



DAWSON GOVERNANCE STRUCTURE & SCHEME OF DELEGATIONS HANDBOOK

June 2021

Dawson Housing Association

GOVERNANCE STRUCTURE & SCHEME OF DELEGATIONS HANDBOOK

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PART 1.1

PURPOSE, SCOPE & REVIEW

- 1 **Purpose**
 - 1.1. This Handbook sets out the governance structure of Dawson Housing Association (“**Dawson**”) and the delegated authority through which it operates. The supplementary financial regulations set out further detailed financial authorisation limits.
 - 1.2. This Handbook is not intended to replace or alter the operation of the Rules or other constitutional documents of Dawson. Rather it is intended to provide a framework for effective management of the organisation's business. Its purpose is to:
 - Provide a clear framework for the decision-making powers that the Dawson Board.
 - delegates to the Chief Executive and that the Chief Executive delegates to the Senior Management Team and other staff members.
 - Set out the Terms of Reference of the Dawson Board.
 - Set out the Terms of Reference for the Senior Management Team.
 - Provide a sound and clear basis for the conduct of Dawson’ business in terms of financial regulation.
 - Ensure compliance with the regulatory requirements of the Regulator of Social Housing. and good practice guidance from National Housing Federation (“**NHF**”) or other relevant bodies.
 - 1.3. In the event of a conflict between this Handbook and the Dawson Rules, the Rules or Articles shall prevail.
 - 1.4. The key documentary levels in the governance framework are:
 - Incorporation documents and Rules – these determine the constitutional arrangements for Dawson Housing Association
 - The Governance Structure and Scheme of Delegations Handbook
 - 1.5. This Handbook will be issued to all Board members on appointment and when materially changed.

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Scope

- 1.6. This Handbook applies to Dawson Housing Association as a whole. The governance structure chart is attached at **Part 1.1**. Details of Dawson, including their activities, purpose, constitutional details and objectives are set out in **Part 1.2**.
- 1.7. The legal status of Dawson restricts the activities that it can undertake. Dawson can only undertake activities that are strictly in the furtherance of its business aims, as set out in their Rules. Any queries about whether Dawson can undertake an activity should be directed to the Chief Executive.

Amendments to Handbook and Review Mechanisms

- 1.8. This Handbook can only be amended by the Dawson Board or via specific delegated authority.
- 1.9. A review of all parts of the Handbook will be carried out on an annual basis or following a significant change in organisational structure, external regulation or operating environment. This review will be facilitated by the Head of Governance and Compliance.

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PART 1.1

REGISTERED SOCIETY ACTIVITIES

This section sets out what Dawson can do and any restrictions on its activities. Details of the Associations objects, or purpose, are set out in their rules or articles.

Society	Description of primary activities	Legal status/Registration body	Date of incorporation	Charitable	Registered Provider
Dawson Housing Association Limited	A Community Benefit Society with exempt charitable status acting as a registered social landlord delivering specialist support services to residents.	Community Benefit Society 8724	14 September 2021	Yes	Yes 5058

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PART 2

THE BOARD

This role of the Dawson Board is to lead, direct, control, scrutinise and evaluate the work of the Association. This section sets out the following in terms of enabling the Board to carry out that function:

- 2.1 [DAWSON Board Terms of Reference.](#)

PART 2.1

DAWSON BOARD

TERMS OF REFERENCE

1 Introduction

- 1.1 This document sets out the terms of reference for the board of Dawson Housing Limited (the Society).
- 1.2 These terms of reference may be varied by the Board from time to time.

2 Composition

- 2.1 The number of the Board shall be determined collectively by the Board from time to time. It is currently set at [six].
- 2.2 The Board will comprise a majority of independent non-executive directors at all times, in accordance with the Society's constitution (the Articles).
- 2.3 The Chair shall be an independent non-executive director.

