BELGRAVE NEIGHBOURHOOD CO-OPERATIVE HOUSING ASSOCIATION SCHEME OF DELEGATION

Aims of the scheme of delegation

The following are aims of the scheme of delegation:

- To ensure that the co-op's committee remains in control of the co-op
- To ensure that there is clarity about who has authority to take decisions and how they take decisions.

Delegated Authority

1 The Management Committee is the primary decision-making body in the co-op and is responsible for setting the strategies and policies by which the co-op operates. However, the committee delegates some decision-making to co-op officers, staff and sub-committees to enable the co-op to operate effectively on a day to day basis.

2 This scheme of delegation sets out how the committee delegates authority. Key delegating principles include:

- decisions that would enter the co-op into major financial commitments, or about policies, strategies, matters of principle or risk should usually only be taken by the committee (or in some cases, the general membership)
- the co-op's policies set out who has delegated authority in respect of the policy in question
- those to whom authority is delegated should ensure, wherever possible, that delegated decisions taken conform to the co-op's existing policy framework
- those to whom authority is delegated should always be mindful that in exercising delegated authority, they are making decisions on behalf of the committee and are always accountable to it
- in the unlikely event that a decision is needed urgently about which the committee has not delegated authority, those taking decisions

should wherever possible conform to existing co-op policy or match decision-making to existing co-op policy to the best of their ability

- where an urgent decision is taken where there is no clear delegated authority, those taking the decision will report the decision to the committee at the earliest possible occasion.

3 The chair and Chief Executive Officer will provide guidance regarding delegated authority in the co-op and will determine who has delegated authority in the event that it is not clear who has authority to make a decision on behalf of the co-op.

The chair and Chief Executive Officer

4 The chair has delegated authority to take any urgent decisions on behalf of the co-op as required between committee or sub-committee meetings that fall within the remit of the co-op's rules and existing policies and strategies. In taking such decisions, the chair will liaise with the Chief Executive Officer as appropriate.

5 Specifically, the chair has delegated authority to take decisions:

- that will facilitate the effective operation of general and committee meetings
- relating to the management of the Chief Executive Officer
- of an urgent nature in accordance with the co-op's standing orders and any existing policies or strategies.

6 In the absence of the chair, the Chief Executive Officer has the same delegated authority.

7 Any such decisions taken will be reported to the next committee meeting or to the relevant sub-committee meeting, where necessary with an explanation of how the decision conformed to the co-op's rules and existing policies and strategies.

8 The chair, or Chief Executive Officer, in the chair's absence has delegated authority to sign legal documents on behalf of the co-op, and to represent the co-op to external organisations.

The secretary

9 The secretary has delegated authority to carry out their duties and responsibilities as set out in the co-op's rules.

10 The secretary also has delegated authority to sign legal documents on behalf of the co-op.

11 In the absence of the chair and Chief Executive Officer, the secretary has the same delegated authority to take decisions on behalf of the co-op as set out in clauses above.

The treasurer

12 The treasurer (if there is one) has delegated authority to oversee the co-op's financial systems in accordance with the co-op's Financial Standing Orders and any other relevant policy or strategy agreed by the committee. If there is no treasurer, delegated authority in respect of the co-op's finances will be exercised in accordance with the Financial Standing Orders.

13 In exercising their delegated authority, the treasurer will consult with the Finance Lead as appropriate.

14 The treasurer's delegated authority includes:

- in consultation with the Finance Lead, ensuring that financial reports are presented to the committee
- implementing decisions of the committee that relate to financial matters
- ensuring that the co-op's financial systems operate efficiently and effectively in accordance with Financial Standing Orders

- authorising expenditure to the level permitted within the Financial Standing Orders and ensuring that other levels of delegated authority for financial expenditure are complied with

- signing instructions to the co-op's bank in accordance with Financial Standing Orders or instructions given by the committee or chair

- preparing the co-op's annual budget in consultation with the service provider

- taking emergency action under the direction of the chair to ensure that the co-op's financial systems remain efficient and effective.

