragraphs 1.2 to 1.8 below.

#### **1.2 General Enabling Provision**

The Board may determine any matter it wishes in full session within its statutory powers.

#### **1.3 Regulation and Control**

- 1.3.1 Approval of Standing Orders (SOs), a schedule of matters reserved to the Board and a Finance Manual for the regulation of its proceedings and business.
- 1.3.2 Approving a scheme of delegation of powers from the Chief Executive to the Corporate Management Team and Officers.
- 1.3.3 Requiring and receiving the declaration of interests made by members of the Board, which may conflict with those of Cafcass.
- 1.3.4 Requiring and receiving the declaration of interests from Corporate Management Team and Officers, which may conflict with those of Cafcass.
- 1.3.5 Disciplining the Chief Executive.
- 1.3.6 Approval of the disciplinary procedure for staff of Cafcass.
- 1.3.7 Approval of arrangements for dealing with complaints.
- 1..3.8 Receiving reports from Committees including the statutory committee, which Cafcass is required by its Membership, Committee and Procedure regulations to establish and to take

appropriate action thereon.

- 1.3.9 Establishing terms of reference and reporting arrangements of all reporting Committees and other Sub-Committees if required.
- 1.3.10 Confirming the recommendations of the Board's Committees where the Committees do not have decision-making powers.
- 1.3.11 Ratification of any urgent decisions taken by the Chief Executive and Chair in consultation with at least two members of the Board, in accordance with SO 18 (Emergency Powers).

## **1.4 Appointments**

- 1.4.1 The appointment of the Chief Executive with the approval of the Minister
- 1.4.2 The appointment and disbandment of Committees, including the appointment of Committee Chairs.
- 1.4.3 The appointment of members to any Committee of the Board or the appointment of representatives on outside bodies.

**NOTE – The remaining paragraphs of Section 1 should be read in conjunction with contents of the Framework Document.**

## **1.5 Policy Determination**

- 1.5.1 The approval of strategic policy. NB. If any question arises as to whether a policy is operational or strategic, Standing Order 12.20 provides that the matter shall be referred to the Chair of the Board for decision.

## **1.6 Strategy and Business Plans and Budgets**

- 1.6.1 Establishment of the strategic aims and objectives of Cafcass within the Cafcass Business Plan.
- 1.6.2 Approval annually of budgets in respect of the application of available financial resources, capital and revenue.
- 1.6.3 Approval of the Cafcass Risk Register and Risk Appetite

## **1.7 Financial and Performance Reporting Arrangements**

- 1.7.1 Continuous appraisal of the affairs of Cafcass by means of the receipt of reports as it sees fit from members of the Board, Chief Executive and Corporate Management Team,

## Committees, Sub-Committees and Officers of Cafcass.

- 1.7.2 Consideration and approval of Cafcass' Annual Report including approval of the annual accounts.

### **1.8 Audit Arrangements**

- 1.8.1 To approve audit arrangements and to receive reports of the Audit and Risk Assurance Committee's meetings and take appropriate action.
- 1.8.2 To note the receipt of the annual management letter from the external auditor and agreement of action on the recommendations, where appropriate, of the Audit and Risk Assurance Committee.
- 1.8.3 To note the receipt of the annual report from the internal auditor and the agreement of action on the recommendations, where appropriate, of the Audit and Risk Assurance Committee.

## **2. DELEGATION OF POWERS TO COMMITTEES AND SUB-COMMITTEES**

- 2.1 The Board may determine that Committees and Sub-Committees shall exercise certain of its powers. The composition and terms of reference of such Committees and Sub-Committees shall be as determined by the Board from time to time taking into account where necessary statutory requirements and the requirements of the Secretary of State (including the need to appoint an Audit and Risk Assurance Committee). The Board shall determine the reporting requirements in respect of these Committees and Sub-Committees.

In accordance with SO 20.3 Committees may not delegate executive powers to Sub-Committees unless expressly authorised by the Board.

- 2.2 The Board shall delegate certain of its powers to the Audit and Risk Assurance Committee as set out in Annex 1 to this document.
- 2.3 The terms of reference and membership of all other, non statutory committees and sub committees as resolved by the Board in accordance with Standing Orders shall be recorded in a Schedule of Non Statutory Committees (see Annex 5).