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3 Functions of the Board

References to “Code” in these terms of reference mean the NHF Code of Governance

3.1 The Board’s functions include:

- 3.1.1 Setting and ensuring compliance with the values, mission and strategic objectives of the organisation and ensuring its long-term success
- 3.1.2 Satisfying itself as to the integrity of financial information, approving each year’s budget and business plan and annual accounts prior to publication
- 3.1.3 Establishing and overseeing a framework of delegation and systems of internal control
- 3.1.4 Establishing and overseeing a risk management framework in order to safeguard the assets of the organisation
- 3.1.5 Taking professional advice (tax, legal and other) where appropriate
- 3.1.6 Ensuring at all times that the Society takes into account any obligation imposed by the social housing regulator in the exercise of its powers
- 3.1.7 Satisfying itself that the Society’s affairs are conducted in accordance with generally accepted standards of performance and propriety
- 3.1.8 Establishing an operating a performance appraisal system for the Board, chair, and individual Board members
- 3.1.9 The Board shall direct the affairs of the Society in accordance with the Articles and ensure that its functions are properly performed. The ultimate responsibility for the direction and management of the Society rests with the Board.

4 Meetings

- 4.1 The Board shall meet at least 4 times every calendar year.
- 4.2 The quorum at meetings of the Board shall be three Board Members of which a majority must be an Independent Non-Executive Board Member.
- 4.3 The Secretary or his or her deputy shall be in attendance at each meeting of the Board and shall (unless any contrary direction is given by the Board) keep full Minutes of each meeting.
- 4.4 Meetings of the Board can take place by conference call.
- 4.5 Normally at least 7 days before a meeting of the Board, the following must be issued to every

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member of the Board:

- 4.5.1 A notice calling the meeting and stating the time and place
- 4.5.2 A statement of the business to be transacted (the agenda)
- 4.5.3 All reports and other documents referred to or to be read with the agenda
- 4.5.4 All paperwork will be sent via email or made accessible via a shared confidential drive.
- 4.6 Any report or document not sent with the agenda may, with the consent of a majority of the Board members present, be tabled and considered at the meeting if it relates to matters which are either:
 - 4.6.1 referred to in the agenda; or
 - 4.6.2 is of such urgency or importance that it is desirable that the report or document receives consideration at the meeting.
- 4.7 Members of the Board wishing to have items included on the agenda must give the Chief Executive at least 14 days' written notice of the item. The Chief Executive will consult the Chair of the Board as to the item's inclusion.

5 CONDUCT OF MEETINGS

- 5.1 Prescribed rules for the conduct of members at meetings are laid down in the articles of association and the Board Members' Code of Conduct. Board Members are expected to conduct themselves in a business-like and courteous manner and to observe the commonly accepted rules of debate and meetings.
- 5.2 Board Members of and executive staff working for the Society will be given the opportunity to declare an interest in any item on the agenda at the beginning of the meeting. Declarations of interest must be repeated at the time the item is discussed.
- 5.3 The Chair will ensure that all members are given adequate opportunity to debate all items on the agenda.
- 5.4 The order of business at the Board meetings will normally be:
 - 5.4.1 To note apologies for non-attendance
 - 5.4.2 To note declarations of interest (any declarations made will be repeated before the particular agenda item is discussed). Conflicts of interest will be dealt with in accordance with our policy.
 - 5.4.3 To approve as a correct record the minutes of the previous Board meeting

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- 5.4.4 To consider any matters arising from the minutes of the last meeting that are not on the agenda
 - 5.4.5 Items and reports for debate, decision or action
 - 5.4.6 Performance reports – covering Acquisition, Housing Management, Maintenance and Finance
 - 5.4.7 Papers and reports that are for information
- To consider any other business at the discretion of the Board

6 Voting

- 6.1 The majority of the Board Members present at the meeting shall, except where otherwise required by statute or by the Society's Rules, determine every question. Each Board Member has one vote.
- 6.2 If there are an equal number of votes for and against a decision, the Chair will have a second and deciding vote.

