



GROUP POLICY ON DELEGATED AUTHORITY

POLICY IMPLEMENTATION CHECKLIST	
Policy Guardian:	Executive Director of Finance
Author:	Executive Director of Finance
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Governing Body Approval:	October 2024
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Date of Next Review:	April 2028
Diversity compliant:	Yes
Equality Impact Assessment required:	No
Data Protection compliant:	Yes
Health & Safety compliant:	Yes
Procedure implemented:	Yes
QL system changes made:	Yes
KPIs / reporting arrangements implemented:	Yes
Training Completed:	No
Posted on intranet:	Yes
Posted on website:	Yes
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Group Delegated Authorities and Decision-Making Responsibilities

Caledonia Housing Group (referred to as the ‘Group’ in this document) comprises Caledonia Housing Association and Cordale Housing Association.

“EMT” means Caledonia’s Executive Management Team consisting of the Chief Executive, Executive Director of Finance, Executive Director of Operations and Executive Director of People & Governance.

“Directors” means Caledonia’s Chief Executive, Executive Director of Finance, Executive Director of Operations and Executive Director of People & Governance. “Directors” should be construed accordingly.

“Head of Service” means Head of Finance, Head of ICT, Head of Frontline Services, Head of People, Culture & Communications, Head of Business Transformation, and Head of Investment and Sustainability. “Heads of Service” should be construed accordingly.

“Managers” means Governance Manager, Asset Manager, Development Manager, Customer Services Manager, Regional Managers and Housing Services & Support Manager. “Managers” should be construed accordingly.

The Group Delegated Authorities and Decision-Making Responsibilities should be read and applied with reference to the Group Policy on Financial Regulations.

For all delegated authorities, post holders within specific directorates who are at levels above those specified, also have the authority to act.

In the event of emergency / business continuity situations, the Chief Executive has authority to act out with these delegated authorities in order to safeguard health & safety and protect Association assets. In these scenarios, the Chief Executive will advise the Chair at the earliest opportunity of any such decisions and their implications.

The delegated authorities listed in this document can only be exercised where the expenditure that would be committed is within budget, and is consistent with appropriate policies, the law and regulatory requirements.

Functional Area	Executive Oversight	
Activity: Governance Documents		
Action	Authority	Limit (if any)
Group Business Plans, Strategic Documents, Policies and Budgets	Governing Bodies	All new policies and substantive changes to existing policies must be approved by the relevant Governing Bodies and in accordance with the Group Standing Orders and Intra-Group Agreement.
	Executive Management Team	EMT has delegated authority to approve updates to existing policies where there are no substantive policy changes being proposed.
Cordale, Strategic Documents, Policies and Budgets	Cordale Management Committee	Requirements are consistent with Group Business Plans, Strategic Documents and Policies and Budgets requirements,
	Caledonia Management Board	In addition, Caledonia Board approval is also required as part of Intra Group Partnership Agreement.
Activity: Urgent Decisions		
Action	Authority	Limit (if any)
Urgent decisions (out with Governing Body meetings)	Chairperson	Exercise any Governing Body functions or responsibilities in conjunction with at least one other Governing Body Member (excepting extreme circumstances)
	Vice Chair	As above in absence of Chairperson

Functional Area	Operations - Development	
Activity: Planning and Land Allocation		
Action	Authority	Limit (if any)
Approval of Development Plans and associated private funding requirements	Governing Bodies	In line with funding availability and capacity.
Feasibility, Planning and Design Stages	Head of Investment & Sustainability	Feasibility recommendations approved by the Board
Speculative Development work	Head of Investment and Sustainability	Within budget
Appointment of Development Consultants	Head of Investment and Sustainability Development Manager	As per Procurement Policy and framework agreement.
Instruct site valuation	Development Manager	
Instruct solicitors	Development Manager	As per Procurement Policy
Funding applications to Scottish Govt, Local Authority and others	Head of Investment and Sustainability Development Manager	
Development feasibility approval	Development Committee	
Approval for purchase of property/site	Development Committee Governing Bodies	Recommendation from Development Committee to the Board for sign off
Approval of purchase of properties through the Mortgage to Rent Scheme	Chief Executive	Report to next Governing Body meeting.
Authorisation of payment for land purchase	Head of Investment and Sustainability	Amounts confirmed in writing by solicitor.
	Head of Finance	Invoice approval requirements to be applied.
	Development Manager	
Acceptance of offer of grant funding	Head of Investment and Sustainability Development Manager	As per Feasibility Stage Approval by the Board.
Claims for payment from Scottish Government, Local Authorities and others	Development Manager Head of Finance	As per Feasibility Stage Approval by the Board.
Design development, statutory applications and advance works costs	Development Manager	As per Feasibility Stage Approval by the Board.
Way leaves to statutory authorities	Development Manager or Asset Manager	