## **3. SCHEME OF DELEGATION TO OFFICERS**

- 3.1 The Finance Manual sets out the role of the Chief Executive as Accounting Officer.
- 3.2 The scheme of delegation to Officers at Annex 2 to this document covers matters delegated by the Board to the Corporate Management Team and others and certain other specific matters referred to in SOs.

- 3.3 The scheme of delegation to Officers attached as Annex 3 to this document covers matters delegated by the Board to the Corporate Management Team and others and certain other specific matters referred to in the Finance Manual.
- 3.4 The scheme of delegation to Officers attached as Annex 4 to this document covers the remaining matters delegated by the Board to the Corporate Management Team and others.
- 3.5 Each member of the Corporate Management Team is responsible for the delegation within his/her areas of responsibility. S/he should produce a scheme of delegation for matters within his/her area of responsibility. In particular, each member of the Corporate Management Team's scheme of delegation should include how his/her budget and procedures for approval of expenditure are delegated.

**ANNEX 2**  
**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**  
**SCHEME OF DELEGATION PURSUANT TO STANDING ORDERS**

<b>SO REF</b>	<b>DELEGATED TO</b>	<b>DUTIES DELEGATED</b>
5.1	Chair	Final authority in interpretation of SOs.
12.3	Chair	Calling Board meetings.
12.4	Chair	Notice specifying business to be transacted at Board meetings.
12.10/12.11	Chair	Chair all Board meetings and associated responsibilities.
18.1	Chief Executive/ Chair	Exercise of Board powers in an emergency.
12.20	Chair	Final decision as to whether a policy is a strategic policy or an operational policy
22.1	Head of Legal Services	Maintenance of Register of interests of Board members.
23	Head of Legal Services	Receipt of written notice of Board members' pecuniary interests in contracts.



24	Director of Human Resources	Maintain a Code of Conduct for Service staff, with the approval of the Board
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SO REF	DELEGATED TO	DUTIES DELEGATED
24	Head of Legal Services	Receipt of written notice of Board members' employment, business or other relationship that conflict with the Service's interests.
24	Director of Human Resources and Organisational Development	Receipt of written notice of Officers'/Board members' relationships with candidates for appointment with the Service.
24	Director of Policy	Maintenance of register of interests for declarations of interests of Board members in contracts, employments, business or other relationship, gifts and hospitality.
25	All officers exercising budgetary responsibility	To ensure that contracts up to the value of £10,000 (including VAT) relating to Cafcass' administrative functions are placed on a competitive basis and are in accordance with the policies of the Procurement Manual. .
25	The proportionate level of operational manager, or the lead officer for a specific function in consultation with the relevant member of the Corporate Management Team and on advice from Director of Finance and Head of Procurement	To authorise single tender actions or negotiations up to £10,000 (including call-off contracts at SCAT quoted prices through the Office of Government Commerce). The Department for Education prior approval must otherwise be obtained for all other single tender contracts beyond £10,000.
25	Chief Executive	To authorise tenders up to £10,000 (including VAT) being sought from fewer than three firms

<b>SO REF</b>	<b>DELEGATED TO</b>	<b>DUTIES DELEGATED</b>
25	Head of Procurement / Operational Directors	To devise procedures for receipt and custody of tenders before opening in accordance with the Procurement Manual
25	Operational Directors and Head of Procurement	To open tenders of a value of £100,000 or more.
25	Chief Executive/Operational Directors	To adjudicate in respect of doubt as to whether a tender should be considered.
25	Chief Executive (or Operational Directors or Director of Finance in his/her absence)	To authorise acceptance of a tender where fewer than three valid tenders are received.
25	Chief Executive (or Operational Directors or Director of Finance in his/her absence)	To authorise acceptance of a tender which is the best value for money to Cafcass but which is not the lowest price.
25	Chief Executive	To ensure best value for money is demonstrated for all services provided under contract or in-house.
25	Head of Procurement	To maintain and operate approved lists of firms and consultants.

<b>SO REF</b>	<b>DELEGATED TO</b>	<b>DUTIES DELEGATED</b>
27	Head of Legal Services	Keep seal in safe place and maintain a register of sealing.
27	Chief Executive	Approve and sign all documents which will be necessary in legal proceedings.
27	Chief Executive or nominated officer	Sign on behalf of Cafcass any agreement or document not required to be executed as a deed.
29	Chief Executive	Ensure that existing staff working for Cafcass are notified of and understand their responsibilities within SOs and the Finance Manual.