7 Minutes

- 7.1 Minutes of the proceedings of the Board meeting shall be recorded and copies provided for Board members.
- 7.2 The Minutes of each Board Meeting will be circulated to the Board within a fortnight of the Board Meeting.
- 7.3 The Minutes shall be submitted to the next meeting of the Board. If proposed, seconded and signed by the Chair of the meeting at which they are accepted, the Minutes shall be taken as a correct record with or without amendment. The Minutes shall then be conclusive evidence of any fact recorded in them.
- 7.4 The Minutes are not a verbatim record of discussions at the Board meeting. They will record the item under consideration, amendments and the decisions taken. Any member of the Board can ask for his or her dissenting view to be recorded in the minutes.

8. Urgent Matters

- 8.1. The Chair advice and support from the Chief Executive shall have delegated authority (where the nature of the circumstances require immediate or early action to exercise any of the responsibilities of the function of the Board.
- 8.2. Except in extreme circumstances, decisions under "Decisions by the Chair" should:
 - 8.2.1. Be taken in conjunction with at least one other non-executive Board Member
 - 8.2.2. Only be used where the matter is sufficiently urgent, and falls between scheduled Board meetings
 - 8.2.3. The facts and decisions taken should be communicated to all Board members as soon as possible in writing

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8.2.4. Be reported to the next Board meeting and recorded in the Minutes thereof.

8.3. If the matter is routine and discussion is not necessary the approval of all the directors may be obtained by means of a written resolution, subject to the requirements of the Society's articles of association.

8.4. In all cases, however, the procedures should balance the need for urgency with the overriding principle that each director should be given as much information as possible, the time to consider it properly and an opportunity to discuss the matter prior to the commitment of the Society.

9. Matters reserved for the Board

Strategy, Plans, Budget and Accounts

The Dawson Board will:

9.1 Determine the organisation's vision, mission and values and the corporate and objectives of the organisation so that the Senior Management Team (SMT) has clear parameters within which they can develop their operational plans.

9.2 Approve the annual business plans including the target financial surplus of DAWSON. Agree the "golden rules" and review them in the light of the headroom within the LTFP.

9.3 Approve major changes to staff terms and conditions of employment such as pension provision, determining where in the market pay at Dawson should be reflected (median or top quartile etc). Approve the annual pay increase.

9.4 Approve changes to the composition or role of the Senior Management Team.

9.5 Approve an annual statement of compliance to ensure that Dawson has complied with all its relevant statutory, licence and regulatory obligations.

9.6 Review annually the Governance Structure and Scheme of Delegations Handbook which includes terms of reference for the Board, financial regulations and framework of delegated authorities.

9.7 Approve entry into new loan or other borrowing arrangements.

9.8 Approve the annual accounts of Dawson.

9.9 Where applicable, appoint the external auditor; approve the fee; and approve the organisation's response to the external auditor's management letter.

9.10 Approve the assets development strategy

9.11 Approve changes to governance arrangements and corporate structure

10. Standing Items for each Board Meeting

10.1 Notice and Quorum

10.2 Conflicts of Interest

10.3 Minutes of the previous meeting

10.4 Matters Arising

10.5 Chief Executive's Report

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- 10.6 Finance Report
- 10.7 Governance report

11. Review

- 11.1 These terms of reference may be varied by the Board from time to time.
- 11.2 These terms of reference shall be reviewed by the Board at least annually.

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PART 3

THE SENIOR MANAGEMENT TEAM

The Senior Management Team (SMT) is tasked with overseeing the management of the organisation and delivery of the strategic objectives set by Dawson Board. Each SMT member is responsible for the accountability and control of the staff and the security, custody and control of all other resources, including, equipment, assets and cash within his/her sphere of activity.

The SMT Team comprises:

- The Chief Executive
- Head of Finance
- Head of Governance and Compliance
- Head of Operations

Heads of service

- The Head of Finance
- The Head Governance and Compliance
- The Head of Operations

The terms of reference follow at Part 4.1.

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PART 4.1

SENIOR MANAGEMENT TEAM TERMS OF REFERENCE

SENIOR MANAGEMENT TEAM

TERMS OF REFERENCE

Lead executive: Chief Executive

1. Purpose

- 1.1 The primary purpose of the Senior Management Team (SMT) is to oversee the management of the organisation and be responsible for the delivery of objectives agreed with the Dawson Board.

