



## STANDING ORDERS & DELGATED AUTHORITIES

APPROVED BY COM

NOVEMBER 2019

## Revision history

Rev No.	Rev. Date	Consultation Requirements (See Section 4 – Consultation)	Lead Officer	Committee	Approved by COM
0	28 November 2019		FS	COM	28 November 2019

### Chairman



Signed:.....

Dated: 28 November 2019

### Chief Executive Officer



Signed:.....

Dated: 28 November 2019

## Introduction

1. These standing orders and delegated authorities set out the governance arrangements, procedures and delegations of authority within Blue Triangle (Glasgow) Housing Association Ltd.
2. The Association's scheme of financial delegation is included as part of this document
3. Where these standing orders and delegated authorities do not specify arrangements for procedures at the AGM, Special AGM, COM or sub-committee meetings, the Rules of the association will be referred to and followed. In the event that the Rules do not determine the issue, the Chair, Vice Chair or anyone appointed to act as such for the duration of the meeting will determine the matter and their decision will be final.

## Responsibility

4. The Secretary of the Association is responsible for the overall governance of the organisation. The Secretary of the Association is the CEO (Chief Executive Officer).
5. The Committee of Management (COM) will hold the CEO to account in ensuring that proper and effective controls and systems for running Blue Triangle are in place and are implemented.

## Matters Reserved to the COM

### The Rules of the Association (constitution)

6. The constitution establishes the framework within which all other structures flow in terms of governance. The constitution or rules of the Association cover powers and responsibilities and limits of operation both of the association itself as well as the Committee of Management (COM). The relevant constitution rules are extracted and set out below:
7. The Committee is responsible for directing the affairs of the Association and its business and may do anything lawful which is necessary or expedient to achieve the objects of the Association (Rule 45).
8. The Committee is responsible for the leadership, strategic direction and control of the Association with the aim of achieving good outcomes for its tenants and other service users in accordance with the Regulatory Standards and Guidance issued by The Scottish Housing Regulator from time to time (rule 45).

## Powers of the Committee of Management

9. Amongst its most important powers, the Committee can:
  - Buy, sell, lease or exchange any land and accept responsibility for any related contracts and expenses

- Agree the terms of engagement and remuneration of anyone employed in connection with the business of the Association and act as an employer for anyone employed by the Association
- Grant heritable securities over land owned by the Association and floating charges over all or any part of property and assets both present and in future owned by the Association. This includes accepting responsibility for any related expenses
- Decide, monitor and vary the terms and conditions under which property owned by the Association is to be let, managed, used or disposed of
- Appoint and remove solicitors, surveyors, consultants, managing agents and employees as required by the Association's business
- Refund any necessary expenses as are wholly necessary incurred by Committee members and sub-committee members in connection with their duties
- Compromise, settle, conduct, enforce or resist either in a Court of Law or by arbitration any suit, debt, liability, or claim by or against the Association
- Accept donations in support of the activities of the Association (rule 47)

#### The objects of the Association

##### 10. The objects of the Association are:

- To provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care; and
- Any other purpose or object permitted under section 24 of the Housing (Scotland) Act 2010 which is charitable both for the purposes of Section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and also in relation to the application of the Taxes Act
- The permitted activities and powers of the Association will include anything which is necessary or expedient to help the Association achieve these objects
- The Association shall not trade for profit (rules 2.1 – rule 5)

#### Borrowing Powers

##### 11. The borrowing powers of the Association are:

- The Association cannot borrow more than £10,000,000 (rule 18.1)
- The Association will not pay more than the market rate of interest as determined by the Committee having regard to the terms of the loan of any money borrowed (rule 18.4)
- The Association will not accept money on deposit (rule 18.5)
- The Association can lend money to an organisation which is a subsidiary of the Association within the meaning of the Companies Act 2006 or the Co-operative and Community Benefits Societies Act 2014 at a market rate of interest as determined by the

Committee having regard to the terms of the loan. Where the Association is using a loan facility to on lend it must comply with the Regulatory Framework and Regulatory Guidance issued by the Scottish Housing Regulator from time to time (rule 18.6)

- The association may borrow money from such lawful sources as is permitted by its Treasury Management Policy subject always to the requirement that the association will comply with the Regulatory Framework and Regulatory guidance issued by The Scottish Housing regulator from time to time (rule 18.7)
- Subject to the foregoing provisions (Rules 18.1 – 18.7) the Committee can determine and change the conditions under which the associations borrow or lends money

