Appendix 2

SCHEME OF DELEGATED AUTHORITY

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Responsible officer:	Iain Bacon Interim Chief Financial Officer		

Guide to Abbreviations

Abbreviation	Description
Members	Shareholding Members of Red Kite Community Housing Limited
Red Kite Board	Board of Red Kite Community Housing Limited
ARC	Audit and Risk Committee
PRN	People, Remuneration and Nominations Committee
Subsidiary Board	Board of the subsidiaries of Red Kite Community Housing Limited
SID	Senior Independent Director
SEC	Relevant Company Secretary
ELT	Each Executive Leadership Team member individually ELT is the Executive Leadership Team for the Group
ELT collectively	ELT agreeing jointly (either in a meeting which is minuted or recorded in email trail))
HoS	Each Head of Service
CEO	Chief Executive Officer (ELT) of Red Kite Community Housing or Twenty11
CFO	Chief Financial Officer (ELT)
COO	Chief Operating Officer (ELT)
CPTO	Chief People and Transformation Officer (ELT)
ADF	Assistant Director - Finance
HD	Head of Development
HCY	Head of Community
SFM	Senior Finance Manager
HG	Head of Governance
HP	Head of Property

Abbreviation	Description
HPEE	Head of Projects -Employee Experience
HBC	Head of Brand and Communications
HRCE	Head of Resident and Community Engagement
HPE	Head of People
HR	Head of Relationships
HF	Head of Feedback
HoD	Head of Digital and Projects
HoOG	Head of Operations and Growth (Twenty11)
HI	Head of Insight & Strategy

General Principles

1. The purpose of this document is to guide staff working for the Red Kite group as to the authority required for various business activities. To prevent unnecessary delays as a result of absence, it should be noted that where a named ELT member is unavailable, the authority lies with any other ELT member. Similarly, where a post holder is listed and the person is unavailable, the authority lies with their Line Manager.

1.1. Relationship with other documents: -

1.2. These Delegated Authorities should be used in conjunction with other documents that govern the operations of Red Kite and its subsidiaries. These include:

- Rules of the Association (Red Kite and Twenty 11)
- Articles of Association (Pennvale, Edenmead and Red Kite Devco)
- Governance Regulations
- Financial Regulations
- Intra-group agreement
- Service agreement
- Management agreement
- Procurement Regulations
- Strategy and Policy Approval Framework
- Terms of Reference for the Boards, Board Committees, Residents Representative Team and Executive Leadership Team
- Staff Partnership Forum Constitution
- Group, Red Kite and subsidiary policy documents, including financial policies
- Procedure guides for each department
- External procedure guides (e.g. NHF, Regulator of Social Housing)
- Statutory and regulatory requirements, especially in respect of procurement legislation

1.3. Limits to Delegation

All authority remains with the Red Kite Board unless specifically delegated. Delegation may be through the “Delegated Authorities” document or through specific Approval by the Red Kite Board, either in a meeting or by electronic Approval.

The delegated authorities set out in this document are the maximum levels that may be applied without further Red Kite Board Approval. Line managers may, if appropriate, apply more restrictive limits.

Employees may exercise authorities delegated to more junior members of their department / team.

Anyone using the appropriate authority delegated to them must always consider whether sufficient budget is available for any expenditure which they are committing the group to, as breach of this rule could lead to financial issues which could have significant consequences for the group, and which could lead to disciplinary action. If in doubt, please consult with the Chief Financial Officer or the Assistant Director- Finance before committing the group.

1.4. Consultation

It is understood throughout this document, that where authority is delegated to a specific post-holder, then that person will consult with tenants, leaseholders and other employees as appropriate when exercising that authority.

1.5. Deputising Arrangements

All employees must establish procedures for authority to be exercised in their absence. These authorities are to apply only to extended absence (e.g. holidays, sickness, carer’s leave etc.) or in emergencies. Procedures must be approved by the line manager, and no deputising arrangements should exceed the authority delegated in this document, unless approved by the Red Kite Board.

Any person seconded into a post or appointed as interim to a post automatically has the delegated authorities assigned to the post unless otherwise specified.

