



Bridgewater Housing Association Policy

Policy name	Scheme of Delegation
Policy category	Governance
Policy number	CS27
Date adopted	26 October 2022
Last review	September 2023
This review	September 2024
Next review	September 2025
Equalities impact assessment required	No
Links to other documents	<ul style="list-style-type: none"> • Financial Regulations • Board Terms of Reference/Remit • Finance & Corporate Services Sub-Committee Terms of Reference/Remit • Housing, Land & Property Sub-Committee Terms of Reference/Remit
Consultation	No

This policy can also be provided in large print, braille, audio, or other non-written format and in a variety of languages on request.

1.0 INTRODUCTION

- 1.1 This scheme of delegation is intended to ensure that the work of Bridgewater Housing Association is carried out efficiently and effectively, within the strategic and policy frameworks agreed by the Board of Bridgewater Housing Association. Within this Scheme, the CEO and Leadership Team may delegate to members of their staff teams, in accordance with job descriptions. This Scheme of Delegation forms part of Bridgewater's Standing Orders. Alterations to the scheme can only be done with the approval of the Board.
- 1.2 This Scheme of Delegation accompanies Bridgewater's Standing Orders, the agreed remits for the Board and sub-committees and by the role descriptions for office bearers and the CEO. This document should be read in conjunction with the Association's Financial Regulations which provide specific guidance on cost limits for relevant staff members, sub-committee and Board members.
- 1.3 **Office Bearers**, acting with the Leadership Team, have authority to :
- Represent Bridgewater HA on official business, consistent with agreed policies and principles
 - Implement agreed emergency procedures and the provisions of Bridgewater HA's Business Continuity Plan
 - Take urgent decisions and/or action between meetings, in consultation with the CEO
 - Take decisions on specific issues between meetings having delegated those decisions to one or more office bearers by the Board.
- 1.4 The Board delegates operational powers to the CEO who may take whatever action they consider necessary to ensure the efficient and effective management of Bridgewater's affairs, without further reference to the Board or any of Bridgewater's sub-committees. All actions must be in accordance with Bridgewater's Standing Orders, Financial Regulations and Scheme of Delegation. The CEO may delegate to section heads and other senior officers, in accordance with approved job descriptions.
- 1.5 The **CEO**, in consultation with Leadership Team has authority to:
- Ensure the effective implementation of Bridgewater HA's strategies, policies and plans.
 - Represent Bridgewater HA on official business, consistent with agreed policies and principles.
 - Carry out all necessary legal and financial duties to ensure Bridgewater HA's compliance with statutory and regulatory requirements.
- 1.6 In exceptional circumstances, prompt action can be taken without board authority e.g.
- Urgent health and safety issue needs prompt resolution
 - Failing to act would result in significant cost or reputational damage to the Association i.e. related to disaster recovery or a tenant safety emergency

Where emergency action has been taken the Board should be made aware of this action as soon as is practicable at the next Board meeting or by email whichever is felt most appropriate.

2.0 BACKGROUND

- 2.1 Responsibility for putting Bridgewater's policies into practice and managing the organisation and service delivery is delegated to the staff team, under the leadership of the Chief Executive. This **Scheme of Delegated Authority** sets out what decisions the Board needs to make, and what decisions and activities it has delegated to the staff team.
- 2.2 In all day-to-day operational matters, the Chief Executive and Leadership Team of Bridgewater Housing Association are authorised and empowered to manage the Association and its operations even where certain activities are not specifically mentioned in this **Scheme of Delegated Authority**. Where responsibility is delegated to the staff team, the Board receives regular reports on various areas of Bridgewater's activities including relevant strategic performance information.
- 2.3 The Chief Executive may require any member of staff to seek his authority to do something even where this **Scheme of Delegated Authority** gives the staff member power to do it.
- 2.4 The Board has agreed the following framework for granting authority and specific delegations:

3 REVIEW

- 3.1 This document will be reviewed annually.