#### Proceedings at General Meetings

12. The Association will hold a general meeting known as the annual general meeting within 6 months of the end of each financial year of the association.
13. The functions of the AGM are to:
  - Present the Chairman's report on the Association's activities for the previous year
  - Present the accounts, balance sheet and auditor's report
  - Elect committee members
  - Appoint the auditor for the following year, and
  - Consider any other general business included in the notice calling the meeting
14. The Secretary will call the AGM by written notice posted or e-mail to every member at least 14 days before the meeting. The notice will set out time, date and place, whether the meeting is a special or Annual General meeting and the business for which the meeting is being called (Rule 22.1)
15. For a meeting to take place there must be at least 7 members present or represented at the venue (Rule 24.1)
16. If not enough members are present within half an hour of the time the meeting is scheduled, the meeting shall be rescheduled to the same day the following week (Rule 24.2 part text only)
17. The Chairperson of the Committee will be the Chairperson at all meetings of the Association

#### Special General Meetings

18. All general meetings other than the AGM are known as Special General Meetings
19. The secretary will call a special general meeting if:
  - The committee requests one (Rule 21.1.1)

- At least 4 members request one in writing (Rule 21.1.2)
20. If a special general meeting is requested, the Secretary must within 10 days of having received the request give all members notice calling the meeting. The meeting must take place within 28 days of the Secretary having received the request
  21. Whoever asks for the meeting must give the Secretary details of the business to be discussed
  22. A special general meeting must not discuss any business other than the business mentioned in the calling of the meeting
  23. For the meeting to take place there must be at least 7 members either present at the venue or represented (Rule 24.1)
  24. If not enough members are present within half an hour of the time the meeting is scheduled, the meeting shall be rescheduled to the same day the following week (Rule 24.2 part text only)

#### Committee of Management

25. The Association shall have a Committee of Management which shall have a minimum of 7 and a maximum (including co-optees) of 15 persons (Rule 37.1)
26. The Association shall keep up to date a register of names of Committee members which shall be made available for any person at no cost (Rule 37.1)
27. The names of Committee members will also be published by the Association on its website and in its annual reports and other similar documentation (Rule 37.1)
28. No Committee member may take office until they have agreed to and signed the Association's code of conduct for Committee members (Rule 37.5)
29. The Committee shall annually assess the skills, knowledge, diversity and objectivity that it needs for its decision making and what is contributed by the Committee members by way of annual performance reviews (Rule 37.6)
30. The Committee must be assured that any Committee member who has continuous service on the Committee of nine years or more and who is seeking re-election is able to demonstrate his/her continued effectiveness as a Committee member before he/she may stand for election
31. The Committee shall set and periodically review its policy on payments and benefits (Rule 38.1 part text only)
32. If a person serves on the Committee of any sub-committee he/she must declare any personal or other external interests on an annual basis in

accordance with the Association's code of conduct. (Rule 38.2 part text only)

33. At the end of every AGM, at least 1/3<sup>rd</sup> of the Committee members must retire. (Rule 39.1 part text only)
34. The retiring Committee members should be those who have served the longest on the Committee since the date of their last election (Rule 39.2 part text only)
35. Committee members must also retire if they have been co-opted onto the Committee under Rule 42.1 or have filled casual vacancies under Rule 41 (Rule 39.3)
36. If an elected Committee member leaves the Committee between the annual general meetings, this creates a casual vacancy and the Committee can appoint a member to take their place on the Committee until the next AGM
37. The CEO will monitor resignations and consider a recruitment exercise should the number of COM members reduce with the potential for non-quorate meetings. Recruitment will be in agreement with the Chairman. Recruitment will be on the basis of skills required for the COM by consideration of the strategic plan and also the skills lost through retirement of members. The recruitment exercise will involve completion of an application form and an assessment process. Two COM members will interview any applicants alongside the CEO. If the applicant is considered suitable to appoint onto the COM, the two COM members will recommend their appointment at the next available COM meeting.
38. All new COM members will receive an induction which will involve a meeting with all senior staff and an orientation with them.
39. New COM members will be invited to attend pre-meetings with the CEO for COM meetings so that they have the opportunity to discuss matters that they would like clarification on or training and this will be arranged
40. COM members receive regular briefings and papers on matters which are relevant to their role as COM members
41. All COM members are subject to annual appraisal. The process involves self-reflection on what they have achieved and what improvements they would like to see. These are signed off by the Chairman. COM members who have served for over 9 years are required to complete a further self-assessment.