**ANNEX 3**

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**

**SCHEME OF DELEGATION PURSUANT TO THE FRAMEWORK DOCUMENT (FD) AND FINANCE MANUAL (FM)**

<b>FM / FD Ref</b>	<b>DELEGATED TO</b>	<b>DUTIES DELEGATED</b>
FD and FM s4	Chief Executive	Ensure all existing staff working for Cafcass are notified of and understand their responsibilities within the current Finance Manual and Framework Document.
FM s5	Director of Finance	Implement Cafcass' financial policies and oversee corrective action and ensure detailed financial procedures and systems are prepared and documented.
FM	All staff working for the service	Responsible for the security of Cafcass' property, avoiding loss, exercising economy and efficiency in using resources and where appropriate conforming to SOs, Finance Manual and financial procedures.
FM	Director of Finance	Responsible for developing policy to cover the form and adequacy of financial records of all Sections, and for ensuring the presence of adequate systems to monitor those records.
FM s4.6	Audit and Risk Assurance Committee	Provision of an independent and objective view on internal control and probity.

<b>FM / FD Ref</b>	<b>DELEGATED TO</b>	<b>DUTIES DELEGATED</b>
FM s26	Director of Finance	Oversee the investigation of any suspected cases of fraud or other irregularity.
FM s4.6	Audit and Risk Assurance Committee	Ensure cost-effective internal audit.
FD	Non statutory committees	Such duties as are set out in relation to each committee in the Schedule of Committees
FM s7	Director of Finance	Prepare and submit budgets for approval by the Board.
FM s7	Director of Finance	Monitor performance against budget; submit to the Board financial estimates and forecasts.
FM s7	Director of Finance	Devise and maintain system of budgetary control.
FM s8 and FD	Director of Finance	Submission of monitoring returns to the Department for Children, Schools and Families in accordance with the Cafcass Framework Document.
FM s8	Director of Finance	Annual accounts.

FM s10	Director of Finance	Regular review of fees/charges.
FM s28 and 32	Director of Finance	Debt recovery.
FD	Director of Finance	Issue of contracts of employment and dealing with variations thereto and terminations.
	Director of Finance and Director of Human Resources	Processing of payroll, payment of all salaries, wages and other employments to employees/former employees.
FM s29	Director of Finance	Prompt payment of all properly authorised accounts.
FM s29	Director of Finance	Authorise prepayments.
FM s21	Director of Finance	Maintenance of asset register.
FM s21	Chief Executive	Overall responsibility for fixed assets.
FM s23	Director of Finance	Overall responsibility for security of cash, cheques and other negotiable instruments.

FM / FD Ref	DELEGATED TO	DUTIES DELEGATED
FM	Budget holders	Responsibility for control over stores and receipt of goods.
FM s21	Director of Finance	Prepare detailed procedures for the disposal of assets, and ensure that these are notified to Budget Holders.
FM s28 and 26	Director of Finance	Prepare procedures for recording and accounting for losses and informing the Department for Children, Schools and Families of all frauds and informing Police in cases of suspected arson or theft, in line with Cafcass Fraud Policy.
FM s26	Director of Finance	Preparation of a fraud response plan.
FM	Director of Finance	Responsible for accuracy of computerised financial data.
FM	Director of Finance	Responsible for security of computerised financial data
FM	Head of IT	Responsible for: - <ul style="list-style-type: none"> <li>▪ Ensuring sound practices exist to prevent contamination of data from computer viruses, and</li> <li>▪ Ensuring all software used by Cafcass is properly licensed for the intended purpose.</li> </ul>



	Head of Corporate Service (Policy)	Responsible for adequate arrangements to archive all appropriate documents
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**ANNEX 4**

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**

***GENERAL SCHEME OF DELEGATION***

Delegated matters in respect of decisions, which may have a far-reaching effect, must be reported to the Chief Executive. The delegation shown below is the lowest level to which authority is delegated by virtue of this General Scheme of Delegation. Each member of the Corporate Management Team /Senior Officer is responsible for the delegation within his/her section/work area.