2. Frequency of Meetings

- 2.1 The SMT will meet Bi weekly, or more frequently if circumstances demand.

3. Objectives

- 3.1 Review performance against the Corporate Strategy and Annual Business Plan objectives with reference to monthly management accounts, monthly core performance reports and other performance reports.
- 3.2 Prepare for discussions with the Dawson board in relation to the performance of the organisation and future strategic direction.
- 3.3 Work with the Senior Management Team (SMT) on the monitoring and management of performance against KPI targets and the production of new and revised strategies either for approval or recommendation to the Dawson Board.
- 3.4 Manage the handling of all issues which may affect the well-being or reputation of the organisation.
- 3.5 Oversee the production of annual budgets for approval by the Dawson Board.
- 3.6 Promote and enhance the organisation's accountability and be satisfied that it is complying with all statutory and regulatory obligations.
- 3.7 Approve and oversee litigation cases.
- 3.8 Approve the terms of reference for the SMT and other organisation-wide officer groups.
- 3.9 Where applicable, approve the corporate credit card policy and who cards are issued to.
- 3.10 Recommend for approval the delegated authority levels for staff across the organisation. This excludes delegations to the SMT.

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- 3.11 Approve all contracts between £25,001 and £50,000 for non development within the approved budget. Approve appointment of all consultants from approved panels where appropriate.
- 3.12 Approve transfers of up to £5,000 between budget headings provided they are within the overall budget subject to the Head of Finance assessing the impact on the business plan and agreeing. This is to be reported to the next Board meeting.

4. Membership

- 4.1 The SMT Team comprises:
- The Chief Executive
 - Head of Finance
 - Head of Governance and Compliance
 - Head of Operations

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PART 4.2

THE COMPANY SECRETARY

LEAD EXECUTIVE: Chief Executive

1. Unless otherwise agreed by the Dawson Board, the post of Company Secretary is normally held by the Chief Executive.
2. The main duties are to:
 - 2.1 Give notice of and attend all meetings of the Association and the Board in accordance with Dawson's Constitution.
 - 2.2 Supervise the preparation of all Board meetings including the preparation and circulation of agendas, minutes and reports;
 - 2.3 Supervise the preparation of all statutory returns to all regulatory bodies.
 - 2.4 Ensure that the Association complies with its Rules and co-ordinate a review of Dawson's constitution with the Board on a three-yearly basis.
 - 2.5 Maintain governance policies and procedures ensuring that they are up to date with changes in law and are regularly reviewed ensuring that Dawson are compliant.
 - 2.6 Support governance reviews or structural changes in governance, supporting on the implementation of any transfers of engagements/amalgamations and the establishment of new corporate bodies within the organisation.
 - 2.7 Maintain the approved banking and mandate signatory list.
 - 2.8 Assist in developing and to support processes for Board and Board Member lifecycles, including Board succession planning, recruitment, induction, appraisal, renewal, development and training.
 - 2.9 Keep the Association's seal and maintain registers in respect of;
 - Shareholding membership
 - Mortgages and charges;
 - Interests of Board members and staff;
 - Hospitality & gifts
 - FraudEnsure the Association complies with its rules
Review the constitution every three years

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PART 5

SCHEME OF DELEGATIONS

Ultimate responsibility for the operation of the organisation lies with the Dawson Board. However, in order to ensure the effective running of the organisation, the Board may delegate decision-making authority to the Chief Executive and other staff.

Dawson has financial regulations which are part of the overall system of financial and management controls. It is intended the Financial Regulations and Scheme of Delegation will complement each other. Where there is conflict between these Financial Regulations and other Standing Orders and Procedures, the Financial Regulations will prevail. It is the responsibility the Heads of Service to notify the Head of Governance and Compliance of any changes to documents especially the Scheme of Delegation arising from changes in policy and procedure.

The Head of Governance and Compliance is the officer responsible for ensuring that the Financial Regulations and Scheme of Delegation is followed. He/she is also responsible for maintaining the documents.