#### Procedures at COM

42. It is up to the Committee when and where to hold its ordinary meetings, but it must meet at least 6 times a year. There must be four Committee members present for the meeting to take place (Rule 48)

43. At the meeting prior to the AGM the CEO will produce a schedule of meetings for the COM and sub-committees to meet throughout the year
44. The Committee will continue to act whilst it has vacancies for members. However, if at any time, the number of Committee members falls below seven, the Committee can continue to act only for another 2 months. If at the end of that period the Committee has not found new members to bring the number up to seven, the only power it will have is to act to bring the number of Committee members up to seven (Rule 49)
45. At the next scheduled sub-committee after the AGM, a review of the Chair should be undertaken where necessary. This would be the case of the Chair had been appointed and been in position for a continuous period of 5 years.
46. Committee members must be sent written notice of Committee meetings posted, or delivered, by hand or sent by e-mail at least 7 days before the meeting (Rule 50 part text only)
47. Committee meetings can take place in any manner which permits those attending to hear and comment on the proceedings (Rule 51)
48. In the event that the Chair is not present at a COM meeting, the Vice Chair shall step in and chair the meeting. In the event that the Vice Chair is not present a vote shall take place by the COM members present to appoint an acting chair for the duration of the meeting. Decisions made by the Vice Chair or acting Chair shall stand as if the Chair had been present
49. During the meeting, all speakers must direct their words to the Chairperson. All Committee members must remain quiet and maintain order whilst this is happening. The Chairperson will decide who can speak and for how long (Rule 52)
50. The COM members present during the meeting are expected to comply with the association's code of conduct at all times.
51. The Chair will control the business of the meeting ensuring debate as appropriate and decisions are made to conclude the business. In the event of a dispute, the Chairman's decision is final
52. The duration of the meeting is as set down in the agenda and if the meeting requires further time to conclude, the Chairman shall announce an extension and his/her decision is final.
53. At the COM meeting it is relevant to bring up matters via matters arising without means of a report if expediency is required by which to make a decision or to inform the COM is relation to a matter of importance.
54. If a COM member wishes an item to be discussed at the COM meeting, he/she can raise the matter with the CEO or Chair within 14 days of the meeting. The CEO will consider its inclusion and a decision made in conjunction with the Chair.



55. The Secretary is responsible for producing Agendas, minutes of meetings and copies provided to COM members and these will be available for circulation at the next COM meeting at which they will be formally approved.
56. In the event that there is a vote required to determine a decision, the Chair shall establish the rules which shall be fair and equitable.
57. In the event that an issue of procedure shall arise at a meeting which is not dealt with in the Rules or this document, the Chair, the Vice Chair or other person presiding at the meeting shall determine the issue and specify the procedure to be adopted

#### Sub-committees

58. The Committee can delegate its powers to sub-committees or to staff or to Office Bearers. The committee will establish the terms of reference for such delegation, which will be set down in writing and communicated to the recipient of the delegated powers. Such delegation shall be set down in writing in standing orders, schemes of delegated authority or other appropriate documentation. In the case of a sub-committee such delegation shall include the purposes of the sub-committee, its composition and quorum for meetings. There must be at least three of the members of a sub-committee present for the meeting to take place. The Committee shall be responsible for the on-going monitoring and evaluation of the use of delegated powers. (rule 58.1)
59. The sub-committee appoints their Chair at the first meeting after the AGM. The Chair as appointed can serve for a maximum of 5 years
60. Any decision made by sub-committee must be reported to the next Committee meeting (rule 58.3)
61. The Operations Director will prepare the Agenda of the meeting in consultation with the Chair of the Quality and Performance sub-committee. The Finance Director will prepare the Agenda of the meeting in consultation with the Chair of the Audit, Risk, Finances and Resources sub-committee. The CEO prepares the agenda for the Vision and Innovation sub-committee. Notice of the meeting and all relevant papers will be issued to members of the sub-committee 7 days in advance of the meeting.
62. The minutes will be produced by the relevant officer and approved by the Chair of the sub-committee for inclusion with the COM papers. Any decisions made at the sub-committee must be notified as part of the minute to the COM who by accepting the record of the minute will have endorsed the decision
63. If there are not enough committee members present, the meeting is declared inquorate and the sub-committee has no authority to make decisions. It can only note the position alongside a referral to the COM. The COM are therefore responsible for making the decision on any matters referred to them.