Scheme of Delegated Authority

Area of Responsibility	Board	Delegated to Finance and Corporate Services Sub-Committee (F&CSSC)	Delegated to Housing Land and Property Services Sub-Committee (HL&PSSC)	Leadership Team
Role	<ul style="list-style-type: none"> Approval for strategy, policy, performance, implementation and variation 	<ul style="list-style-type: none"> Approval of policies delegated by Board 	<ul style="list-style-type: none"> Approval of policies delegated by Board 	<ul style="list-style-type: none"> Accountable to Board and responsible providing advice and support by producing reports, discussion documents, strategies etc; ensuring the provision of appropriate/relevant professional and independent advice
Mission, Vision, Values	<ul style="list-style-type: none"> Purpose and focus Aim(s) Principles (e.g. fairness, transparency, engagement, accountability) 			<ul style="list-style-type: none"> Operational delivery Evidencing implementation via operating practices
Organisational Culture	<ul style="list-style-type: none"> Defining expectations as to how the values will be exhibited in e.g. service delivery, communication, employment – reflected in policies 	<ul style="list-style-type: none"> Approval of relevant policies and initiatives 		<ul style="list-style-type: none"> Evidencing implementation Advising Board on policy considerations /implications Overseeing effective implementation throughout organisation

Area of Responsibility	Board	Delegated to Finance and Corporate Services Sub-Committee (F&CSCS)	Delegated to Housing Land and Property Services Sub-Committee (HL&PSSC)	Leadership Team
	and organisational practice			(policy development, implementation, practice) <ul style="list-style-type: none"> • Effective/appropriate delegation to senior staff
Strategic/Business/Corporate Plan	<ul style="list-style-type: none"> • Approving long- and medium-term strategic plan(s) • Business planning • Development Strategy(SHIP) • Oversight/monitoring implementation & outcomes • Approving/overseeing recovery/remedial action • Approving & overseeing implementation of business development plans 			<ul style="list-style-type: none"> • Advising Board • Accessing appropriate specialist/ professional advice • Developing/drafting plans and strategies for consideration • Supporting effective Board engagement in planning • Evidencing/reporting to Board on implementation/performance/ outcomes • Exercising operational control and direction • Initiating actions; monitoring outcomes;
Long-and short-term financial planning/ management	<ul style="list-style-type: none"> • Financial forecasts demonstrating viability 	<ul style="list-style-type: none"> • Approve and review IT Strategy and associated 		<ul style="list-style-type: none"> • Advising and supporting Board

Area of Responsibility	Board	Delegated to Finance and Corporate Services Sub-Committee (F&CSSC)	Delegated to Housing Land and Property Services Sub-Committee (HL&PSSC)	Leadership Team
	<ul style="list-style-type: none"> • Assumptions – ensuring reasonableness • Scenario planning & stress testing • Treasury management policy/strategy & planning • Approving investment institutions, instruments and terms • Approving borrowing terms • Agreeing thresholds for executive delegation (e.g. short-term deposits) 	<p>Policies – recommending to Board where appropriate significant financial implications of change</p>		<ul style="list-style-type: none"> • Accessing appropriate specialist / professional advice • Developing policies and strategies • Evidencing/reporting to BOARD on implementation • Monitoring performance / trends / outcomes • Maintaining covenant compliance • Managing borrowing and investments • Overseeing SMT exercise of delegated authorities • Evidencing compliance with policy & Board decision-making • Approving the opening and closing of bank accounts • Approving application(s) for company credit card(s); authorising users; agreement of individual and collective thresholds