The following sections set out the Board's current scheme of delegation:

- 5.1 Scheme of delegation to the Chief Executive.
- 5.2 Scheme of delegation to Staff.
- 5.3 Appointment of Architectural, Quantity Surveying and other Consultants.
- 5.4 Quotation and Tender Procedure.
- 5.5 Authorised signatories.

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PART 5.1

SCHEME OF DELEGATION TO THE CHIEF EXECUTIVE

1. Aims

- 1.1 This document sets out the framework of delegation to ensure the effective running of the organisation by delegating powers to the Chief Executive and other staff while retaining appropriate levels of control by the Board.

2. Principles

- 2.1 Ultimate responsibility for the operation of the organisation lies with the Dawson Board. The key roles and responsibility of the Board is set out in its terms of reference under part 2.1.

3. Delegation to the Chief Executive

- 3.1 The Board delegates power to the Chief Executive to take decisions, grant authorities, enter into contracts and agreements, provide approvals (or similar) for the organisation to deliver the strategies, plans and budgets that have been agreed by the Dawson Board. The Chief Executive will use their powers in a way that is consistent with Dawson's strategies and policies. Exceptions to this authority are set out in the 'matters reserved' in the Dawson Board Terms of Reference.
- 3.2 The list of other delegated authorities to individual staff members is set out in part 5.2. Approval of this 'Scheme of Delegation to Staff' is reserved for the Chief Executive and will be included in the minutes at Senior Management Team.
- 3.3 The Chief Executive may also delegate their authorities on temporary basis or on a specific issue where it is not practical for them to exercise their authority. Such delegation will be recorded in advance in writing (which includes email). If it is a permanent change or material change for example if the Chief Executive will be absent for a period of over 3 weeks, the Chair of the Board should be notified and make a judgement on if the Board need to be informed or approve the change.

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PART 5.2

SCHEME OF DELEGATION FROM THE CHIEF EXECUTIVE TO COLLEAGUES

The 'delegated authorities' set out colleague authorities for:

- Ordering and approval of goods and services
- HR Delegations
- Changing budgets
- Further delegations

For the avoidance of doubt – if through absence or illness or staff vacancy the relevant postholders are not available to make a decision covered by these delegations, the authority to act passes up the line management chain (and not to an individual of equivalent grade).

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DAWSON STAFF DELEGATIONS

Ordering and Approval of Goods and Services

Authority is only delegated to raise orders and approve invoices within the budgetary limits. Staff are not delegated to spend in excess of a budget.

If a budget is exhausted, then a budget transfer will be required. This can be approved by SMT or a budget adjustment by the Board.

*Amounts include VAT

Role	Raising Orders	Approving Invoices/Goods receipt	Notes
Chief Executive	Unlimited	250,001	signatory requirement must include Board member for £>250,000
Head of Service	Unlimited	< £5001	In the absence of HOO
Head of Operations	Unlimited	< £5001	
Housing officer	Unlimited	<£501	Emergency repairs HO can approve otherwise the HOO must approve.
Other Staff	unlimited	£0.00	

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These will be paid on the next faster payment via the bank run after their receipt by the Finance Team and authorised for payment.

Payment Authorisations

Role	Payment authorisations	Signing cheques	Setting up BACs
Chief Executive*	HOF and CEO Lloyds permissions	Yes	Yes
Head of Finance	HOF and CEO Lloyds permissions	None	Yes
Housing officer	None	None	None
Other Staff	None	None	None

*Note: Specific permissions limits apply to signatories. Please see the financial regulations for full details on value levels.

Internal Control

- The Operations Assistant to have inputting authority on banking system to ensure separation of powers.
- The same person may not raise an order and approve payment.
- Approving goods and services will always require at least two signatures.
- Quotation and tender order procedures must be followed.
- All development contracts and other contracts over £250,001 should be approved by the Board.
- SMT can approve contracts up to £50,000
- The Chief Executive may approve a contract up to £250,000. However, any contract over £50,000 must be reported to the Board at its next meeting.