64. In the event that there is a vote required to determine a decision, the Chair shall establish the rules which shall be fair and equitable.
65. In the event that an issue of procedure shall arise at a sub-committee meeting which is not dealt with in the Rules or this document, the Chair, the Vice Chair or other person presiding at the meeting shall determine the issue and specify the procedure to be adopted

## Terms of Reference

### 66. Committee of Management

Purpose: To manage the business of the Association and retain ultimate control over all aspects of the Association's work

- Ensuring that all financial, legal, regulatory and compliance requirements and best practice obligations are met across all functions
- Approval of strategic direction and planning (financial and other)
- Discussion and debate of strategic, sector specific or global matters of significance likely to impact on the Association
- Final approval of budgets and accounts
- Final approval of pay structures
- Health and Safety compliance
- Data Security and Management
- Approval of governance policies
- Monitoring organisational performance against targets (including budget and Internal Management Plan) and continuous improvement
- Ratification of policies discussed and approved by sub-committees
- To receive reports from sub-committees on their activities
- To deal with any significant or exceptional matters as required

### 67. Audit, Risk, Finance and Resources sub-committee

Purpose: Monitoring the integrity of financial statements, reviewing internal financial controls, making recommendations around appointment, re-appointment and removal of external auditor, reviewing effectiveness of the audit process, monitoring and reviewing internal audit requirements, assessing and monitoring systems for risk, assurance, internal controls and compliance. The sub-committee is responsible for the following:

- Reviewing and monitoring of budgets and accounts
- Financial Planning
- Salary increases annual as part of the budget
- Asset plans and finances
- Treasury management
- Financial performance (bad debts, cash flow, voids, arrears, approval of write-offs, maintenance spend)
- Banking arrangements
- Monitoring and reviewing all policy documents

- Short term investments
- Reserves Policy operation
- External audit/Internal audit
- Consideration of risk, assurance and compliance systems

#### 68. Quality and Performance sub-committee

Purpose: To consider operational matters in relation to meeting strategic direction: Quality of Service, Quality of People, Quality of Buildings. To review progress on activities and targets in the Internal Management Plan. The sub-committee is responsible for the following:

- Integrated reporting on performance according to high level and specific KPI's:
  - a. Housing Management
    - i. Service users' satisfaction
    - ii. Void performance (turnaround time and reasons)
    - iii. Complaints
    - iv. Care Inspectorate Grades
    - v. Outcomes for service users (positive planned moves)
    - vi. Occupancies terminated/placement cancelled
  - b. Maintenance
    - i. Repairs performance
    - ii. Void performance
    - iii. Reactive and cyclical spend vs plans/budget
    - iv. Planned spend vs plans/budget
    - v. Vandalism vs budget
    - vi. Compliance testing (electrical appliances)
    - vii. HMO
    - viii. Gas safety
  - c. HR/Learning and development
    - i. Absence vs target
    - ii. % of staff qualified
    - iii. Cost of agency staff vs target
  - d. Health and Safety
    - i. Accidents
    - ii. Incidents
  - e. Data Protection/GDPR
- Strategies and policies
- New services/reconfiguration
- Matters considered as part of the union recognition agreement
- Requests for investment (submitted to ARFR sub-committee)
- Contract/commissioning issues
- Staff terms and conditions
- Staff performance, development and learning
- Health and Safety Committee reports

69. Vision and Innovation sub-committee (has no delegated powers of authority)

Purpose: To review how vision and strategy is being developed in terms of new innovations being developed throughout the organisation from all departments and staff. To consider discussion on ideas delegated down on an ad-hoc basis from the Committee of Management for longer debate or discussion. This sub-committee has no delegated authority or powers to take decisions but can refer matters to other sub-committees or the Committee of Management for appropriate discussion/decision. Meets bi-annually and can also meet on an ad-hoc basis. The sub-committee is responsible for the following:

- Capturing innovation and new ideas at very early development stages
- Considering new strategies and ideas being developed from all departments as broad principles or vision
- Receiving presentations and talks from project staff on new practices, services, innovations and performance reports highlighting new or good practice
- Considering and debating single item strategic changes which are happening in our context of environment which could impact in the short, medium or longer term
- Considering and debating single items referred down from the COM
- Considering whether to support the development of papers which would be submitted to other committees for decision making and formal discussion

70. There are also time limited working groups with specific delegated authorities/decision making powers and remit to progress distinct pieces of work. For example, a Job Evaluation Working Group

#### Urgent Matters

71. There may be matters that occur outwith the normal COM cycle and sub-committee cycles and which there is a need for approval of either a financial matter or a governance matter. The delegated authorities in this case are as set down under suspension of standing orders

#### Suspension of Standing Orders

72. These Standing Orders will be suspended when:
- Senior staff are absent due to ill health and it is impossible to hold the usual sub-committee by which to make decisions. In this particular circumstance, decisions will be authorised by the Chair/Vice Chair and the relevant sub-committee Convenor through the CEO
  - Decisions must be made quickly out with the COM cycle and a calling of a special COM meeting is not deemed necessary. In this case, the decisions will be authorised by the Chair/Vice Chair in

consultation with the CEO (and in his/her absence) the Finance Director or the Operations Director. If the decision requires the input of a sub-committee(s) then the relevant Convenor(s) will also be contacted.