Activity: Develop Mobilisation		
Action	Authority	Limit (if any)
Signing building contract	Executive Director of Operations	As per Feasibility Stage Approval by the Board.
Contracts signed that generate an income	Manager	< £25,000 per annum
	Head of Service	£25,000 - £50,000 per annum
	Executive Director	> £50,000 per annum
Acceptance of offer of grant funding	Development Manager	As per Board Final Stage Approval
Allow Contractor to commence works on site	Head of Investment and Sustainability	Up to Board Final Stage approved level and signed contract in place (or agreement contractor progresses at their own risk).
Authorise variations to contract works	Development Manager	Cumulative up to 1% of contract sum and project remains within approved parameters approved by the Board.
	Head of Investment & Sustainability	Cumulative up to 5% of contract sum and project remains within approved parameters approved by the Board.
	Executive Director of Operations	Cumulative up to 7% of contract and project remains within approved parameters approved by the Board.
	Executive Management Team	Cumulative up to 10% of contract sum or £300k, whichever is greater, and provided the project remains within approved parameters set out in the Board approval.
	Governing Body	Cumulative in excess of 10% of contract sum or > £300k whichever is greater, or where variation(s) result in approved parameters not being achieved as set out in the Board approval
Authorisation of contract payments	Head of Investment and Sustainability Head of Finance Development Manager	Amounts certified by an external professional advisor and within approved project budget. Invoice Approval levels apply.
Claims for payment from Scottish Government, Local Authorities and others	Development Manager Head of Finance	As per approved funding.

Activity Disposals		
Action	Authority	Limit (if any)
Disposal of land and properties	EMT	Disposals up to £20,000
	Governing Body	Disposal greater than £20,000 but less than £120,000
	Governing Body and Scottish Housing Regulator notification	Disposal greater than £120,000 Scottish Housing Regulator to be notified as soon as reasonably practicable. Governing Body minutes, reports and valuations to be included
Disposal of other assets	Functional Director	<£10,000 open market value
	Executive Management Team	<£20,000 open market value
	Governing Body	>£20,000 – open market value

Functional Area	Operations - Care & Repair	
Action	Authority	Limit (if any)
Applications for funding to Local Authority and others	Care & Repair Team Leader	
Acceptance of funding offers	Head of Investment & Sustainability	Within budget
Use of hardship fund	Care & Repair Team Leader	<£500 within budget
	Development Manager	=<£1000 within budget
	Head of Investment	=< £1500 within budget
	Executive Director of Operations	=<£2000 within budget
	Executive Management Team	>£2000
Selection of small repairs contractors	Care & Repair Team Leader	As per selection procedures
Issue of works orders	Care & Repair Team Leader	Within budget

Functional Area	Operations - Maintenance	
Action	Authority	Limit (if any)
Activity: Planned and Cyclical Maintenance and Major Repairs		
Approval of programme for planned maintenance and major repairs	Head of Investment & Sustainability	Within budget agreed by Governing Body
Appointment of consultants	Asset Manager	Within budget and as per steps set out in the Procurement Policy
Acceptance of tender and appointment of contractor	Head of Investment and Sustainability Asset Manager	Any planned and cyclical maintenance spend within the overall programme budget, and which does not result in any alteration to the agreed programme.
	Head of Investment & Sustainability	Any planned and maintenance spend up to original programme budget including approval of substitute projects where appropriate or necessary. Major repairs up to value of £50,000.
	Executive Management Team	The Executive Management Team can authorise additional planned maintenance spend of up to 10% of original programme budget where this can be accommodated within the Association's overall cost budget. Major repairs value within budget.
	Governing Body	Authorisation of any commitments which fall outside of the EMT's delegated authority.
Component Replacement		
Action	Authority	Limit (if any)
Commencement of works on site	Asset Manager	
Authorisation of JCT contract payments	Asset Manager	Within budget and certified by an appropriate external advisor.
Authorisation of other project related costs	Asset Manager	Within budget