15 The Finance Lead shall have delegated authority to operate the co-op's financial systems in the treasurer's absence.

Other committee members

16 The committee will nominate the Chair, Secretary, Chief Executive Officer, the Senior Property and Compliance Lead and the Senior Housing Lead to be authorised persons/signatories to the bank accounts.

17 Those committee members have delegated authority to sign cheques or authorise digital payments in accordance with the co-op's Financial Standing Orders.

18 The committee selects chairs of the co-op's sub-committees and working groups from the committee's members. Sub-committee or working group chairs have delegated authority to take decisions on behalf of the co-op that have been specifically identified in the terms of reference for the sub-committee or working group. Sub-committee or working group chairs must ensure that any decisions taken conform to the co-op's rules, the terms of reference of the group and existing policies and strategies.

19 If the chair of a sub-committee or working group is in doubt about whether they are in a position to take a decision on behalf of the co-op,

they should seek guidance from the chair or the Chief Executive Officer.

20 Any decisions taken by the chair of a sub-committee or working group will be recorded in the minutes of the sub-committee or working group minutes.

21 Other committee members do not have delegated authority to act on behalf of the co-op, unless specifically requested so to do by the committee (which shall be recorded in committee minutes).

Staff

22 Designated members of staff (the Senior Management Team - the Chief Executive Officer; the Senior Housing Lead; the Senior Property and Compliance Lead; the Community and Resident Engagement Lead) have delegated authority to ensure that services are delivered effectively and in accordance with co-op policies including:

- providing information and reports, particularly on all aspects of co-op management, to the committee, sub-committees and working groups to enable them to carry out their remit
- ensuring implementation of committee decisions, and decisions made by sub-committees and co-op officers, where they have delegated authority to make decisions
- authorising expenditure to the level permitted within the Financial Standing Orders
- operating the co-op's rent arrears service – sending appropriate correspondence; carrying out interviews and home visits; providing advice and counselling to co-op members and maintaining appropriate records
- ensuring that the co-op enforces tenancy conditions; investigating and determining tenancy matters relating to policies on resident disputes, transfers & exchanges, succession, breakdown of marriage, illegal occupation and mediating between residents where appropriate

- operating policies in relation to Anti-Social Behaviour and harassment, maintaining records and assembling evidence where appropriate and ensuring that the co-op meets its responsibilities in relation to supporting victims and witnesses, in partnership with other agencies where appropriate

- operating the co-op's repairs policy; receiving repairs requests; organising repairs; ensuring suitable specifications for contracts and repairs; compiling and reviewing a co-op list of repairs contractors; carrying out inspections of work; ensuring delivery of an out of hours emergency service

- ensuring the co-op's empty homes responsibilities are dealt with effectively, efficiently and in accordance with the co-op's Lettable Standard; carrying out pre and post inspection of void properties; arranging void works and monitoring progress of void works to ensure efficient turnaround of properties

- ensuring that the co-op's cleaning and grounds maintenance service is provided effectively

- ensuring that members and others are responded to in the co-op's office, and through correspondence, e-mail and by telephone

- ensuring that the co-op's Complaints Policy is implemented effectively, and that issues raised are dealt with in a timely fashion

- ensure that other members of service provider staff carry out their duties effectively and in accordance with co-op policies

- liaising with the Police, the Local Authority, the Health Authority and other organisations in accordance with co-op policies and/or under the direction of the Chair

- taking responsibility for the management and security of the co-op's office, its equipment, IT and other systems

- taking responsibility for the co-op's Health & Safety Policy

- operating the co-op's Equality and Diversity Policy in conjunction with the committee; ensuring compliance with equalities legislation; promoting equality of opportunity and access to co-op services generally

- taking responsibility for any other issues designated as services in the co-op's policies.

23 The Senior Management Team will also ensure that appropriate committee members are informed about disasters occurring and steps being taken to address them. The Senior Management Team will also facilitate governance continuity in the event of the chair and/or other key officers being unavailable.