- Decisions must be made quickly outwith the sub-committee cycle and a calling of a special sub-committee is not deemed necessary. In this case decisions will be authorised by the relevant Convenor in consultation with the relevant member(s) of staff and thereafter ratified by the COM
- Decisions are required to authorise expenditure either capital or revenue which is outwith the budget or financial limits under the Authority to Spend policy and a decision needs to be taken to ensure continuity of business. The authority to proceed will be as set out as per the above bullet points.
- A special meeting needs to be called of the COM or sub-committee either because the Chair, sub-committee Convenor, CEO or senior staff requests it.

73. There are specific requirements in terms of the suspension of the standing order where:

- the CEO is absent or likely to be absent for an extended period of time (due to illness or a scheduled operation, for example), or
- they have indicated their intention to resign or have resigned, or
- there has been a serious grievance raised against them or
- an investigation into their conduct is otherwise required

In these circumstances, the Chair will have delegated authority from the COM to consult with the Finance Director and the Operations Director to determine how business continuity is best achieved and how the COM meetings will be covered. The Chair will have discretion as to whether to appoint an interim CEO or whether to authorise one of the Directors “stepping up” and on what terms. The Chair will have discretion as to determining the best arrangements to ensure stability of the organisation during a period of significant change in leadership or a challenging period when reputational damage could be a factor. The Chair has the overall responsibility of advising the relevant Regulators of the position as any of the above noted events is considered a notifiable event. The Chair has authority to instruct advice from relevant expert sources such as solicitors or occupational health therapists as well as instructing appointments and contract documentation. This would be as and when required should the CEO be unavailable for whatever reason and it is not appropriate for any other member of staff whether acting up or otherwise and there is a business requirement to progress a necessary task.

74. Any matters which have required the suspension of standing orders will be notified to the COM at the next COM or sub-committee meeting to ensure appropriate recording.

<b>Delegated authorities</b>	
<b>Matters reserved to the Committee of Management</b>	
As per the Standing Orders, the strategic role of the COM is to determine the overall direction and objectives of the association. Through delegated authority, the Chief Executive must ensure that there are proper and effective controls and systems in place to ensure that the strategy is delivered as well as all operational matters. Alongside the Standing Orders, the following authorities are reserved to the COM as part of their strategic role:	
1. Changes to the structure, size and composition of the COM	
2. Appointment of Chair	
3. Appointment of Vice Chair	
4. Recruitment and appointment of COM members according to values and strategic requirements	
5. Approval of budget	
6. Approval of statutory accounts	
7. Approval of expenditure in excess of agreed financial budget	
8. Approval of Strategic Plan	
9. Matters referred to it from sub-committees	
10. Approval of all policies of the Association	
11. Approval of requests for individual financial approvals from staff or sub-committees outwith £20K limit on capital and revenue expenditure as per ARFR sub-committee limits	
12. Appointment, appraisal and removal of CEO	
13. Succession planning	
14. Strategic direction, vision, values	
15. Overriding responsibility for compliance on all governance and legal matters which apply to the Association	
16. Review of Internal Management Plan outcomes	
17. Approval of Annual Assurance statement and ARC for Scottish Housing Regulator	
18. Approval of Corporate Risk Register	
19. Approval of annual salary increase	
20. Matters reserved to it by the scheme of financial delegation	
<b>Delegated authority to act (within budget levels): Chief Executive</b>	
The CEO, subject to the reserved powers of the COM and any delegated powers to the sub-committees, is authorised and empowered to manage the association and to direct its operations. The CEO is accountable to the COM. The CEO has delegated authorities as follows:	
1. Leadership and direction to ensure COM strategy is delivered, creating a culture which fits with values, creates innovation and creativity	
2. Overall governance, internal controls, risk identification and management and assurance of all the Associations operations on a day-to-day basis	
3. Develop an agreed strategy with COM and develop a strategic plan based on analysis of risks and an Internal Management Plan to deliver the strategy	
4. Develop policies and procedures	