Area of Responsibility	Board	Delegated to Finance and Corporate Services Sub-Committee (F&CSSC)	Delegated to Housing Land and Property Services Sub-Committee (HL&PSSC)	Leadership Team
Risk	<ul style="list-style-type: none"> • Identification & review of key strategic risks • Identification of risk appetite • Approval of risk management framework 	<ul style="list-style-type: none"> • Identification & review of key operational risks 	<ul style="list-style-type: none"> • Identification & review of key operational risks 	<ul style="list-style-type: none"> • Implementing operational risk management • Evidencing effective implementation • Management; mitigation & monitoring of all risks • Maintaining adequate insurance • Maintenance of up-to-date stock condition information
Finance & Budget	<ul style="list-style-type: none"> • Recommend appointment of Auditors to AGM • Consider annual Management letter/Letter of Representation • Annual budget approval • Annual rent increase 	<ul style="list-style-type: none"> • Periodic budget oversight & monitoring • Approval of budget variances above agreed thresholds • Approval of authorised signatories 		<ul style="list-style-type: none"> • Implementing and ensuring achievement of budget • Preparation of all management reports • Presentation of supporting information/evidence to inform Board decision-making • Approving budget virement within delegated authority

Area of Responsibility	Board	Delegated to Finance and Corporate Services Sub-Committee (F&CSSC)	Delegated to Housing Land and Property Services Sub-Committee (HL&PSSC)	Leadership Team
Legal Compliance	<ul style="list-style-type: none"> • Equalities • Freedom of Information • Charities • Whistleblowing • Contractual terms • Statutory Consent 	<ul style="list-style-type: none"> • Health and safety • Employment • Freedom of Information and GDPR 	<ul style="list-style-type: none"> • Tenancy (including allocations & lettings) • Homelessness • Environmental • Public Procurement 	<ul style="list-style-type: none"> • Advising Board on all obligations • Ensuring and evidencing organisational compliance • Effective delegation • Ensuring access to required knowledge & expertise (internal & external sources) • Maintenance & implementation of all organisational policies • Implementing & observing all safety requirements • Maintaining all necessary certificates • Ensuring implementation of all necessary procedures (internal and external) to achieve compliance
Regulatory Compliance	<ul style="list-style-type: none"> • Ensuring compliance with Regulatory Standards of Governance and 	<ul style="list-style-type: none"> • Approval of Payments and Benefits in accordance with 	<ul style="list-style-type: none"> • Approval of Payments and Benefits in accordance with 	<ul style="list-style-type: none"> • Preparation of all required submissions • Ensuring timely Board consideration Provision

Area of Responsibility	Board	Delegated to Finance and Corporate Services Sub-Committee (F&CSSC)	Delegated to Housing Land and Property Services Sub-Committee (HL&PSSC)	Leadership Team
	<p>Financial Management; overseeing/maintaining evidence of compliance</p> <ul style="list-style-type: none"> • Approving Annual Assurance Statement; oversight of implementation of improvement plans • Ensuring timely submission of all required regulatory returns • Appointing internal auditors; • Approving: <ul style="list-style-type: none"> • ARC • Five/Thirty Year Financial Projections • Loan Portfolio Return(s) • Ensuring compliance with Notifiable Events requirements; overseeing resolution of NEs 	<p>Bridgewater's Entitlements, Payments and Benefits Policy (Staffing); by email outwith meeting cycle</p> <ul style="list-style-type: none"> • Approval of annual IA plan 	<p>Bridgewater's Entitlements, Payments and Benefits Policy (Tenancy); by email outwith meeting cycle</p> <ul style="list-style-type: none"> • Approve Annual Leasing Report 	<p>of all supporting information</p> <ul style="list-style-type: none"> • Obtaining and reporting on independent validation • Development & maintenance of assurance evidence bank • Management of internal audit programme; development of management responses; reporting to Board • Implementation of IA recommendations • Preparation of all regulatory returns • Liaison with SHR • Approval and reporting to Board of Payments and Benefits in accordance with Bridgewater's Entitlements, Payments and Benefits Policy