1.6. Risk Management

All areas of risk to the group (both financial and non-financial) are to be managed in accordance with the Group Risk Management Strategy (Strategic Approach to Risk Management) approved by the Red Kite Board. The exercising of the delegated authorities should at all times comply with this strategy.

Audit and Risk Committee considers emerging or new areas of risk and new activities.

Financial Risk is normally managed by limiting authority to commit expenditure or generate income. The Group uses a budget to define the broad limits within which such authority is exercised.

Where Financial Risk is not contained within the budget, specific delegated authorities will apply. These will cover:

- New business initiatives
- Expenditure in excess of that within the budget

Limit is also placed on the ability to commit Red Kite and its subsidiaries under contract and to provide information to third parties. This includes the commitment to provide services and submit statutory / regulatory returns.

1.7. Breach of delegated authorities

Any breach of delegated authority is to be reported to the Red Kite Head of Governance as soon as practicable. Should an employee exceed the level of authority set out in this document – without proper approval having been given – this may be treated as a disciplinary matter and could lead to disciplinary action being taken. All breaches are to be reported by the Head of Governance to the Audit and Risk Committee.

1.8. Review of delegated authorities

The Red Kite Board will review this document at least **annually**

2. Approvals and Delegations

2.1. Overall Approval to enter into a particular transaction (Approve) will usually be provided by the Red Kite Board unless it is within the powers of authority of a subsidiary entity Board (if any) to approve, or unless authority has been delegated to a committee or designated person(s), as set out in this Governance Regulation. Approval must be obtained before the legal document is entered into.

2.2. The Terms of Reference for the relevant committee or matters reserved to the relevant subsidiary Board will set out its respective powers and must be read alongside the Delegated Authorities Table. Some matters have to be decided at a particular Board or committee (these are Reserved Matters), while others are delegated to the Executive Leadership Team (ELT)

2.3. Once overall Approval has been obtained, any specific transactional arrangements or documents for example contracts will need to be approved by a Responsible Officer, as set out in the Scheme of Delegations Table below. By approving a document, the Responsible Officer is stating that they have checked its terms and conditions, taken appropriate legal and other (e.g. tax) advice and are confirming that it is ready for signature by an Authorised Signatory. They are also confirming that the terms of any arrangements entered into are in line with the relevant Approval. The document must reflect and put into effect what has been

approved.

3. Signing and Sealing Procedures

3.1. This section describes the process to be followed in signing or sealing legal documents which are binding on any of the legal entities within the Group. We are currently implementing the use of Docusign to reduce the requirement for physical signing of so many documents and will provide a separate guidance on the appropriate use of Docusign and definitive use of the seal. The current process for signing a legal agreement or deed is as follows (unless a specific exception has been made in the **Scheme of Delegations Table**):

- The request for signature is made by the person who is seeking Approval for the document to be executed (**Responsible Officer**), by completing a Signing and Sealing Form. If applicable, this should include evidence of Approval (as set out in the Scheme of Delegations Table) by the relevant Board or Committee.

- The Signing and Sealing Form should be passed by the Responsible Officer to the Governance team who will record and pass on to the relevant Authorised Signatory (as set out in the Delegated Authorities Table or Financial Regulations) who will approve the form, confirming that the terms of the document have been checked, appropriate legal and other relevant advice has been taken, the transaction has been approved by the relevant Board or committee (where applicable) and that any relevant procedures have been followed.

Note: a completed document means the document once it has been signed by all parties and dated.

- **For non-deeds, deeds, and contracts** the Responsible Officer must submit the approved Signing and Sealing Form and the legal document to the Governance team, who will arrange for it to be signed and/or sealed and the correct entry made in the Signing and Sealing Register. The signed /sealed document, together with a copy of the Signing and Sealing Form, will be returned to the Responsible Officer, who must save a copy of the completed document in their own directorate's records.

- No copies of executed documents are retained by the Governance team – they maintain the signing and sealing register

3.1.1 Signing/Sealing of Documents

3.1.1.1 Ordinary legal agreements (which are not deeds) must be executed in accordance with the relevant constitutional document, OR

3.1.1.2 by one or **two Authorised Signatories** (see, below) depending on the nature/value of the contract

3.1.1.3 All deeds must be:

- executed by **2 Authorised Signatories** witnessing a seal; or
- executed by **two Authorised Signatories** giving authority to a firm of solicitors to execute using a Power of Attorney which they hold.

