



1986-2016: Celebrating 30 years working in the community

Policy on :	Group delegated authority for Chief Executive
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Compliant with SHR's Regulatory Framework :	All standards for governance and finance
Compliant with Tenant Participation Strategy :	n/a
Compliant with Equal Opportunities :	Commitment within policy
Compliant with Budget/Business Plan :	all

Date for Approval :	Sept 2017
Date for review :	Sept 2020

Responsible Officer :	Chief Executive
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1. Group Remit

The Chief Executive is directly responsible to the Governing Board for all of the Group's activities. All Staff will be responsible to the Governing Board through the Chief Executive. This is a Group policy covering both Barrhead HA and our subsidiary company, Lavern Property Services.

a) Group Governing Board

1. To advise and make recommendations on the operation and structure of the Governing Board and to relate this to the Staff structure.
2. To formulate policy recommendations and proposals to assist the Group in ensuring an effective contribution towards meeting housing needs within resources available.
3. To identify and make recommendations on new initiatives and/or areas for involvement and new forms of development and management.
4. To review and develop operational efficiency, including the quality of information and advice provided through reporting to all Governing Boards.
5. To advise the Governing Board on training and development opportunities for Governing Board Members.
6. To ensure that policy decisions taken by the Governing Board are implemented and that policies are reviewed as required.
7. To ensure that the operations of the Group are carried out in accordance with statutory and other requirements, including directives and lending conditions set out by empowered Government Agencies ; to co-ordinate the supply of statistical and other information to outside agencies, as required by statute.
8. To service and attend the full Governing Board meeting and other Sub-Groups and ad hoc working groups as required, and to supervise and co-ordinate the servicing and attendance of other Governing Boards by appropriate Staff.
9. To assist the Chairperson and office bearers of the Group in the execution of their duties including the completion and reporting on annual governing Board appraisals and Board development plan.
10. To assist the Secretary of the Association in the execution of his/her duties.

b) Group Control & Planning

1. To prepare, in liaison with Governing Board and the Management Team, the Group's Business Plan, combining corporate finance, development (where appropriate), customer services and property services workplan and objectives including the subsidiary.
2. To ensure, in consultation with our Director of Corporate Services, that the Group's financial controls are adequate through the establishment and monitoring of financial regulations.
3. To ensure, in consultation with our Director of Corporate Services, systems for the provision of relevant financial information and risk strategies to the Governing Board, including a 5-year and 30-year financial business plan, 1 and 5-year budgets, quarterly management accounts and quarterly and annual cash flow statements.
4. To ensure, in consultation with the Management Team performance monitoring and best value systems for the provision of relevant information to the Governing Board and to assist with statutory returns and appropriate benchmarking across the housing sector to compare performance and improvements where necessary.
5. To ensure that the Group has:
 - a) adequate policies and procedures for the selection, appointment and briefing of consultants and the monitoring of their performance ;
 - b) adequate policies and procedures for the selection and monitoring of contractors and publicly accountable tendering procedures ;
 - c) high standard of specification and design within resources available.
6. To bring forward and monitor, in consultation with the appointed Development Agents, systems for the provision of relevant development programming information to the governing Board, including a development strategy, and regular progress reviews.
7. To ensure, in consultation with the Director of Customer Services, Director of Corporate Services, and the Director of Asset Management, that the Group continues to develop and monitor high standards of customer focused housing, repairs, and property maintenance, including publicly accountable and accessible allocations policy and procedures, publicly accountable tendering procedures and adequate selection, commissioning and monitoring of contractors.

8. To develop, in consultation with the Director of Customer Services and Director of Asset Management, systems for the provision of relevant information to the Governing Board, including an asset management strategy, reviews of the allocations policy, reports on day-to-day repairs, cyclical maintenance planning, annual and longer term asset management strategies, community regeneration strategy and delivery programmes and appropriate quarterly progress reporting on performance across key areas including the Social Housing Charter with appropriate sector wide benchmarking.
9. To develop and review, in consultation with the Director of Corporate Services, adequate systems for the provision of sound financial control and management of our resources, including proper short, medium and long term financial business planning, treasury and investment planning, covenant compliance, internal and external audit provision, and appropriate financial benchmarking.

c) Group Staff Management, Administration & Structure

1. To be responsible to the Governing Board for the overall management of the staff, including promotion of staff morale and the development of arrangements for staff communication and consultation.
2. To make regular reviews of the Staff structure, ensuring that the allocation of duties of Staff are clearly defined and that recommendations on the most efficient use of Staff resources are reported to Governing Board through the Staffing and Health and Safety Sub-Group.
3. To co-ordinate and implement the recruitment and appointment of Staff at Grade 8 and below. Appropriate Governing Board involvement will be followed for Grade 9 and above.
4. To co-ordinate the activities of the various Staff departments to ensure the efficient operation of the Group through the development and monitoring in consultation with the relevant Staff, of internal procedures and controls.
5. To ensure that all staff recruitment, management and remuneration by the Subsidiary is carried out in accordance with Group policies, business plan and budget. To act as the Group Chief Executive and to investigate any acts, omissions or conduct on the part of any member of the Subsidiary staff in accordance with Group policies.

d) Group Staff Welfare, development & Accommodation

1. To ensure appropriate welfare of the Staff on a day-to-day basis and make recommendations to the Governing Board on related policy matters, including Health & Safety at work.