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	<ul style="list-style-type: none"> • Obtaining required regulatory Consent(s) • Ensuring compliance with OSCR, FCA reporting requirements • Ensuring compliance with Companies House requirements • Agreement to seek approval for disposal of assets under Section • 66 of Housing (Scotland) Act • 2001 (and its successors) except leases which can be approved by LT as per policy 			<ul style="list-style-type: none"> • Reporting progress with Business Plan quarterly and annual update • Submit Annual Returns to all statutory and regulatory bodies following Board Approval or where Board Approval is not required • Approval of leases and reported to Sub Committee and SHR annually) • To report Notifiable Events as they occur and inform Board and Scottish Housing Regulator, and any other relevant bodies
Constitutional Compliance	<ul style="list-style-type: none"> • Ensuring compliance with: • Co-operative and Community Benefits Act (2014) • Companies Act (2006) 	<ul style="list-style-type: none"> • Approval of draft minutes of Sub-Committees 	<ul style="list-style-type: none"> • Approval of draft minutes of Sub-Committees 	<ul style="list-style-type: none"> • Ensuring & evidencing compliance • Supporting OBs & BOARD in fulfilling constitutional responsibilities

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	<ul style="list-style-type: none"> • Charity Trustees and Investment (Scotland) Act (2005) • Approving Rules and amendments • Conduct of Board meetings in accordance with rules (e.g. quorum, minutes, conflicts of interest) • Conduct of AGM in accordance with Rules • Oversight of elections and retirements from the Board • Election of Chair and other office-bearers • Compliance with 9-year 'rule' • Authorising use of the Seal 			<ul style="list-style-type: none"> • Obtaining legal/specialist advice to support compliance • Ensuring AGM and BOARD elections conducted as required • Ensuring all BOARD meetings are appropriately constituted, conducted & recorded • Supporting annual programme of Board reviews/appraisals • Supporting pro-active Board recruitment & succession planning • Arrange for Annual Appraisals and Training & Development Plans to be in place
Tenant and Resident Safety & Quality Compliance	<ul style="list-style-type: none"> • Ensuring compliance with: <ul style="list-style-type: none"> • Health and Safety obligations • SHQS 		<ul style="list-style-type: none"> • Oversight of Tenant Satisfaction Survey(s) 	<ul style="list-style-type: none"> • Delivery of all plans, strategies & actions to achieve & maintain standards

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	<ul style="list-style-type: none"> • EESSH (and subsequent development) • SSHC • SSSC/Care Inspectorate 			<ul style="list-style-type: none"> • Preparation of all required records & returns • Evidencing/reporting compliance • Conduct of Tenant Satisfaction Surveys; reporting & acting on outcomes
Contract Compliance	<ul style="list-style-type: none"> • Agreeing litigation/contract challenge/ pursuing legal remedies for loss/damage • Oversight of contractual terms and their fulfilment 	<ul style="list-style-type: none"> • Care & Repair policy and strategy including business development areas • Tender submission approval of terms for Care & Repair Service. 	<ul style="list-style-type: none"> • Agreeing contract terms above executive thresholds (reactive & planned maintenance; energy efficiency; construction &/or development) 	<ul style="list-style-type: none"> • Negotiating contracts • Conducting due diligence • Obtaining professional/specialist advice, warranties etc. • Reporting to Board • Managing & monitoring contractor performance/delivery; instructing & overseeing remedial action as required
Employer Responsibilities	<ul style="list-style-type: none"> • Recruiting CEO/Senior Officer • Appraising the CEO/senior officer's performance 	<ul style="list-style-type: none"> • Approving Terms and Conditions of Employment 		<ul style="list-style-type: none"> • Monitoring/overseeing effective performance • Managing & supporting staff

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	<ul style="list-style-type: none"> • Office Bearers to form panel for Grievance and Disciplinary issues relating to CEO and act as appeal where required in HR cases 	<ul style="list-style-type: none"> • Development and negotiation of terms and conditions of employment, working environment, training and wellbeing. • Recruitment to LT posts (Tier 2) in accordance with policy • Approving external accreditation strategies; overseeing maintenance • Ensuring disciplinary and grievance actions are conducted in accordance with agreed policies; participating as required by 		<ul style="list-style-type: none"> • Implementing staff appraisal programme • Implementing grievance and disciplinary processes as required • Recruitment of Section Heads (CEO with Board Member) • Ensuring appropriate arrangements within agreed policy and budget for working environment, training and development and dignity at work • Implementing Terms & Conditions • Grievance and Disciplinary issues