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Below is a non-exhaustive list of payments that may be set up by direct bank transfer

- Loan payments – interest
- Loan payment – capital loan payments
- Payroll
- Pensions
- HMRC payments:
- Utilities: gas/telephone/electricity).

*Temporary and contract staff do not normally have any authority to commit expenditure or approve invoices on behalf of the Association. This may be waived by Board resolution.

HUMAN RESOURCE DELEGATIONS

Human Resources delegated authorities			
Delegation		To Who	Notes
Annual salary reviews		Board	Provided budget provision exists
Senior Management Team Salary Reviews		Board	To be market tested
Individual salary reviews outside of annual review	Recommended by	Heads of Service	Excludes Chief Executive
	Approved by	Chief Executive	

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Human Resources delegated authorities			
Delegation		To Who	Notes
PRP Policy		Board	
PRP Chief Executive		Board	
PRP Other staff	Recommended by	Heads of Service	
	Approved by	Chief Executive	
Appointment of employees to existing posts		Chief Executive	Permanent or temporary staff
Dismissal or suspension of employees		Chief Executive	
Appointment/Dismissal of Chief Executive		Board	Removal by special resolution (Entrenched provision)
New post approval		Chief Executive	Provided budget provision exists
Redundancy decisions or compromise agreement (below SMT)		Chief Executive in consultation with Chair of Board	Provided budget provision exists and within policy.
Redundancy decisions or compromise agreement (Chief Executive)		Board	
Payroll	Recommended by	Head of Finance	Pay to head of finance must be signed off by CEO
	Authorised by	Head of Finance or CEO	Except where payment is to themselves. Payment to the HOF must be signed off by the CEO and HOG

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Human Resources delegated authorities			
Delegation		To Who	Notes
	Approved by ¹ (BACS authorisation)	CEO HOF	As per bank approval list
Approval of leave within policy		Relevant Manager	
Approval of Leave outside policy		Chief Executive	
Approval of Time off in Lieu		Relevant Manager	
Approval of paid overtime		Chief Executive	Provided within Dawson policy

Duties will be segregated to ensure that staff that approve invoices are not also involved in any aspect of payment of those invoices.

Only original invoices should be paid.

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Budget Changes and Other Delegations

DAWSON ROLE	Further Delegations
Chief Executive	<p>(1) Delegation of authority to single member of SMT subject to 5.1 Scheme of delegation to the Chief Executive 3.2</p> <p>(2) In the event of any emergency occurring which needs a speedy decision not covered by the powers within this document, the Chief Executive after consultation with either the Chairman or in his/her absence two other Board members may take appropriate action as necessary. Any action taken under this heading should be ratified either at the next Board meeting or by written endorsement</p> <p>(3) Approve on behalf of Dawson all documents for the housing regulator and any forms or returns required by central government, its agencies and/or local authorities.</p> <p>(4) Approve (i) any donations to bodies active in housing or related fields and (ii) reasonable entertainment claims incurred in connection with Dawson legitimate business, so long as in both cases they are within an approved budget;</p> <p>(5) Approve the issue of Architect's Instructions in building contracts (subject to the concurrence of the Chairman where there are additional costs in excess of £10,000 or 2.5% of contract sum, whichever is the greater. The details of any such variation must be reported to the next Board meeting);</p> <p>(6) Approve contracts up to £250k in value. (Board advice must be sought for contracts >£50k</p> <p>(7) Exercise any powers delegated to them in any other documents adopted by the Board.</p>