<b>REFERENCE DOCUMENTS</b>	<b>DELEGATED MATTER</b>	<b>AUTHORITY DELEGATED TO</b>
"The Role and Functions of CMT and CMB"	Decisions on operational matters	Corporate Management Team ("CMT")
"The Role and Functions of CMT and CMB"	Those matters referred to CMT but considered at a meeting of the	CMT
FM Sections 7 and 8	<p><b>Management of Budgets</b></p> <p>Responsibility for keeping expenditure within budgets.</p>	Budget holders
	<b>Maintenance/Operation of Bank Accounts</b>	Director of Finance

REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
Procurement Manual	<p><b>Quotation, Tendering and Contract Procedures</b></p> <p>(a) Operation of quotation, tendering and contract procedures</p> <p>(b) Exercise of discretion in relation to tenders subject to SOs and Finance Manual</p> <p>(c) Opening formal competitive tenders of £10,000 and over</p>	<p>(a) Budget holders and staff authorised by them to place orders in accordance with delegated limits.</p> <p>(b) Operational Manager, or the lead officer for a specific function in consultation with the relevant member of the Corporate Management Team, in consultation with the Director of Finance and Head of Procurement</p> <p>(c), Operational Directors and Director of Finance</p>
FM s10	<p><b>Setting of Charges</b></p>	Director of Finance
	<p><b>Engagement of Staff</b></p> <p>General</p> <p>(b) Engagement of Cafcass' solicitors</p>	Budget holders in association with Director of Human Resources

		Chief Executive
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REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
FM s21.2	<p><b>Disposals</b></p> <p>Items obsolete, surplus, scrap, redundant and stores</p>	Director of Finance
FM s28 & Appendix B	<p><b>Losses</b></p> <p>Losses and write offs in accordance with Appendix B of the Financial Memorandum up to £5,000, up to a total of £50,000 per financial year.</p>	Chief Executive
Cafcass Fraud Policy	<p><b>Reporting of Incident to the Police</b></p> <p>(a) Where a criminal offence of fraud is suspected</p> <p>(b) Where a fraud is involved</p>	Chief Executive/Director of Finance

	<b>Reporting to the police where the matter relates to issues other than fraud</b>	Chief Executive or, in relation to matters concerning the Chief Executive, the person in Cafcass to whom the matter has been or could be reported under the Whistle Blowing policy.
	<b>Petty Cash purchases/Reimbursements</b>  (a) Expenditure up to £50 per item  (b) Expenditure in excess of £30	Budget Holders and staff authorised by them in accordance with delegated limits. Budget holders and staff authorised by them in accordance with delegated limits and with the approval of the Director of Finance or his/her nominated officer(s).
FM s 27	<b>Keeping staff Gifts and Hospitality Register</b>  Applies to both individual and collective hospitality.	All staff: declaration required in Cafcass' Gifts and Hospitality Register, held by Head of Legal Services
FM s3.2 and 4.6	<b>Implementation of Internal and External Audit Recommendations.</b>	Chief Executive
FM s 25	<b>Maintenance and Update of Cafcass' financial procedures</b>	Director of Finance

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REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
	<p>Personnel Management, including: -</p> <p>(a) all aspects of the recruitment, dismissal and reinstatement of staff, subject to the Remuneration and Terms of Service Committee where appropriate;</p> <p>(b) decisions on starting pay, confirmation of appointment after probation and termination of service during probation;</p> <p>(c) all arrangements for secondments between Cafcass and other organisations;</p> <p>(d) approval of hours of attendance, within contracted or conditional hours, and all overtime;</p> <p>(e) agreement to convert from full-time to part-time working and vice-versa;</p> <p>(f) authorisation of all leave</p> <p>(g) authorisation of over time payments and all</p>	<p><u>Decisions (a) to (r)</u></p> <p>All decisions to be taken in consultation with the Director of Human Resources and in accordance with Cafcass' human resources policies and other relevant policies.</p> <p>Decisions to dismiss are delegated to Chief Executive and the relevant member of the Corporate Management Team.</p> <p>Decisions to suspend are delegated to the Chief Executive and the relevant member of the Corporate Management Team, other senior managers and the relevant Head of Service.</p> <p>Other decisions are delegated to: Budget holders and such member(s) of staff authorised by them.</p>



	other special allowances;	
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REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
	<p>(h) all aspects of disclosure and appraisal, including action on disagreed reports, for all staff;</p> <p>(i) career development and succession planning for all staff;</p> <p>(j) the implementation of all aspects of equal opportunities policies;</p> <p>(k) approval of substitution, temporary promotion and permanent promotion;</p> <p>(l) all disciplinary proceedings (subject to Cafcass' policies);</p> <p>(m) acceptance of resignations;</p> <p>(n) action resulting from death in service;</p> <p>(o) provision of references and testimonials;</p> <p>(p) provision of appropriate health, safety and welfare services for all staff;</p>	