5. Create staffing structure in line with revenue budget both within HQ and the projects
6. Develop Pay Grades and salary structure
7. Obtain legal advice within budget levels
8. Approve annual salary for recommendation to COM through negotiation with UNISON
9. Delivery of legal and Regulatory compliance on all areas including Health and Safety, Data Protection and Freedom of Information
10. Approval of Finance Director and Operations Director overtime, flexi, expenses, travel and subsistence, annual leave and staff below this level
11. Approval of COM members submitted expenses claims
12. Appointment of temp staff at Executive team level within revenue budget
13. Virements between budget headings
14. Determination of risk in assessing tender submission or otherwise both for existing and new tenders, acceptance of tenders on behalf of the Association
15. Corporate promotion and sponsorship/ special events
16. Non voluntary termination of employment of members of staff as and when required
17. Execution of documents: signing of leases, employment contracts, occupancy agreements, housing support tender contracts, acceptance of regulated and non-regulated procurements, settlement agreements and termination of contracts, UNISON recognition agreement, partnership agreements, data sharing arrangements (Better Futures)
18. Control and management of disaster planning and recovery systems
19. Security of all data and control and management of retention and destruction schedule for the Association
20. Appoint, manage terms and conditions of, and dismiss Directors and Managers and other staff according to HR policies
21. Control and reporting of Internal Audit
22. Procurement Strategy implementation
The CEO, subject to Standing Orders, Financial Delegation, and COM powers and authorities, can delegate such powers, responsibilities and authorities to such members of staff as he/she may determine
The CEO is responsible for setting a framework for non-financial delegations as he or she deems appropriate via Directors and Managers where appropriate. Where there is no express reservation to the COM or sub-committee on a non-financial matter it shall be assumed that the CEO has delegated authority to act in relation to such matters as he or she deems appropriate.
The CEO has a reserved power in the event of required expenditure to deal with an emergency and for which no COM authority can be obtained due to unavailability of COM to authorise outwith budget levels

<b>Delegated authority to act (within budget authority levels): Finance Director</b>
1. Treasury management functions including bank accounts and cheque signatories
2. PAYE payments
3. Payroll validation and release

4. Write offs + rent refunds within a policy approved by the COM
5. Procurement of suitable Insurance
6. BACS payments validation and release
7. Purchase requests approval
8. Signing of lease agreements (cars, photocopiers etc)
9. Signing of Lease agreements (property)
10. Management of Death in Service scheme
11. Management of pension provision
12. Loan drawdown and repayment
13. Day-to-day treasury management according to policy agreed by Board
14. Repayment of overpaid Housing Benefit
15. Pension calculation and issue
16. Obtain legal advice within budget levels
17. HMRC payments
18. Board members expenses process and payment
19. Approval of Digital Transformation Manager, HR Manager overtime, flexi, expenses, travel and subsistence , annual leave and purchase requests and staff below this level
20. Management of revenue spend on training and HR budget, maintenance, IT, Admin and other cost centres
21. Service Users reduction in rents and service charges levied
22. Payment of all utility bills, council tax and other costs associated with day-to-day running costs of projects
23. Appointment of temp staff in Finance, IT, HR
24. Tendering for external audit
25. Virement between budget headings
26. Release of redundancy payments as and when required and other severance payments
27. Negotiation with local authorities on rent levels for projects
28. Control of rent arrears policy and procedures
29. Retention, security and destruction of documentation in finance and HR
30. Execution of documents: signing of leases, employment contracts, occupancy agreements, housing support tender contracts, acceptance of regulated and non-regulated procurements up to a certain level, settlement agreements and termination of contracts, partnership agreements, data sharing arrangements
31. Appoint, manage terms and conditions of, and dismiss departmental Managers and other staff below this grade according to HR policies
<b>Delegated authority to act (within budget levels): Operations Director</b>
1. Staff teams structure and responsibilities to deliver local authority contracts
2. Negotiations with local authorities to create new business and retain existing
3. Overall quality of service delivery across all local authority contracts
4. Negotiations with the Care Inspectorate
5. Prepare and submit tender documentation
6. Appoint, manage terms and conditions of, and dismiss Area Managers and other staff below this grade according to HR policies
7. Operation of Occupancy agreements and associated actions across all local authority areas