3.1.1.4 Deeds which will be submitted to the Land Registry must be executed in wet ink either under seal or under the relevant solicitor's Power of Attorney.

3.1.1.5 The Governance team maintains a Signing and Sealing Register for each company in which details of each signed and sealed document are recorded. The details include: the date of sealing, a brief description of the document, details of the Responsible Officer, Authorised signatories to the document.

3.1.2 Authorised Signatories

3.1.2.1 Authorised signatories for any of the Group's Entities are as follows:

- Any Red Kite Board member
- Red Kite Chair
- Senior Independent Director
- Board members of the entities in question
- Company Secretary
- Any member of the Executive Leadership Team
- Assistant Director - Finance

3.1.2.2 All documents must be signed by **two Authorised Signatories**, unless stated otherwise in the Scheme of Delegations.

3.1.3 Documents to be executed as deeds

3.1.3.1 The following categories of documents for any entity in the Red Kite Group must be executed either under seal or as a deed in accordance with procedures which may from time to time be amended by the Company Secretary:

a) Instruments relating to land or an interest in land e.g. transfers of land, subleases for more than three years, mortgages, legal charges on property, licences to assign, deeds of variation/of release/of covenant, extensions/ amendments of leases, grants of easements (on land), stock acquisitions etc. Please note this list is not exhaustive, and all agreements should be

considered with due regard to all regulations and internal policies and procedures via due consultation with our Governance Team and Company Secretary.

b) Deeds of Gift i.e. where there is no consideration;

c) Building contracts for major works of refurbishment/development (i.e. works of a value of more than £1m);

d) Collateral Warranties;

e) Where the other party(ies) to the contract/agreement etc. execute(s) the document under seal; and

f) Any others where the Company Secretary advises accordingly.

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
4. Constitution and Structure					
Authority to approve or amend this document	Red Kite Board	N/A	N/A	N/A	N/A
Authority to add / delete posts from Group 1 / Group 2 (any changes to be reported to the Audit and Risk Committee)	N/A	N/A	ELT collectively	N/A	N/A
Amend the Rules of the Association (on the recommendation of the Board)	N/A	N/A	N/A	N/A	Members
Approve applications for membership of Red Kite	Red Kite Board (delegated to PRN)	PRN	N/A	N/A	N/A
Expel Members of Red Kite	N/A	N/A	N/A	N/A	Members (unless otherwise stipulated in the Rules)
Approve to amalgamate with, or transfer engagements to, a third party (recommended by the Board)	N/A	N/A	N/A	N/A	Members
5. SUBSIDIARY RULES/ ARTICLES OF ASSOCIATION/ CORPORATE STRUCTURE					
Amend the Subsidiary Rules/ Articles of Association (in line with their constitution)	N/A	N/A	N/A	N/A	Members/ Shareholders of the relevant subsidiary
Approve setting up and constitution of, making dormant and winding up	Red Kite Board	N/A	N/A	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
of subsidiary corporate entities (including joint ventures)					
Approve Intra-Group Agreements with subsidiary corporate entities	Red Kite Board (plus relevant subsidiary Board/s	N/A	N/A	N/A	N/A
6. BOARDS					
Red Kite Council Board Members	Bucks Council (nominations)	N/A	N/A	N/A	N/A
Elect Red Kite Independent Non-Executive Directors	N/A	N/A	N/A	N/A	Members
Elect Twenty11 Board Members	N/A	N/A	N/A	N/A	Twenty11 Members
Co-opt members onto the Twenty11Board	Twenty11 Board	N/A	N/A	N/A	N/A
Appoint or remove Pennvale, Edenmead and Red Kite Devco Board members	Red Kite Board	N/A	N/A	N/A	N/A
Appoint co-optees to the Red Kite Board	Red Kite Board	N/A	N/A	N/A	N/A
Appoint co-optees to committees	N/A	PRN to approve co-optees to committees	N/A	N/A	N/A
Determine the structure of the Red Kite Board and any Committees	Red Kite Board	N/A	N/A	N/A	N/A
Elect Chair	Red Kite Board	N/A	N/A	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Elect and re-elect Board Members of the Red Kite Board as necessary – on the recommendation of the Red Kite Board	Red Kite Board (recommend)	N/A	N/A	N/A	Members
Appoint or remove Chair of subsidiary Boards	Subsidiary Boards	N/A	N/A	N/A	N/A
7. EXECUTIVE OFFICERS					
Appoint or remove the relevant Company Secretary	Relevant Board	N/A	N/A	N/A	N/A
Appoint or dismiss the Chief Executive Officer	Red Kite Board	N/A	N/A	N/A	N/A
Appointment of ELT member(s)	N/A	N/A	CEO only	N/A	N/A
Approval of any changes to ELT structure (on recommendation of CEO)	Red Kite Board	N/A	CEO recommends	N/A	N/A
Dismiss other ELT member(s) or Assistant Directors	N/A	N/A	CEO only (subject to consultation with the Chair if terms are outside contractual terms)	N/A	N/A
8. *Contractual and Legal Arrangements*					
9.1 Appointment of advisors					
Appoint the Group's external auditor for 'casual vacancy'	Red Kite Board	N/A	N/A	N/A	N/A
Appoint the Group's external auditors, on the recommendation of the Red Kite Board	Red Kite Board (recommend)	N/A	N/A	N/A	Members