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DAWSON ROLE	Further Delegations
Head of Finance	<p>(1) Approve, sign or submit on the relevant online system any financial forms including tax returns, applications for loan/grant for approved and abortive projects, and financial viability returns to the Housing Regulator and HMRC.</p> <p>(2) Make online submissions and returns to the Housing Regulator in respect of financial forecasts, scheme developments and similar matters.</p> <p>(3) Provide statements to lenders.</p> <p>(4) Assist in the maintenance of the Financial Regulations.</p> <p>(5) Ensure that posting of all receipts and payments is kept up to date so as to enable monitoring and analysis by budget holders and their line managers including commitment accounting.</p> <p>(6) Exercise any powers delegated to them in any other documents adopted by the Board.</p> <p>(7) Ensure statutory accounts are submitted to HMRC, Companies House and the Regulator.</p>
Heads of Operations	<p>(1) To process and settle property insurance claims.</p> <p>(2) To initiate court actions where Dawson is entitled to access to dwelling for the purposes of inspection or maintenance; to consult and instruct Dawson solicitors in connection with the above.</p> <p>(3) Initiate court actions against tenants for breach of tenancy but not to proceed to eviction without the specific approval of the SMT, (ii) to consult and instruct Dawson solicitors in connection with the above and other landlord and tenant matters.</p> <p>(4) Keep units vacant pending and during major repairs contracts and for decanting purposes</p> <p>(5) Accept the cost of decanting any tenant where it is necessary to achieve a modernisation or major repairs program so long as the estimated cost does not exceed an agreed budget or the statutory levels;</p> <p>(7) Vary the level of rent, service charge and support charges within policies set by Dawson and Government regulation for all tenancies.</p> <p>(8) For gardening and cleaning or similar contracts for services approve the list of tenders drawn up by staff.</p> <p>(9) Exercise any powers delegated to them in any other documents adopted by the Board, e.g. the disciplinary procedure.</p>

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DAWSON ROLE	Further Delegations
Head of Housing	<p>(10) Sign tenancy agreements on behalf of Dawson on condition that the letting is within Dawson allocation lettings and transfer policy.</p> <p>(12) Service of Notice of Intention to Seek Possession/Notice Requiring Possession/S.21 Notice.</p> <p>(13) Forfeiture of lease S146 Notice.</p> <p>(14) Service of Notice to Quit.</p> <p>(15) Approval to proceed to Court action in relation to possession procedure.</p> <p>(16) Instruction of solicitors.</p> <p>(17) Approve write off of former tenants arears of up to £500 with CEO approval.</p> <p>(18) Negotiate terms of appointment of cleaners, gardeners and other service staff and to report to the Head of Finance the terms of the proposed agreement for approval, stating whether the proposed expenditure is within budget and service charge for any scheme.</p> <p>(19) Approve expenses claims for all staff.</p>
Head of Governance and Compliance	<p>(1) Submit statutory account to the regulator of social housing.</p> <p>((2) submit Statistical Data return to the regulator of social housing.</p> <p>(3) Carry out all DBS checks on staff.</p> <p>(4) Ensure all submissions on NROSH are completed.</p> <p>(5) Manage and maintain the assets and liabilities register.</p> <p>(6) At as data protection lead managing all breached of data protection and Subject Access Requests (SAR)</p>
Housing Officers	<p>(1) Service of Notice of Intention to Seek Possession/Notice Requiring Possession/S.21 Notice.</p> <p>(2) Raise repairs through approved contractors.</p>
Operations Assistant	<p>(1) Act as banking inputter to manage separation of powers.</p>

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DAWSON ROLE	Further Delegations
Company Secretary	(1) Act as an independent counter signatory on documents.

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DAWSON HOUSING ASSOCIATION

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PART 5.3

APPOINTMENT OF ARCHITECTURAL, QUANTITY SURVEYING AND OTHER CONSULTANTS.

- 1.1 The Senior Management Team is authorised to agree the appointment of consultants. Appointments will only be made from the panel of architects, structural engineers, mechanical services engineers, quantity surveyors and other consultants currently approved by the Board. The panel of consultants should be reviewed annually by the SMT and any changes approved by the Board.
- 1.2 If a specialist is needed that is not on the approved panel in an emergency the SMT can appoint them provided they report back to the next Board meeting.

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PART 5.4

QUOTATION AND TENDER PROCEDURE

- 1.1 The Chief Executive and Head of Governance and Compliance are individually responsible for ensuring the tender/quotation policy and procedure is followed in all their areas of operation. Any waiving of the requirements needs to be approved in advance by the SMT.
- 1.2 For all tenders likely to exceed the current EU Procurement Thresholds (NB: these change every second January), a fully compliant procurement process will be followed utilising an E Tender system where implemented (refer to the Procurement Policy. For works, the minimum number of quotations/ tenders required: Procedures.