Abortive project costs	Executive Director of Operations	< 5% project budget & within current year budget
	EMT	<10% project budget & within current year budget
	Governing Body	>10% project budget & within current year budget
Activity: Reactive Maintenance		
Action	Authority	Limit (if any)
Write off of re-chargeable repairs	Executive Management Team	>£2,000
	Head of Service	<£2,000
	Regional Managers	<£1,000
Write off of non-recoverable other owner costs	Executive Management Team	>£2,000
	Head of Service	<£2,000
	Asset Manager	<£1,000
Selection of reactive maintenance contractors	Head of I&S	As per the Procurement Policy requirements.

Functional Area	Operations – Work Orders	
Activity: Work Orders (Reactive Maintenance, Damp and Mould, Stage 3, Estate Management, Service Charges and Relet).		
Action	Authority	Limit (if any)
Authorisation of works orders	Executive Director of Operations or in their absence	>£50,000 within budget
	another EMT member	<£50,000 within budget
	Head of Frontline Services	<£25,000 within budget
	Regional Managers	<£10,000 within budget
	Area / Team Leaders	<£1,000 within budget
	Neighbourhood Officer	
	Customer Solution Advisors	<£500
	Business Support Assistants	<£500

Functional Area	Governance - Procurement	
Action	Authority	Limit (if any)
Placing of Orders or Contracts	EMT	Below £30k, the EMT have discretion to decide whether competitive quotations are obtained, subject to agreed costs being reasonable in comparison to other providers. £30k-£50K At least three competitive quotations must be obtained and a record of the quotations kept. >£50K The Groups tendering procedures must be followed. N.B Exceptions to the procedures are contained in both the Group Procurement Policy and Financial Regulations.

Functional Area	Finance	
Activity: Payroll & Personnel		
Action	Authority	Limit (if any)
Monthly payroll (normal salaries)	Head of Finance	Within agreed establishment
Overtime	Directors / Heads of Service	Within budget
Travelling/Subsistence Expenses Authorisation		
Action	Authority	Limit (if any)
Scheme Assistants	Scheme Manager	Within Budget
Scheme Managers	Retirement Housing Team Leader or Registered Manager (Very Sheltered)	
Other scheme based Staff	Scheme Manager	
Scheme Cleaning Operatives, Volunteer Coordinator or Community Engagement Worker	Retirement Housing Team Leader	
Estates Operatives	Estates Supervisor	
Officers / Assistants / Estates Supervisor / Clerk of Works / Business Partners	Team Leaders or Managers	
Team Leader / Regeneration Coordinator / Climate Change	Managers	

Coordinator / Procurement Lead / Senior HR Business Partner		
Managers	Heads of Service	
Heads of Service	Directors	
Directors	Chief Executive	
Chief Executive	Executive Director of People and Governance or alternate director in the absence of Executive Director of People and Governance	
Governing Body Members excluding Chair	Chief Executive/Executive Director of People & Governance	
Chair	Chief Executive/Executive Director of People & Governance	
Activity: Banking		
Action	Authority	Limit (if any)
Cheque signatories (subject to inclusion in bank mandate)	<u>List A</u> CEO and Directors	<£10,000 = any two signatories from list A or list B
	<u>List B</u> Heads of Service Managers	>£10,000 = minimum of two signatories one of which is from list A All cheques submitted for signature must have documentation for amounts in excess of £10,000 and validation by the Finance Manager for amounts between £5,000 and £9,999
BACS & CHAPS Payments (subject to Bankline access rights)	<u>List A</u> CEO and Directors <u>List B</u> Head of Finance Customer Services Manager Head of Frontline Services Head of Investment & Sustainability	<£10,000 = any two signatories from list A or list B >£10,000 = minimum of two signatories one of which is from list A BACs payment schedules submitted for signature must have documentation for amounts in excess of £10,000 and validation by