Area of Responsibility	Board (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Appoint the Group's internal auditors	Red Kite Board	ARC recommend to the Board	N/A	N/A	N/A
9.2 Development Programme and Contracts					
Approval of development schemes and budget that are in line with the following: i. Development Strategy; ii. Development Financial Appraisal Criteria; iii. Financial Business Plan;	Red Kite Board (Unlimited above £10m)	(Development Committee) £2,000,001 - £10m	Up to £2m ELT collectively	N/A	N/A
Approval of development schemes (and overall budget) that are not in line with one or more of the following: i. Development Strategy ii. Development 'Financial Appraisal Criteria' iii. Financial Business Plan	Red Kite Board	Development Committee (To Consider and Recommend to Board)	N/A	N/A	N/A
Sign development contracts if the contract relates to an appropriately approved development scheme and means the overall budget approved by the Red Kite Board or Development Committee is not exceeded	For contracts over £10m Chair or SID plus CEO	N/A	For contracts up to £10m CEO and Chief Financial Officer (or Assistant Director-Finance in absence)	Head of Development Up to £250,000	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
9.3 Property Contracts					
Authorise the disposal of individual social housing assets in line with the Disposal Policy	Red Kite Board if escalated from ELT	N/A	ELT collectively unless considered contentious by ELT in which case refer to Board	N/A	N/A
Authorise the disposal of social housing assets outside of the Disposal Policy	Over £99,999 Red Kite Board	N/A	Up to £99,999 ELT collectively	N/A	N/A
Authorise the transfer of residential property from Red Kite to Twenty11 in line with the Property Transfer to Twenty 11 Policy	Red Ked Board (if outside annual budget)	N/A	ELT member plus company secretary (if inside annual budget)	N/A	N/A
9.4 Disposal of land / non-residential property (including commercial) – Combined Value of land and buildings stated is higher of current NBV or Valuation					
Authorise the disposal of land/ non residential property in line with the Disposal Policy	Over £1m Red Kite Board	N/A	Up to £100,000 Chief Operating Officer Up to £1m ELT collectively	N/A	N/A
9.5 Grant of Wayleave					
Grant of Wayleave to communications or utilities company	N/A	N/A	Chief Operating Officer	N/A	N/A
9.6 Signing property contracts (in Red Kite or subsidiary company's name)					
Signing property contracts	For contracts over £10m Chair or SID plus CEO	N/A	For contracts up to £10m CEO and Chief Financial Officer (or	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
			Assistant Director-Finance in absence)		
Authorise outright sales and shared ownership homes in line with our development programme	Red Kite Board if escalated by Development Committee	Development Committee if escalated by ELT	ELT collectively (if outside scheme values, unless considered contentious by ELT (e.g. values vary more than 20% from scheme values) in which case escalated to Development Committee)	Head of Development (if in line with scheme values)	N/A
In reference to 9.7 above - Property contracts include the purchase of development schemes or acquisition of properties from another housing association (on the recommendation of the Development Committee) conveyances, mortgages, leases and rental agreements for housing, or for other purposes.					
9.7 Approval and signing of Major works / maintenance contracts (in Red Kite or subsidiary company's name)					
If not within approved Budget	Red Kite Board for approval. Signing by Chair or SID plus CEO once approved	N/A	N/A	N/A	N/A
Over £5m but within approved budget	Chair or SID plus CEO	N/A	N/A	N/A	N/A
Up to £5m but within approved budget	N/A	N/A	CEO (or another ELT member in the CEO's absence) plus one other member of ELT	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Up to £100,000 and within approved budget	N/A	N/A	N/A	*Head of Property*	N/A
9.8 Framework Agreements					
Approve the award of specific procurement framework agreements (incl. call off agreements) to procure works, goods or services	Red Kite Board Over £5,000,000	N/A	Up to £5,000,000 CEO and Chief Financial Officer (or Assistant Director – Finance in absence)	Up to £50,000	N/A
9.9 Insurance Contracts					
Signing of contracts of insurance for Red Kite/Group's property and potential liabilities	N/A	N/A	Countersigned by Chief Financial Officer or CEO	Assistant Director of Finance	N/A
9.10 Service Provisions Contracts					
Approve or terminate contracts relating to the provision of services by external organisations :	Red Kite Board Over £5m and new initiatives – including anything novel and contentious	N/A	up to £5m ELT collectively Up to £1m ELT individually Existing areas of work	Up to £50k SLT for existing areas of work	N/A
9.11 Grant Funding					
Approve applications for grant funding that may expose the Group to a material risk	Red Kite Board	N/A	N/A	N/A	N/A
Authority to sign contracts relating to the receipt of grant funding (which aren't considered to expose the Group to a material risk and are in	N/A	N/A	CEO plus one other member of ELT	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
line with Red Kite Board approved criteria): • Grants from Homes England • Other grants					
9.12 Acceptance of sponsorship					
If from a current or potential supplier	N/A	N/A	CEO plus another member of ELT	N/A	N/A
9.13 Treasury Management					
Approve Group Treasury Management Strategy & Policy	Red Kite Board	N/A	N/A	N/A	N/A
Approve new counterparty borrowing / lending institutions	Red Kite Board	N/A	N/A	N/A	N/A
Approve loan finance contracts, including amendments to existing contracts	Red Kite Board	N/A	N/A	N/A	N/A
Signing of Board approved loan finance contracts including amendments to existing contracts	Chair or SID plus CEO	N/A	N/A	N/A	N/A
9.14 Financial management and on-lending in line with the Group Lending Policy					
Above £1,000,000	N/A	N/A	*Chief Financial Officer*	*N/A*	N/A
Up to £1,000,000	N/A	N/A	*Chief Financial Officer in absence of Assistant Director - Finance*	*Assistant Director -Finance or Chief Financial Officer in absence of Assistant Director of Finance*	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Negotiation of loan finance contracts	N/A	N/A	*Chief Financial Officer*	*N/A*	N/A
Draw down of monies from existing loan finance facilities	N/A	N/A	*Chief Financial Officer or any other ELT on officers certificates*	*N/A*	N/A
Arrange charging and security arrangements in line with Group Treasury Management Strategy and Policy	N/A	N/A	*Chief Financial Officer*	*N/A*	N/A
Implement interest rate management in line with Group Treasury Management Strategy and Policy	N/A	N/A	*Chief Financial Officer*	*N/A*	N/A
Implement interest rate management which is not in line with Group Treasury Management Strategy and Policy	Red Kite Board	N/A	*N/A*	*N/A*	N/A
Investment of monies with approved institutions	N/A	N/A	*N/A*	*Assistant Director of Finance or Chief Financial Officer in absence*	N/A
9.15 Banking Arrangements					
Appoint bankers for Red Kite/the Group	Red Kite Board	N/A	*N/A*	*N/A*	N/A
Authority to open or close a bank account in the Association's name at an approved counter-party institution and in accordance with approved Treasury Policy	N/A	N/A	*Chief Financial Officer or CEO (or another ELT member in the CEO's absence)*	*N/A*	N/A
9.16 Breach of contract					

