

1. Introduction

This document seeks to define where authority rests within Snowsport England (SE), the Company, its Board, employees and Discipline Committees for decision making and for committing Company resources. No document of this type can be absolutely comprehensive but in addition to explicitly defining authority for specific categories of decision, the schedule also forms a frame of references that helps to answer questions about non specified decisions.

Note that the schedule purports only to identify responsibility for the final ('ratification') stage of decision-making, and not, for example, responsibility for formulating policies, processes, budgets and business proposals. These typically lie with individual employees such as the Chief Executive (CEO), Head of Development and strategic programmes (HDSP) , Operation Manager (OM) or Talent Lead (TL) where the Company has relevant employees in post.

2. Framework and principles of delegation

The **SE Board of Directors** is responsible for leading SE in the pursuit of the realisation of its Vision and the fulfilment of its Mission. It is responsible for approving corporate strategy and associated plans and budgets; for determining major business decisions, priorities and performance policy; for the framework of governance and management; and for monitoring Company and executive performance. These responsibilities are 'reserved' to the Board and, as a general rule, cannot be delegated. The Board may utilise its nominated sub-committees (see next section) to help with its work.

The **CEO, HDSP and OM** are responsible to the Board (operation Team (OT)), within the framework laid down by the Board, for the operational management of all aspects of SE's work.

The **Committees** are expected to assist the Board with the delivery of the SE strategy and considering the wishes of regions, clubs, coaches and individual members to help the development of the sport.

3. Responsibility and approval levels

1. Strategy, policy formulation and governance

Matter	Lead	Sign off
Vision and Corporate Strategy	CEO	Board
Company structure, Memorandum and Articles	CEO	Board
Annual report	CEO/Audit Committee	Board
Appointment of Auditors	Audit Committee	Members
Companies House filing	Company Secretary	CEO
Board effectiveness		Chair

Matter	Lead	Sign off
Declarations of Interest and Interests register	OT	Board
Formulation of Companywide policies including safeguarding, Equality, Diversity and Inclusion, Grievance and Disciplinary, Health and Safety, Data protection and Fraud prevention.	OT	Board
Strategic plan including key performance indicators	OT	Board

2. Recruitment, HR and staffing

Matter	Lead	Sign off
Board appointments for Independent roles or CEO	Nominations committee	Board
Member Director appointments	Nominations committee	Membership
Recruitment of other staff within Board agreed budget	OT	OT
Pay increases and bonuses	CEO	Remuneration committee
Approval of payroll when within budget	CEO	CEO
Approval of any non-budgeted payroll items	CEO	FD
Performance appraisal system	OT	Board/ remuneration committee

3. Events, Squads, selections,

Matter	Lead	Sign off
Squad selection policy and process	TL & Discipline committee	Board
Budget submission for Board budget discussions and approval	OT/FD and Discipline	Board

4. Commercial matters

Matter	Lead	Sign off
Approval of sponsorship contracts involving any exclusivity or squad or head line rights or with any value in excess of £5k	CEO	Board
Approval of sponsorship contracts that are non exclusive, do not take on a headline, squad or reserved category and with a total value of less than £5k		CEO
Approval of any financial commitment (contract or otherwise) of over £50k (other than payroll) when within budget or over £5k when outside budget	CEO/FD	Board
Insurance arrangements	CEO/FD	Board
Technology arrangements	CEO	CEO

5. Financial matters

Matter	Lead	Sign off
Annual Budgets	CEO/FD	Board
HMRC	H & S	CEO

Financial analysis against budget	FD / CEO	Board
Quarterly Accounts management accounts	FD / CEO	Board
Invoicing and accounts receivable	OM	OM
Accounts payable up to £1000 when within budget	OM	CEO
Accounts payable over £1000 when within budget	OM	CEO & FD
Accounts payable up to £50k when within budget and payroll	OM	CEO/FD
Accounts payable in excess of £50k or outside budget other than payroll.	CEO	FD/Chairman