



Update approved _____

Scheme of Delegation Delegated Authority

This document should be complementary to the Governing Document and does not replace anything outlined in that.

The Board of Trustees delegate authority through the Chief Executive for the day-to-day running of the organisation. They then delegate authority further to appropriate members of the staff team to ensure smooth operation of the organisation.

Delegated authority is subject to strict monitoring and controls, which from the Board to the Chief Executive is the responsibility of the Chair and from within the organisation rests with the Chief Executive.

This document is concerned with the powers delegated by the Board to the CEO.

Decisions and Responsibilities Reserved for the Board

The following are retained in all circumstances by the Board of Trustees in accordance with its responsibilities:

- Ensuring the organisation operates within the requirements of the law, the Charity Commission and Companies House and its own Government Document.
- Determining the overall strategic direction of the organisation.
- Promoting and protecting the organisation's position, values, integrity, image and reputation.
- Ensuring high standards of governance that command the confidence of the organisation's stakeholders, including members, service users and commissioners.
- Monitoring the performance of the Chief Executive and holding them to account for delivery against the business plan and budget.

Most operational decisions are delegated to the Chief Executive, in line with their responsibilities for managing the organisation in accordance with the strategic, planning and budgetary parameters and risk management strategy approved by the Board.

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However, operational issues will be escalated to the Board where they potentially involve:

- Major investment.
- Significant deviation from agreed strategies, plans and budgets.
- Precedent setting e.g. an issue becoming a 'test case.'
- Significant degree of controversy or contentiousness or political sensitivity.
- Damage to reputation e.g. adverse events, negative media interest or publicity.
- Damage to key relationships with partners.
- Serious breach of external legal or reporting requirements attracting the interest of statutory bodies e.g. The Charity Commission.
- Personal impact on members of the Board.

Subject	Reserved to the Board/ Sub Committees	Delegated to the CEO
Corporate Governance	Approval of the Governance Framework, Memorandum of Understanding and Articles of Association, Prime Financial Policies.	Organisational structure and delegated authority below the CEO.
Strategy	Overall strategic direction of the charity, approval of the Strategic and Business Plans.	Preparation of the Strategic and Business Plans in consultation with stakeholders, including the board.
Budgets and Expenditure	Approval of the high level annual budget.	Preparation of the Annual Budget and determination of budget holders within that framework.
	Variations to the approved budget above 10% of the total value and subject to the escalation requirements listed.	Variations within line items of the approved budget below 10% of the budget, subject to the escalation requirements listed.
	Expenditure above the value of the annual budget.	Expenditure within the parameters of the total annual budget, notwithstanding the above

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Annual Reports and Accounts	Approval of the Annual Report and Accounts	Preparation of the Annual Report and Accounts for board approval.
Performance Management	Approval of arrangements for performance management and consideration of quarterly monitoring reports.	Informing the Board of progress against performance targets and advise the board of any significant variations from performance, plans and budgets.
	Approval of arrangements for performance management and consideration of quarterly monitoring reports. Performance forecast for impact	Informing the Board of progress against performance targets and advise the board of any significant variations from performance forecasts.
Risk Management	Approval and review of the Risk Management Register. On a month a broad meeting bases.	Preparation of the risk management register. Maintain a system of internal controls and an assurance framework to minimize risks. Inform the Board of any material changes in the likelihood or impact of risks and in accordance with the escalation policy.