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		<p>policies and operational delegation</p> <ul style="list-style-type: none"> • Defending/pursuing employment-related litigation (e.g. Employment Tribunal) • Staff re-grading and salary increases, outwith Bridgewater's established policies • Sub members to form panel for appeal etc – Employment & Governance 		
Performance Oversight	<ul style="list-style-type: none"> • Agreeing performance standards • Reporting standards (frequency, scope, format) 		<ul style="list-style-type: none"> • Monitoring of Complaints Handling Procedure on a bi-annual basis 	<ul style="list-style-type: none"> • Delivery of services to tenants and other customers in accordance with all requirements & expectations

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	<ul style="list-style-type: none"> Benchmarking; peer group selection 			<ul style="list-style-type: none"> Supporting & acting on customer feedback; reporting to GB Managing performance; evidencing & reporting to GB Managing and implementing the Complaints Handling Procedure in accordance with SPSO Guidance
Governance	<ul style="list-style-type: none"> Governance structure (establishment of sub-committee(s); agreement/variation of remits; establishment of working groups & agreement of remits Approving Standing Orders Approval and implementation of Board Code of Conduct 	<ul style="list-style-type: none"> agreement/variation of remit; 	<ul style="list-style-type: none"> agreement/variation of remit; 	<ul style="list-style-type: none"> Advising & supporting Board and sub-committees Preparation of all reports & minutes Implementation of Board learning & development and annual review programmes Maintenance of all required records Supporting Board in fulfilling governance responsibilities Initiation of Investigation of alleged breach of

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	<ul style="list-style-type: none"> • Implementation of processes to investigate complaints/alleged breaches of Code • Ensuring maintenance of Registers of Interest • Ensuring compliant management of potential conflicts of interest • Approving delegated authorities • Conduct of annual Board appraisals/reviews and action plans • Ensuring effectiveness of governance arrangements • Leadership of Board Recruitment and succession planning • Approval of the creation or dissolution of subsidiaries, and 			<p>Board Members' Code of Conduct per approved protocol (Chair and CEO)</p> <ul style="list-style-type: none"> • Maintenance of register of membership

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	<p>appointment of directors to subsidiaries and other bodies. Approval of the business plan of any subsidiary organisation</p> <ul style="list-style-type: none"> • Approve any joint venture or setting up of Subsidiary, and any lending to other organisations, in accordance with rules and covenants. • Approval/refusal of applications for membership of the Association • Appointment of office bearers and filling of casual vacancies; appointment/replace ment of co-opted members • Consideration of any matter referred to the Board by a General Meeting of 			

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	Bridgewater's members; and reference of any matter to a General Meeting			
Resource Planning / Management	<ul style="list-style-type: none"> • Approval of staffing budget 	<ul style="list-style-type: none"> • Approval of organisational structure • Approval & oversight of implementation of employment policies • Ensuring the provision/availability of effective staff support and appraisal arrangements 		<ul style="list-style-type: none"> • Advising Board on resource requirements • Recruitment of Staff (other than Leadership team) within agreed budget • Employment of temporary staff within agreed budgets and per recruitment and selection policy • Ensuring necessary staff complement, equipped with required knowledge, experience, skills • Provision of effective support, development, appraisal systems
Public Statements	<ul style="list-style-type: none"> • Agreeing public statements (office bearers) 			<ul style="list-style-type: none"> • Making public statements on behalf of organisation in