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
Approve legal action by Red Kite or its subsidiaries to enforce contract / obtain compensation	N/A	N/A	*CEO (or another ELT member in the CEO's absence) in consultation with Chief Financial Officer. Escalate to Board if considered contentious.*	N/A	N/A
Approve defence of action against the Association or its subsidiaries	N/A	N/A	*CEO (or another ELT member in the CEO's absence) in consultation with Chief Financial Officer*	N/A	N/A
Approve out of court claims/settlements including disrepair claims (Limits include VAT and costs): Up to £8,000	N/A	N/A	*Appropriate ELT member (report to Assistant Director – Finance)*	N/A	N/A
Up to £30,000	N/A	N/A	*Appropriate ELT member (counter signed by CEO) (report to Assistant Director – Finance)*	N/A	N/A
Up to £50,000	N/A	N/A	*CEO (or another ELT member in the CEO's absence) (report to Assistant Director – Finance)*	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
Over £50,000	Red Kite Board (recorded by Assistant Director – Finance)	N/A	*N/A*	N/A	N/A
Approve Claims/Settlement awarded by the court including disrepair claims (Limits include VAT and costs):	N/A	N/A	*N/A*	N/A	N/A
Up to £50,000	N/A	N/A	*Appropriate member of ELT (report to Assistant Director – Finance)*	N/A	N/A
Over £50,000	N/A	N/A	*CEO (or another ELT member in the CEO's absence, with the Red Kite Board notified) (report to Assistant Director – Finance)*	N/A	N/A
9.17 Authorise returns to statutory and regulatory bodies					
Financial Conduct Authority e.g. AR30 (Annual report and financial statement)		N/A	N/A	Company Secretary and Assistant Director of Finance	N/A
Regulator of Social Housing e.g. SDR, Quarterly NROSH returns, FVA, FFR, TSMs, Health & Safety, Fraud reports and any ad hoc	N/A	N/A	Chief Financial Officer or CEO (or another ELT member in the CEO's absence)	N/A	N/A

