

1. Board responsibility

Under Community Southwark's Memorandum and Articles of Association, authority for overseeing the work of the organisation is delegated to Community Southwark Trustees, who are responsible for:

- Ensuring Community Southwark effectively fulfils its objectives, general functions and duties.
- Determining the overall strategic direction of the organisation and ensuring the availability of resources.
- Monitoring the performance of the Chief Executive and staff team and holding them to account for delivery against plans and budgets.
- Promoting and protecting Community Southwark's position, values, integrity, image and reputation.
- Ensuring high standards of governance that command the confidence of Community Southwark's stakeholders.

Community Southwark trustees are accountable to the Community Southwark membership.

2. Authority delegated to the Chief Executive

The role of the Chief Executive and members of the Community Southwark Trustee Board are interdependent:

- The Chief Executive is dependent on the Board for authority to function and manage the organisation
- The Board is dependent on the Chief Executive to exercise leadership by building a staff and volunteer team and by helping Board members to use their time effectively in governing the organisation

The majority of operational decisions are delegated to the Chief Executive, who manages the organisation in accordance with the strategic, planning and budgetary parameters, and risk management strategy approved by the Board. The Chief Executive's job description, defines these responsibilities. The Board remains legally responsible for the organisation, including matters delegated to staff.

3. Escalation to the Board

There are some issues on which the Board seeks early warning or dialogue, or, on which the Chief Executive should seek the Board's steer and/or input. An agreed approach to risk assessment and management is used to identify issues/cases that require early flagging and possible escalation to the Board i.e. where there is a potential for high risk and/or high impact. See the Community Southwark Risk Management Schedule for further details.

The Chief Executive will refer matters to the Board which involve:

- Major / unbudgeted investment
- Significant deviation from agreed strategy/plans or precedent setting
- Significant degree of controversy/contentiousness or political sensitivity
- Damage to reputation e.g. adverse events, negative media interest, damage to key relationships

Escalation ensures that the Board is made aware of issues of high risk/ high impact, and enables it to be kept informed, explore issues with the Chief Executive and exercise discretion as to whether or not it may need to formally approve decisions/action. This process may also help to identify any policy issues arising from new, difficult or contentious decisions. The extent to which the Chief Executive will need to continue to flag/refer issues to Board will be reviewed and may evolve over time as governance arrangements develop.

Where significant issues occur which the Chief Executive decides do not warrant escalation to the Board, any decisions taken will be reported on a quarterly basis to trustees meetings, or more quickly if required.

4. Table of Delegated Authority

Subject	Decisions reserved to the Board	Decisions delegated to, or the responsibility of, the Chief Executive
Governance	<p>Governance framework: including standing orders, sub-committees and governance policies, procedures and systems</p> <p>The cycle of Board meetings, the composition of Board agendas and approval of minutes of Board meetings</p> <p>Governance reviews and trustee recruitment</p> <p>Ensuring accountability to the membership, through the AGM and other mechanisms</p>	<p>Responsibility for all matters of organisational structure below the level of Chief Executive. Able to delegate authority to other staff and prepares/maintains delegated authority policy for the organisation</p> <p>Ensure the Board can function properly by making recommendations for meeting cycles and agendas, preparing draft minutes, seeking appropriate advice and information, and providing necessary support and resources for trustees, to maintain and develop their skills and knowledge.</p>
Strategy	<p>Determining the overall strategic direction of Community Southwark, in consultation with Community Southwark members.</p> <p>Consideration and approval of the Strategic and Operational plans.</p> <p>Consideration and approval of other key strategies, including fund-raising, communications and membership.</p>	<p>Preparation of the Strategic and Operational plans for consideration and approval of the Board, ensuring early consultation with the Board and Community Southwark members</p> <p>Preparation of specific work programmes to inform overall Work Plan, ensuring early consultation with the Board and Community Southwark members around new initiatives (new or changed programmes/projects)</p> <p>Preparation of key strategy documents for consideration and approval of the</p>

		Board
Budget <i>A financial variation or funding application shall be treated as significant if it involves more than 5% of the total annual budget</i>	<p>Consideration and approval of the Annual Budgets and significant funding applications</p> <p>Variations to the approved budget where the variation would have a significant impact on the overall approved levels of income and expenditure.</p>	<p>Preparation of Annual Budgets in line with the Strategic and Operational Plans, ensuring early consultation with the Board</p> <p>Variations to the approved budget where the variation would not have a significant impact on the overall approved levels of income and expenditure</p>
Annual report and accounts	<p>Approval of Annual Report and accounts and sign-off by Chair</p>	<p>Drawing up Annual Report and Annual Accounts for Board approval, via review and recommendations of the Finance-Sub-Committee</p> <p>Submission of annual return to Charity Commission and Companies House</p>
Performance management	<p>Determination and approval of arrangements for performance management and consideration of regular monitoring reports</p>	<p>Keep the Board informed of progress in achieving performance objectives and advise on any significant variance from the approved Work Plan, Programme Plans and Budget</p> <p>Keep the Board informed of any significant issues in Community Southwark's operations</p>
Risk management	<p>Approval of Community Southwark's Risk Management Strategy and consideration of reports of the Resources sub-committee</p>	<p>Maintain a system of internal control and to provide the Board and Resources Sub-Committee with assurance on its ongoing effectiveness.</p> <p>Advise the Board and Resources Sub-Committee on significant changes and escalation of issues for consideration by the Board in accordance with Community Southwark's Risk Management Schedule</p>
HR issues	<p>Appointment, remuneration and supervision of the Chief Executive</p> <p>Approval of significant changes to overall HR strategy and policy, including staff terms and conditions of employment</p>	<p>The structure of the staff team, subject to Board approval</p> <p>All appointments and other HR issues, in line with HR policy approved by the Board</p>
Policies and procedures	<p>Consideration, approval and periodic review of all organisational policies</p>	<p>Preparation of organisational policies for consideration and approval by the Board and development / implementation of organisational procedures, ensuring compliance with</p>

		key legislation
Significant publications or research	Approve new significant publications or research programmes	Identify significant publications or research programmes, make proposals and carry out work relating in accordance with the Board's approval
Audit	Appointing external auditors and approval of terms of appointment / scope of work / fees Consideration of significant issues arising from the work of appointed auditors	Responsibility for management of relationships external auditors Report to the Board matters of significance arising from the work of appointed auditors
Communication	Approval of communication plans in relation to matters of major public, political or reputational significance	Sign-off on all press releases Identification of significant issues to be considered by the Board