2. To devise, implement and report on progress on an annual development programme for staff, taking full account of the need to balance individual career development with the workload, priorities and staff resources of the Group.
3. To monitor accommodation and equipment requirements and make recommendations to the Governing Board as required.

e) Promotion

1. To represent the Group on policy discussions with the local Authority, Scottish Government, Scottish Housing Regulator and other organisations to secure the Association meets its business objectives, it's statutory objectives, and legislative requirements..
2. To bring forward proposals to promote good public relations which include publicising the aims and achievements of the Group.
3. To promote closer contact between the residents and the Group through newsletters, meetings and social events and to ensure the courteous treatment of residents and the public at all times.

2. Group Delegated Authority

The Chief Executive has delegated authority from the Governing Board to undertake the following duties without prior consent.

a) Group Governing Boards

1. Call for written or verbal reports from staff and attendance by staff at Governing Board Meetings of the parent and the subsidiary.
2. Implement the Code of Conduct and Entitlement, Payments and Benefits Policy for Governing Board and staff in respect of purchase by an employee of goods or services from consultants, contractors, or others who work for the Association.
3. Implementation of all governance policies including Notifiable Events Policy, whistleblowing and other guidance from the Scottish Housing Regulator, Scottish Government and other statutory bodies, as appropriate.
4. The making and implementing of interim decisions for emergencies or issues outwith policy and practice which cannot wait for the next, or a special meeting of the Governing Board subject to having held a meeting

of, and consulted with the Chairperson, Secretary and Vice-Chairperson and subject to an immediate report to Governing Board for ratification.

b) Group Control & Planning

As detailed by the Group financial regulations policy and procedures, the following delegated authority is permitted to the Chief Executive:

1. Act as an authorised Group signatory of the Association and our subsidiary, Lavern Property Services.
2. Act as an authorised Group signatory for applying for funding, claiming funding and monitoring/reporting on all external funding including housing subsidy.
3. Act as an authorised Group signatory for submissions to the Scottish Government, the Scottish Housing Regulator, Care Commission, external funders and other statutory bodies, and for acceptance of offers of loan and/or grant within the policies relating to the development programme and standards.
4. Where expenditure is necessary as a result of danger to life, limb or property as approved by the Group Financial Regulations policy, such expenditure shall be incurred and reported to the Governing Board as soon as possible thereafter.
5. The Chief Executive may authorise expenditure on exceptional maintenance works up to £5,000 for any one project and subject to a report to the next meeting of the Governing Board.
6. Ensure the overall responsibility for updating all our public Registers including the tender opening for capital and revenue funded schemes and as detailed in the Group Financial Regulations Policy.

c) Group Staff Management, Administration & Structure

1. Agreeing the overall Group staff structure as reported within the annual budget. Authorise changes to the Group staff structure across the organisation provided the costs are maintained within the annual salaries budget and subject to following the Association's recruitment policies and procedure.
2. Authorise the recruitment of temporary staff to cover extended leave, long term sickness, etc. where appropriate and within budget or where services dictate that the cover is required. This includes taking on trainees and work experience placements and voluntary placements as required of the business.

3. Authorise staff leave and TOIL for all departmental Directors and staff, where appropriate.
4. Authorise departmental Directors' expenses and oversee the payment of salaries and expenses in line with terms and conditions of service and as undertaken by the Director of Corporate Services.
5. Interpret conditions of service in matters of a minor nature and unlikely to create unacceptable precedents, such as special leave.
6. Oversee the commencement of disciplinary action in consultation where necessary with departmental Directors with such power as granted under the Conditions of Service.

d) Group Staff Welfare, Training & Accommodation

1. Responsibility for implementation of Health & Safety at Work in accordance with Policy and in consultation with the Director of Asset Management.
2. Oversee and ensure the facilitation of the development and training of staff and the effective operation of the Group's on-going service to customers, within the approved budget.
3. Authorise expenditure on office equipment with a limit of £5000 on any one item, subject to a report to the next Governing Board Meeting.

e) Group Promotion

1. Act as spokesperson on behalf of the Group in respect of other organisations (public meetings etc.) and the media.
2. Convene public meetings which require to be arranged at short notice.

f) Miscellaneous

1. Authorise use of the Association's equipment for ad hoc and temporary use by community groups and organisations, staff, etc. Such facilities will not be excessive or costly or for political purposes.
2. The Chief Executive may on occasion, or during absence, authorise other senior members of staff, either individually or as a team, to carry out areas of this Delegated Authority.

g) Departmental Directors

1. Individual Directors are responsible for carrying out the policies and procedures of the Group structure, ensuring compliance with guidance and legislation and general good practice. They are also responsible for advising the governing Board, producing good quality information and advice for Board reports, recommending decisions that are in the best interest of the Group as a business and charity, and complying with decisions made by both Chief Executive and/or the governing Board of BHA and LPS. Under the direction of the Chief Executive, they will take responsibility for inputting and delivery of strategic planning and decision making, and implementing the various policies, risk reviews, plans, and work streams approved by the Governing Board.

h) Any other duties

This statement of Group Delegated Authority is not exhaustive and common sense and discretion must be applied to ensure that its spirit is adhered to in situations not specifically included.