	Head of Business Transformation Snr Business Partners (Finance)	the Finance Manager for amounts between £5,000 and £9,999
Credit Cards	Issued at request of Line Manager and approved by Head of Finance	Set credit card and invoice approval limits apply.
Petty cash issue (schemes)	Scheme Manager	< £50 reimbursement on production of receipt
Petty cash issue (office)	Finance Officer	up to £100
	Head of Finance	>£100
Approval of purchase orders / invoices	Directors Heads of Service Managers Team Leaders Officers Customer Services Advisors Business Support Assistants Scheme Manager Cooks	=>£50,000 within budget <£50,000 within budget <£10,000 within budget <£5,000 within budget <£2,500 within budget <£1,000 <£500
Sponsorships and donations	Director Executive Management Team	<£1000 >£1000
Activity: Government Grants & Security		
Action	Authority	Limit (if any)
Scottish Government and other statutory returns (inc SHR, OSCR and FCA)	Any member of Executive Management Team	
Granting Standard Security over social housing assets	Governing Body and Scottish Housing Regulator notification	Scottish Housing Regulator to be notified as soon as reasonably practicable. Governing Body minutes, reports and valuations to be included.

Activity: Treasury Management		
Action	Authority	Limit (if any)
Investment of cash	Executive Director of Finance	Within Treasury Management Policy
Renewal of Insurance policies	Executive Director of Finance	Executive Director of Finance required to produce a renewal report for governing body review
Approval for procurement of private finance	Governing Body	From approved lenders within Treasury Management Policy
Bank accounts and general financial administration	Head of Finance	As required
Approval of audited accounts	Governing Body	
Signature on audited accounts	Governing Body	Chairperson Governing Body Member Secretary
Organisation tax return	Head of Finance	
V.A.T. return	Finance Officer	
P.A.Y.E. annual return	Finance Officer	

Functional Area	Human Resources	
Activity: Resource Management & Recruitment		
Action	Authority	Limit (if any)
Employment of temporary staff	Directors/Heads of Service	As approved by EMT within budget
Recruitment – executive staff	Governing Body	Within budget
Recruitment - all other staff	Managers	Within budget and existing establishment and approved by EMT
Signature of contracts of employment	Chairperson Chief Executive	Chief Executive Directors
	Director or Head of People, Culture & Communications	All Other Staff
New employee commencement forms	Managers	Within EMT approved staff compliment
Training courses	Managers	Within annual plan/budget
Conferences – staff	Head of Service /Manager	Within budget
Authorise annual leave	Line Manager	Within allocated leave
Compassionate leave	Line Manager	Within approved policy

Activity: Disciplinary Action		
Action	Authority	Limit (if any)
Authorise suspension pending investigation	Member of Executive Management Team	For all staff below executive team level
	Chief Executive	For executive directors
	Chair	For Chief Executive following legal advice.
Informal procedure actions	Line Manager (includes Coordinators, Team Leaders, Operational Managers, Heads of Service, Directors, Chief Executive)	As set out in Disciplinary Policy.
Formal Written Warning Stage 1, Final Written Warning Stage 2	The minimal level who can issue a formal and final written warning is a Manager.	As set out in Disciplinary Policy.
Formal Dismissal Stage 3 (with notice or summary dismissal without notice)	Formal Dismissal Stage 3 - Director chairs hearing and makes decision	Up to manager level
	Formal Dismissal Stage 3 –Chief Executive chairs hearing and makes decision.	Head of Service level
Formal Dismissal Stage 3	Formal Dismissal Stage 3 – Panel of 3 Governing Body appointed Members (excluding Remuneration Committee Members) and the Chief Executive to hold hearing and make decision.	Director Level
Any action involving the Chief Executive	Panel of 3 Caledonia Management Board members appointed to hold hearings and make decisions.	
Appeals against dismissal	Chief Executive Remuneration Committee	Up to manager level Head of Service level and above.

