



CATHEDRAL
ISLE OF MAN

Delegation of Authority Policy

Community, Worship, Culture

Cathedral Isle of Man, a partnership of:

- St German's Cathedral *
- The Cathedral Quarter Trust (CQT)
- The St German's Cathedral Foundation for Music and the Arts (FMA)

Adopted
by ✓

* St German's Cathedral is legally a sub-Committee of the PCC of the Parish of the West Coast. It is hoped that under new governance arrangements a new 'Cathedral Chapter' will become the legal authority governing St German's Cathedral.

Date Last Reviewed: October 2019

Frequency of Review Recommended: Annually

Context

A Memorandum of Understanding (MoU) indicates the overall relationship between the following three bodies which together form Cathedral Isle of Man:

- St German's Cathedral (LCC/Chapter)
(Currently this is a Committee of the Parish of the West Coast – itself with delegated powers and responsibilities – **see Delegated Power** to Local Councils and for the present is known as the Local Cathedral Council/Chapter 'LCC/Chapter' as it is constructed on the lines of the proposed new Chapter under the proposed Cathedral's Measure.
- The Cathedral Quarter Trust (CQT)
- The St German's Foundation for Music and the Arts (FMA)

Definition

Delegation means the assignment of duties, tasks or authority to another person (or group of people) to carry out specific activities. Acceptance of delegations creates accountability. Delegation does not mean re-assignment of legal responsibility. Delegation is essential to the efficient and effective operation and performance of the organisation.

Purpose

The Delegation of Authority Policy is a policy that has been established by Cathedral Isle of Man to:

- Set out matters specifically reserved for determination by the LCC/Chapter and those matters delegated to the executive staff team ('The Team');
- Set out matters reserved for specific roles in the Cathedral;
- Establish expense approval limits by role.

Departmental Delegation

Each Department of the Cathedral and its associated Trusts will have its own specific procedures and practices of delegation and the ways these are communicated. They are simply a set of guidelines that might assist us with good governance. The level of delegation by departments (both in terms of financial and non-financial practices) needs to be clear. Overall the PCC has delegated authority to individual churches and the Cathedral, in a document that is reviewed annually and was last revised in 2018 (**LCC Operation Guidelines**). It has also delegated authority to churchwardens under **Section 10 of the Churchwardens Measure (Isle of Man) 2013**.

The principles of delegation:

- Enable all employees, volunteers and participants at the Cathedral to understand who has authority to make decisions
- The internal delegation of authority will therefore assist employees, volunteers and participants at the Cathedral to understand their authority to make commitments on behalf of the Cathedral.
- Delegation should never hinder effective decision-making, but rather empower employees, volunteers and participants at the Cathedral by providing them with clarity as to who is authorised to make what decisions.
- Delegation aims to avoid pushing every decision up the chain of command, or chasing the wrong person. Time saved on confusion enables the organisation to operate more effectively and respond quicker when decisions are required.
- All within the Cathedral should be aware in broad terms of delegation. An example of the most basic kind is the information given on the back of the **Sunday Link** that indicates emails and phone numbers of people entrusted with particular tasks.

Managing Risk

- Delegation enables employees, volunteers and congregational members to know what commitments they are able to make on behalf of the Cathedral within the overall strategic framework
- Delegation of authority is linked with the management of risk. For example, a department is authorised to spend what is agreed in the annual budget and individuals within the department might be able to spend smaller sums or be in charge of petty cash. However overall expenditure needs to be: within the budget; permitted by cash-flow and be authorised by the Head of Department.
- Delegation enables accountability records for audit and management purposes.
- Delegation is likely to evolve and adapt as the Cathedral changes and therefore should be reviewed annually or more regularly as required, to ensure it is still fit for purpose. This may be important as new staff are appointed or staff roles change
- The framework should clarify that the authority to make a decision is separate from the authority to sign a legal document binding on the Cathedral.
- Where decisions affect other areas of Cathedral life there will need to be collaboration, so that the whole organisation is working together, for example, if one of the Cathedral Trusts is tasked to raise money for refurbishing a portion of the Cathedral and succeeds in its tasks it will need to negotiate with other members of staff the optimum time to deal with the proposed work and ensure all legal permissions are in place.