	(q) maintenance of formal manpower and personnel records for staff;	
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REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
	<p>(r) the engagement, re-engagement, regarding or agreement to change, in any aspect of remuneration, in accordance with the Service's human resources policy and within the limit of approved budgets.</p> <p>(s) the determination of the terms and conditions of arrangements with Self-Employed Contractors (SECs) made under Section 13(4) of the Criminal Justice and Court Services Act 2000.</p> <p>(t) Approval of compromise agreements</p> <p>(u) Approval of new posts on an interim basis only, pending agreement with Unions for permanent posts</p>	<p><u>Decision (s):</u> This determination is delegated to the Chief Executive, in consultation with CMT.</p> <p><u>Decision (t)</u> This decision is to be taken by the Chief Executive in consultation with the Director of Human Resources and Organisational Development and, where necessary, the Department for Education.</p> <p><u>Decision (u)</u> This decision is to be taken by the Director of Human Resources in consultation with the relevant member</p>

		of CMT.
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REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
	(v) Approval of new posts on an interim basis only, pending agreement with Unions for permanent posts	
	<b>Redundancy</b>	<p>Generally, Operational Directors, in consultation with the Director of Human Resources and Director of Finance.</p> <p>From 11 January to 31 March 2010, the Deputy Chief Executive in consultation with the Director of Human Resources and Director of Finance.</p>

**Annex 4 cont'd**



REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
Cafcass Complaints policy and procedure	<p><b>Complaints</b></p> <p>(a) Overall responsibility for ensuring that all complaints are dealt with effectively;</p> <p>(b) Responsibility for ensuring complaints relating to a particular section are investigated thoroughly</p>	National Service Director in accordance with published complaints procedure
	<p>Media</p> <p><b>Relationship with the Press</b></p> <p>Within hours</p> <p>Out of hours</p>	<p>Chair (where relating to Board members)/ Head of Service (Communications)/Chief Executive</p> <p>Chair (where relating to Board members)/On call Operational Directors/ Head of Communications/ Chief Executive</p>
	Review of Fire Precautions	Director of Human Resources and Organisational Development
	Review of all Health and Safety Compliance	Director of Human Resources and Organisational Development
008.2 13 08 21 FINAL amended Scheme of Reservations and Delegations Appendix 2	<p>Review of Cafcass' compliance with the Data Protection Act (1998) and Computer Misuse Act (1990)</p>	Head of Legal Services



REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
SO 23	The keeping of a Declaration of Interest register	Head of Legal Services
SO 29	Attestation of sealings in accordance with Standing orders	Head of Legal Services
SO 29.4	The keeping of a Register of Sealings	Head of Legal Services
SO 25.13	The keeping of a Gifts and Hospitality register.	Head of Legal Services
	Development of Cafcass' Business plan and Business Plan (Work Programme) and performance monitoring.	Chief Executive / CMT

REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
	Lead Responsibility for facilities management services including:-  Cleaning Car leasing Car parking Security Postal services, and Reception services	Head of Procurement
	Production of the Annual Report and Accounts	Chief Executive/ Head of Corporate Services (Communications)
Procurement Manual	Lead responsibility for procurement arrangements	Director of Finance
	Lead responsibility for development of other operational matters not otherwise outlined in Annex 4	The officer designated as the Lead Officer for that matter by CMT

REFERENCE DOCUMENTS	DELEGATED MATTER	AUTHORITY DELEGATED TO
Safeguarding Framework	<p>Final agreement of internal reviews required for Serious Case Reviews and subsequent Action Plans</p> <p>Management of child protection allegations involving staff</p>	<p>Head of Corporate Services (Policy) and Operational Directors</p> <p>Operational Directors in consultation with Director of Human Resources and Organisational Development</p>

## **SCHEDULE OF COMMITTEES OF THE BOARD OF CAF/CASS**

### **AUDIT AND RISK ASSURANCE COMMITTEE**

#### **Members:**

- Francis Plowden (Chair), Mary MacLeod, John Lakin, Kamaljit Singh, Geoffrey Bush, Honor Rhodes

### **PERFORMANCE COMMITTEE**

#### **Members**

- Claire Tyler (Chair), John Lakin, Kamaljit Singh, Stuart Smith

### **QUALITY COMMITTEE**

#### **Members**

- Mary MacLeod (Chair), Terence Connor (Vice Chair), Ian Butler, Fay Selvan, Honor Rhodes