Oversee Allegations of Potential Breaches of the Code of Conduct by Governing Body Members	Chair & Vice Chair. Vice Chair if breach relates to Chair. Other nominated Governing Body member if allegation relates to Chair or Vice Chair i.e. two Board members must be involved in any formal code of conduct investigation.	As per the protocol for dealing with a breach of the Code of Conduct. This outlines the various actions if an investigation confirms a breach. This ranges from training for less serious breaches to formal censure and a vote to remove the member from the Board for serious breaches.
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Functional Area / Activity	Operations - Tenant Services	
Activity: Allocations (Applies only where a Common Housing Register is not in use)		
Action	Authority	Limit (if any)
Assessment and acceptance of application forms	Business Support Assistant	
Assessment of priority passes	Business Support Assistant	
Appeal decision on priority pass	Business Support Assistant / Team Leader	
Suspension of applicant on register	Business Support Assistant / Team Leader	
Selection of successful applicant and tenancy commencement date	Business Support Assistant / Neighbourhood Officer	
Authorisation of allocation	Team Leader / Neighbourhood Officer	
Authorisation of allocation to one of our people or to someone closely connected to them.	Executive Management Team	Decision has to be in accordance with Allocation policy, the tenancy recorded as a register and reported to next Governing Body meeting.
Activity: Signing		
Action	Authority	Limit (if any)
Signature of tenancy agreement / occupancy agreement	Neighbourhood Officer	
Signing of Leases and Minutes of Variation for supported property	Executive Management Team	

Activity: Arrears Management		
Action	Authority	Limit (if any)
Actioning eviction	Regional Manager	
Approving application to Court	Team Leader	
Serving Notices	Neighbourhood Officer	
Generating letters and reminders	Neighbourhood Officer	
Refund of rent/housing benefit	Team Leader / Area Leader	
Write-off of former tenant arrears, credits and non-rental debt	Neighbourhood Officer Area Leader Regional Manager Head of Services Executive Director of Operations Executive Management Team	<One week rental income <Four weeks rental income <Eight weeks rental income <Twelve rental income >Twelve weeks rental income Annual review of write off arrears
Approval of annual rent review	Governing Body	
Approval of Service Charges	Governing Body	
Material increase/decrease in previously agreed provision of services	Governing Body	Subject to Tenant consultation
Tenancy start/end date amendments	Neighbourhood Officer	
Activity: Tenancy related matters		
Action	Authority	Limit (if any)
Name changes Assignments Joint tenancies Exchanges	Neighbourhood Officer	
Difficult to let strategy decisions		
Decoration cleaning and fixtures & fittings allowances	Neighbourhood Officer Area Leader Regional Manager	<£1000 within budget <£2000 within budget >£2000 within budget

Functional Area	Governance - Notifiable Events	
Action	Authority	Limit (if any)
Reporting notifiable events that relate to governance or organisation issues, or which relate to the AAS	Chair / Chief Executive. In absence of CEO, Executive Director of People and Governance	Chief Executive required to notify/consult with Chair prior to submission.
Reporting notifiable events relating to performance and service delivery issues or financial and funding issues	Chief Executive. In absence of CEO, Executive Director of People and Governance	
Keeping records in relation to all Notifiable events	Chief Executive. In absence of CEO, Executive Director of People and Governance	

Please refer to Group Notifiable Events Policy for further information and guidance.

Compliance Statement

It is important that all members of staff, in carrying out their duties for the Group, do so in accordance with the Group's policy framework. Our policy framework ensures we comply with laws and regulation, while giving guidance to inform operations and decision-making. Our policies have been designed to be clear and easy to understand and are available on our website and intranet. If any member of staff is unclear as to their responsibilities under this policy, then they should refer to their line manager and / or the policy author for further guidance. A failure to comply with Group policies can have serious consequences for the Group. Should an employee become concerned about serious non-compliance with the policy, they should speak to their line manager or refer to the guidance set out in the Group Whistleblowing policy.