Area of Responsibility	Board (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Grant Claims	N/A	N/A	N/A	Head of Development *(countersigned by Chief Operating Officer)*	N/A
Tax Authorities	N/A	N/A	N/A	Assistant Director-Finance or Group Chief Financial Officer in absence	N/A
Funding Institutions	N/A	N/A	N/A	Assistant Director - Finance or Chief Financial Officer in absence	N/A
Companies House	N/A	N/A	N/A	Company Secretary (validated by Assistant Director – Finance or Chief Financial Officer in absence)	
9. Policy, Service Development and Housing Management					
10.1 Strategies					
Approve the 5-year Group Corporate Strategy	Red Kite Board	N/A	N/A	N/A	N/A
10.2 Policies					
Approve the Strategy and Policy Approval Framework	Red Kite Board	N/A	N/A	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
10.3 New initiatives, e.g. new income streams or initiatives which are outside of agreed Corporate Strategy					
Authority to commit the Association or its subsidiaries to the provision of services not previously provided by Red Kite	Red Kite Board	N/A	N/A	N/A	N/A
10.4 Changes to property structures / use					
Approve structural alterations to individual homes that impact upon future income generation or changes to client groups for individual homes	N/A	N/A	ELT collectively (unless considered contentious in which case referred to the Group Board)	N/A	N/A
Approve changes to client groups or tenure type that impact upon future income generation from multiple homes, including sheltered housing schemes	Red Kite Board	N/A	N/A	N/A	N/A
10.5 Tenancy agreements					
Issue tenancy agreements	N/A	N/A	N/A	Any member of staff delegated by Chief Operating Officer	
Approve Notice Seeking Possession / Notice to Quit	N/A	N/A	N/A	Relationship Specialist, Homes Manager, Estates Manager, Senior ASB Specialist,	