- | | |
|----------------------|---|
| ○ Up to £499 | None |
| ○ £500 to £2,000 | One quotation |
| ○ £2,001 to £10,000 | Two quotations |
| ○ £10,001 to £25,000 | Three quotations |
| ○ £25,001 and over | Three tenders in accordance with the tender procedures. |

All figures are inclusive of VAT.

- 1.3 An E Tender system should be used to obtain all quotations over £10,001. The lowest quote will be accepted unless there are clear operational reasons why this is not acceptable. The budget manager placing the order shall receive the quotations. The Head of Finance will maintain a central record of quotations received, highlighting the quote accepted
- 1.4 Tenders are to be requested for work that is likely to exceed £25,001 as follows:
- (a) The list of tenderers in respect of day-to-day repairs, service contracts, cyclical maintenance, capital works, improvements, major repairs and adaptations for the disabled shall be drawn up by a Head of Service. This shall be approved by the Chief Executive .
 - (b) In respect of tenders for development projects the Chief Executive shall invite tenders from a list approved by the Board.
 - (c) In the case of service expenditure for gardening and cleaning or similar contracts for services the list shall be drawn up by the Head of Service and approved by the Chief Executive.
 - (d) In the case of maintenance or improvement projects below £10,001 the list shall be drawn up by the Head of Operations and approved by the Chief Executive.
 - (e) An E portal like Construction line or Plentific can be used for selection of contractors for contracts over £10,000 .

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(f) An E- Tendering portal must be used for all Tenders.

(g) All tenders need to be approved in advance as follows:

Development Contracts

Board

Value over £100,000 (Other Contracts)

Board

Value under £50,001

Senior Management Team
subject to be being reported to the
next Board meeting

Dawson Housing Association

GOVERNANCE STRUCTURE & SCHEME OF DELEGATIONS HANDBOOK

PART 5.5

HOUSING MANAGEMENT PROCEDURES

- 1.1 The Head of Operations shall bring to the SMT's notice any petitions received from Dawson tenants or other parties which raise issues of housing management policy. The Head of Operations is not required but may bring to the SMT's attention any petitions relating to neighbourhood disputes.
- 1.2 Any proposal to evict a tenant or joint tenants shall be referred to the SMT. In the event of the eviction being approved, the Head of Housing shall report the facts to the relevant Local authority.

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DAWSON HOUSING ASSOCIATION

GOVERNANCE STRUCTURE & SCHEME OF DELEGATIONS HANDBOOK

PART 5.6

AUTHORISED SIGNATORIES

1.

1.1. Use of the seal

Under the Rules and Articles for Dawson, the Board provides delegated authority for the execution of documents and deeds under seal. The law requires the following documents to be sealed:

- The conveyance of any estate in land sold, including right to buy sales and the disposal of individual properties under home ownership initiatives.
- The conveyance of any estate in land purchased when entering into covenants with the vendor.
- Building contracts where the type of works is such that the organisation may (in the event of a default) wish to make a contractual claim up to 12 years from the date of practical completion.
- Lease agreements
- Minor works contracts.
- Term maintenance contracts.
- Share certificates

1.2. Any two of the following persons is empowered to witness the seal on behalf of Dawson:

- Any Member of the Board
- Any member of the Senior Management Team
- The Company Secretary

1.3. Documents requiring sealing should be sent to the Governance Officer/Society Secretary who will ensure that the documents are appropriately signed / sealed and returned to the document owner.

1.4. The common seals of Dawson together with the Seal Record Books shall be kept by the Chief Executive's Office. The seal register is available for inspection by any Member on request.

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2. **Authorised signatories**

2.1. For operational and administrative reasons, the Board delegates from time to time the signing of certain documents on its behalf to individuals within the organisation. The key authorised signatories are:

- Any Member of the Board
- The Chief Executive
- Heads of Service
- Company Secretary

Where two signatories are required any of the above and the Company secretary is sufficient.

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