8. Approval of Area Managers' overtime, flexi, expenses, travel and subsistence, annual leave and purchase requests
9. Appointment of temp staff within operations within budget levels
10. Obtain legal advice within budget levels
11. Decisions around policies and procedures for all operations staff cover, relief bank management including development and control of clusters and control of tier 2 and tier 1 on call system
12. Health and safety issues within operations
13. Retention, security and destruction of documentation in operations according to the agreed schedule
14. Execution of documents: signing of leases, employment contracts, occupancy agreements, housing support tender contract documentation up to tender acceptance, acceptance of regulated and non-regulated procurements up to a certain level, partnership agreements, data sharing arrangements (Better Futures)
15. Appoint, manage terms and conditions of, and dismiss Managers and other staff below this grade according to HR policies
16. Ensure that all operational policies are up to date and managed throughout the projects. Authority to deal with appeals against or complaints about decisions, according to relevant policies and procedures

**Delegated authority to act (within budget levels): HR Manager**

1. Operation of overall terms and conditions through the HR function according to the staff handbook
2. Development of employment contract documentation
3. Communication and consultation with recognised union
4. Appoint, manage terms and conditions of, and dismiss Assistant HR Manager and other staff below this grade according to HR policies
5. Approval of Assistant HR Manager, HR staff, Learning and Development Officer, overtime, flexi, expenses, travel and subsistence, annual leave, purchase requests
6. Recruitment processes including relief bank
7. Procurement of Agency staff
8. Strategy for HR function such as learning and development strategy, succession planning and retention and performance management of skills in staff teams
9. Retention, security and destruction of documentation in HR according to schedule
10. Obtain legal advice within budget levels
11. Execution of documents: signing of employment contracts, acceptance of regulated and non-regulated procurements up to a certain level, partnership agreements, data sharing arrangements

**Delegated authority to act (within budget levels): Digital Transformation Manager**

1. Purchase requests and procurement within remit of the procurement policy for IT and telephony products and services
2. Development of relevant policies and procedures around use and management of electronic data such as cybersecurity, electronic file set up and control

3. Safety and Security of electronic data and disaster recovery of electronic data
4. Execution of documents: acceptance of regulated and non-regulated procurements up to a certain level, partnership agreements, data sharing arrangements
5. Retention, security and destruction of documentation in IT according to schedule

<b>Delegated Authority to act (within budget levels): Property Manager</b>
1. Day-to-day management of forecasted spend on repairs and planned maintenance up to approved budget levels
2. Day-to-day expenditure on reactive repairs due to vandalism and wear and tear
3. Expenditure for emergency repairs which must be undertaken where there is a risk of harm to service users and staff (in consultation with Finance Director)
4. Purchase requests and procurement of materials and maintenance services up to a certain level
5. Health and Safety policy communications and support
6. Legal advice within budget levels
7. Management of all buildings in ownership and managing relationships with adjoining property owners
8. Maintaining the life cycle of elements within the buildings
9. Retention, security and destruction of documentation in property according to schedule
10. Appoint, manage terms and conditions of, and dismiss Property administrator and maintenance staff according to HR policies
11. Approval of maintenance teams overtime, flexi, expenses, travel and subsistence, annual leave and any purchase requests
12. Execution of documents: signing of employment contracts, acceptance of regulated and non-regulated procurements up to a certain level, partnership agreements, data sharing arrangements

<b>Delegated Authority to act (within budget levels): Area Managers</b>
1. Projects day to day strategic interface with local authorities commissioners
2. Projects day to day support to Project Managers and teams
3. Appoint, manage terms and conditions of, and dismiss Project Managers and other staff below this grade according to HR policies
4. Safety and security of staff and service users in projects within relevant local authority areas
5. Responsibility (when Ops Director absent) to provide tier 2 cover and support
6. Voids, rent arrears, write-offs management within each local authority area of responsibility
7. Obtain legal advice on authority of Operations Director or above
8. Eviction reviews/appeals
9. Purchase requests approval up to a certain level
10. Ensuring policies and procedures implemented by staff teams
11. Execution of documents: signing of employment contracts, partnership agreements, data sharing arrangements

<b>Delegated authority to act (within budget levels): Project Managers</b>
1. Management of projects, staff and service users on a day to day basis
2. Control of quality of service at local level
3. Interface with local authority commissioners at local level
4. Eviction of service users
5. Recruit, and appoint project staff
6. Collect accommodation charges, service charges (heat and light) and such other sums as may be due from service users
7. Request replacement furnishings
8. Request repairs
9. Operate tier 1 on-call as part of an agreed rota system
10. Control of all costs within budget (voids, write-offs, vandalism, absence, service users funds, agency use and staff overtime, travel and subsistence costs, furnishings)
11. Execution of documents: signing of occupancy agreements, warning letters and eviction letters
12. Retention, security and destruction of documentation at project level according to schedule

**Delegated authority to act (within budget levels): Learning and Development Officer**

Flexibility to manage training resources within budget
Purchase requests and procurement within remit of the procurement policy for learning and development function and with approval of the HR Manager / Finance Director
Control and management of SVQ provider

**Delegated authority to act (within budget levels): Initiatives Officer**

Flexibility to generate income within agreed parameters
Complete grant applications after approval and discussion with Operations Director, Finance Director and CEO
Work with partners

## AUTHORITY TO SPEND WITHIN APPROVED BUDGET LEVELS

Procurement of goods and services is governed by legislation. Where a service or an item is estimated to cost below £50K it is non-regulated and where revenue expenditure is over £50K it is regulated and must be procured through specified routes as per the Procurement Policy.