Communication

- Employees, volunteers and participants at the Cathedral should be aware on a need to know basis of the level of delegation, though no aspect of delegation will be a secret.
- Delegated responsibility should ensure that employees, volunteers and participants at the Cathedral are aware of who is responsible, who they are accountable to, who needs to be consulted, and who needs to be Informed and how this might happen (RACI). See indicative Table below.

Indicative Table of RACI Matrix (Responsible Accountable Consulted Informed)

Tasks	Responsible person:	Account able in the first instance to:	Consult:			Inform:	
						Who	How
1. Revision of Liturgy	Dean	Executive	Stake-holders identified	Potential users	Service users	e.g. Congregation	WWW Link & Verbal
2. Change Policy re Fairtrade	Head of Hospitality	Executive	Stake-holders identified	Potential users	Service users	e.g. Congregation	WWW Link

Matters reserved for the LCC/Chapter

Decisions about Cathedral Isle of Man strategy and policies are formulated in conjunction with CQT and FMA.

Matters specifically reserved for the LCC/Chapter include:

- Approval of the Annual budget and any changes to the budget
- Approval of all sums above £40,000 even when in the agreed budget in order to manage cash flow with the usual proviso of two authorised signatures one of which is a Trustee.
- Approval of contracts and obligations involving a commitment of more than £2,000p.a. for more than one year
- Contracting new paid staff and key volunteers
- Succession planning associated with the departure of key staff

- All matters with the potential to have a material impact on the reputation of the Cathedral.
- Disposal of assets that require Faculty consent or of a value above £1,000
- Opening of new bank accounts

Matters delegated to The Team

Other than as expressly provided in this policy, all matters not specifically reserved for the LCC/Chapter and necessary for the day to day management of the Cathedral, and the implementation of objectives, are delegated to The Team. The Team may sub-delegate where appropriate. The Cathedral's policies and procedures provide guidance on the execution of specific roles and responsibilities.

The Team shall be responsible for:

- Ensuring that the LCC/Chapter's day to day operations including pastoral care are carried out in accordance with all legal and regulatory requirements
- Ensure that the LCC/Chapter's policies, practices and decisions are undertaken in a manner that is prudent, equitable and consistent with the values of the Cathedral Isle of Man
- Ensure that the LCC/Chapter's assets are protected, wisely and ethically invested, adequately maintained and not placed at unnecessary risk
- Ensure that the LCC/Chapter approved priorities are reflected in the allocation of resources
- Ensure that budgeting is based on generally accepted accounting principles and that budgets are balanced
- The LCC/Chapter shall have a banking policy that confirms approved signatories for all contracts, purchase orders, cheques and expenditures.
- Promote a healthy work environment for all employees, volunteers and participants at the Cathedral that is consistent with the Cathedral Isle of Man's values
- Represent the Cathedral externally to the community, government, media and other stakeholders in ways that enhance the public image and credibility of the Cathedral Isle of Man.

Reporting by the Team to the LCC/Chapter

As part of the framework established by this policy, each head of department is required to report regularly to the LCC/Chapter concerning the authority exercised. Reports shall cover each department and such areas as major events, financial position, risk management, safeguarding, human resource issues and other items related to the Cathedral Isle of Man's operations. The Team must report to the LCC/Chapter immediately in the case of a serious occurrence or major complaints.

Communication on behalf of Cathedral Isle of Man

Any verbal or written communication with media, regulatory bodies, or other entities that may have an impact on the organization are limited to The Dean (The Chairs of Trusts are independent, but the Dean would welcome consultation) or his/her delegated Press officer(s).

Temporary Delegation of Authority

Any Department head may temporarily delegate their authority to another person in case of absence. The LCC/Chapter must be informed of the delegation and approve this for the period for which it will be in force. The Chair (The Dean) can act for the Trustees.

Review

(The normal process of Review is that an Executive Team Member is designated as lead person relating to a particular policy and advise the Team and Trustees of any desired changes. The Trustees look at all policies at their Autumn meeting)