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	<ul style="list-style-type: none"> Determining/approving corporate publication style 			accordance with agreed policy & strategy
Housing Management	<ul style="list-style-type: none"> Approval of Tenant / Customer Engagement Strategy Approval of Allocations Policy Approval of Acquisition and Disposal Strategy 	<ul style="list-style-type: none"> Approve any stock disposal in line with strategy and former S66 consent 	<ul style="list-style-type: none"> Dealing with appeals where customers have a right of appeal Monitoring of progress against Tenant / Customer Engagement Strategy Approval of Local Lettings Plans and Annual Lettings Plan, including quotas Approval of Tenancy and any other occupancy agreements Approve Entitlements Payments and Benefits cases as per policy (E-Mail Approvals can be followed up with ratification) 	<ul style="list-style-type: none"> Signing tenancy agreements, Occupancy Agreements & Leases and Approval of Temporary & Supported Accommodation Initiating ASBO or equivalent and instruct recovery action for breach of tenancy conditions Agreeing Eviction in accordance with legislation and policy Approving the terms of the periodic satisfaction survey and commissioning the project Comply with Entitlements, Payments and Benefits Policy Approve Write Offs as per Policy Approval to enter into leases, management

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			<ul style="list-style-type: none"> • Approve Write Offs as per Policy • Approve any stock disposal in line with strategy and former S66 consent 	<p>agreements or leases involving heritable property with third parties including temporary decant agreements with other RSL's</p> <ul style="list-style-type: none"> • Purchase of Properties as per Acquisition Strategy & Budget • Initiating court action and enforcement of decrees for eviction (Housing Officer level)
Development & Property	<ul style="list-style-type: none"> • Approval of formation of a development specific sub-committee or working group • Approving Site Acquisition (within agreed plans) • Approving the Affordable Housing Supply Programme • Approval of annual budget/programme for repairs and 	<ul style="list-style-type: none"> • Agreeing savings to individual schemes – over 10% of agreed costs 	<ul style="list-style-type: none"> • Agreeing savings to individual schemes – over 10% of agreed costs • Monitoring claims against contractors/consultants • Dealing with appeals where customers have a right of appeal • Approval of applications from 	<ul style="list-style-type: none"> • Agreeing savings to individual schemes – up to 10% agreed costs • Reporting on and applying for appropriate funding and grants through the Affordable Housing Supply Programme • Approving individual scheme design proposals • Ensuring borrowings and investments comply with statutory and

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	planned maintenance works		contractors to join Bridgewater's approved list <ul style="list-style-type: none"> • Monitoring the development and property management performance of the organisation quarterly • Approval and review of planned maintenance programme in accordance with the annual budget approved by Board • Agree the implementation of our Factoring Policy and review and agree on the annual management fee for factoring 	regulatory requirements and Bridgewater HA's Rules <ul style="list-style-type: none"> • Approval and reporting of Claims against Contractors/Consultants • Intimation of claims • Adding contractors to Bridgewater's approved list on a trial basis. Removing contractors from the list who do not perform to Bridgewater's requirements • Negotiating terms of loans to fund individual developments • Implementation of planned maintenance programme and exception reporting of material variances • Action required in respect of health and safety management, equal opportunities and other legal obligations
Procurement	<ul style="list-style-type: none"> • Approval of tender acceptance for 	<ul style="list-style-type: none"> • Approval of tender 	<ul style="list-style-type: none"> • Approval of tender acceptance for 	<ul style="list-style-type: none"> • Procurement and Appointment of

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	<p>contracts in accordance with levels in procurement and financial regulations (in excess of Sub-Committee Level)</p> <ul style="list-style-type: none"> Approval of procurement methods for day-to-day maintenance contracts via procurement policy approval 	<p>acceptance for contracts in accordance with levels in procurement and financial regulations (in excess of LT level)</p>	<p>contracts in accordance with levels in procurement and financial regulations (in excess of LT level)</p>	<p>Contractors and Consultants in accordance with budget, business plan and procurement policy.</p> <ul style="list-style-type: none"> 10% operational thresholds in place against tender costs over £50k and 20% threshold under £50k – subject to documented evidence for audit Unbudgeted expenditure allowed for up to £15k – documented Sign all contracts and tender approvals procured and approved in line with delegated authorities including all care and repair contracts