**AUTHORITY TO COMMIT TO SPEND – REVENUE**  
 (the ability to commit to levels of revenue expenditure of certain monetary levels within approved budget levels).

LIMITS	Procurement of goods or services <b>within budget levels</b> (procurement policy) both regulated and non-regulated expenditure	DELEGATIONS
Less than £2,000	1 quote in writing or contractor on framework	PM and above*. Approval of line Manager required in consultation with Finance Director via purchase request.
Less than £5,000	2 quotes requested and received in writing or contractor on framework	Finance Officer (in absence of Finance Director)/ Learning and Development Officer (with approval of HR Manager) and in consultation with Finance Director/CEO
£2,000 - £9,999	2 quotes requested and received in writing or contractor on framework	Area Manager/ Property Manager/ HR Manager/ Digital and Transformation Manager. Approval of line Manager and in consultation with Finance Director/CEO
£10,000 - £49,999	Competitive tender via quick quote or advertised in SFHA Newsletter or invite three reliable contractors to quote or use of framework	Finance Director/ CEO
Above £50,000	Formal processes via Procurement portal or use of framework	Finance Director/ CEO

\* PM's are expected to check the green sheets as issued by Finance Department to determine budget available before taking any action. This would further be authorised in conjunction with the relevant Area Manager/Ops Director who would consult the Finance Director. Overspends would need the ARFR Committee approval if it could not be absorbed in the existing overall budget. For any expenditure outwith budget there needs to be a demonstrable business case

<b>AUTHORITY TO APPROVE PAYMENTS – REVENUE</b> <b>(the ability to authorise invoices for payment within approved budget levels)</b>	
<b>LIMITS</b>	<b>DELEGATIONS</b>
Agreed contracts, water and cleaning	Finance Assistant
Up to £2,000	PM's (as per authorised purchase request)
Up to £5,000	Finance Officer (in absence of Finance Director)/Learning and Development Officer
Between £2,000 and £9,999	Area Manager/ Property Manager/ HR Manager
Between £10,000 and £49,999	Property Manager/ Operations Director/ HR Manager/ Digital and Transformation Manager.
Over £50K	Finance Director/CEO

### **AUTHORITY TO COMMIT TO SPEND – CAPITAL WORKS**

**(the ability to commit to levels of capital expenditure of certain monetary levels within approved budget levels via procurement route). Capital costs include: building works, purchase of cars and vans, IT equipment such as servers**

<b>LIMITS</b>	<b>Procurement of capital works within budget levels</b>	<b>DELEGATIONS</b>
Less than £2,000	1 quote in writing or contractor on framework	Property Manager/ Digital Transformation Manager in consultation with Finance Director.
£2,000 - £9,999	2 quotes requested and received in writing or contractor on framework	Property Manager/ Digital Transformation Manager in consultation with Finance Director
£10,000 - £49,999	Competitive tender via quick quote or advertised in SFHA Newsletter or invite three reliable contractors to quote or contractor on framework	Property Manager/ Digital Transformation Manager in consultation with Finance Director/ CEO
Above £50,000 but below £2,000,000	Formal processes via Procurement portal or contractor on framework	COM as per approval of budget or via COM report
Above £2,000,000	Formal procurement route	COM as per approval of budget or via COM report

## AUTHORITY TO SPEND OUTWITH APPROVED BUDGET LEVELS

<b>AUTHORITY TO COMMIT TO SPEND OUTWITH BUDGET LEVELS –REVENUE</b>	
<b>LIMITS</b>	<b>DELEGATIONS</b>
Up to and including £20,000	ARFR Committee
Over £20,000	Committee of Management

<b>AUTHORITY TO COMMIT TO SPEND OUTWITH BUDGET LEVELS – CAPITAL</b>	
<b>LIMITS</b>	<b>DELEGATIONS</b>
Up to and including £10,000	Finance Committee
Over £10,000	Committee of Management