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
				Tenancy Management Team Leader Operation Manager (Twenty11) Head of Operations & Growth (Twenty11)	
Approve court action	N/A	N/A	N/A	Homes Manager, Estates Manager, Senior Finance Manager Income Services Manager Head of Property Home Safety Manager Operation Manager (Twenty11) Head of Operations & Growth (Twenty11)	

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
Approve evictions	N/A	N/A	N/A	Head of Community, Senior Finance Manager, Head of Relationships Head of Operations and Growth - (Twenty11)	N/A
Approve garage tenancy and temporary garage agreements	N/A	N/A	N/A	Empty Homes and Lettings Specialist	N/A
Approve Notice to terminate garage and temporary garage agreements	N/A	N/A	N/A	Empty Homes and Lettings Specialist	N/A
10.6 Land licenses					
Agree and issue land licences	N/A	N/A	N/A	Homes Ownership Manager Advisor	N/A
Changes to the discretionary rent setting methodology for Twenty11	Twenty11 Board	N/A	N/A	N/A	N/A
10.7 Twenty11 rent levels					
Setting individual property rents in line with the Twenty11 Rent Setting Policy	N/A	N/A	N/A	Income Services Manager	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
10.8 Right to Buy / Right to Acquire sales					
Approve sales under Right to Buy / Right to Acquire legislation in line with valuation	N/A	N/A	N/A	Homes Ownership Manager	N/A
10.9 Shared ownership sales and staircasing					
Allocate and approve first tranche sales of shared ownership properties in line with scheme valuation	N/A	N/A	N/A	Homes Ownership Manager	N/A
Approve staircasing sales of shared ownership properties in line with valuation	N/A	N/A	N/A	Homes Ownership Manager	N/A
10.10 Office accommodation					
Approve the purchase, lease or rental of offices (including sub-letting) for the purposes of service delivery for Red Kite and/or its subsidiaries	Red Kite Board for all except subletting	N/A	ELT collectively (subletting only)	N/A	N/A
10. Employment Matters					
11.1 Terms and Conditions					
Approve standard terms and conditions	N/A	PRN	N/A	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Approve remuneration for ELT	N/A	PRN	N/A	N/A	N/A
Approve annual pay settlements for all staff	Red Kite Board (recommended by PRN)	PRN (recommend to Board)	N/A	N/A	N/A
Review Board member remunerations	N/A	PRN (recommend to Board)	N/A	N/A	N/A
Approve remuneration for Board members	Red Kite Board	N/A	N/A	N/A	N/A
11.2 Appointments					
Employee appointments within approved budget	N/A	N/A	Line Manager	Line Manager	N/A
Changes to job descriptions	N/A	N/A	Line Manager	Line Manger	N/A
Re-grading of jobs Note: In consultation with the Head of People (and the Staff Partnership Forum if considered appropriate) should take place where appropriate.	N/A	PRN for ELT members (if not considered contentious)	CEO for ELT members	Head of Service in conjunction with Head of People	N/A
11.3 Dismissal and Settlements					
Authority to dismiss the Chief Executive Officer	Relevant Board	N/A	N/A	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
Authority to remove the Company Secretary from office	Relevant Board	N/A	N/A	N/A	N/A
Authority to dismiss any other ELT member	N/A	N/A	CEO	N/A	N/A
Authority to dismiss any HoS member **Note:** In consultation with CEO and Head of People	N/A	N/A	Responsible ELT member	N/A	N/A
Authority to dismiss any other employee **Note:** In consultation with Head of People. Consultation with relevant ELT member if a risk is identified.	N/A	N/A	N/A	Head of Service	
Approve settlements which are outside of contractual terms	Red Kite Board *(recommended by PRN) above £10,000*	PRN *(recommend to Board) above £10,000*	CEO (or another ELT member in the CEO's absence) up to £10,000 per individual case with notification to Chair	N/A	N/A
11.4 Death in Service Benefits					
Authorisation to pay	N/A	N/A	*CEO (or another ELT member in the CEO's absence) plus Chief Financial Officer*	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
			(or Assistant Director – Finance in absence)		
11.5 Creation / Deletion of posts					
Approval of overall department / team structures	N/A	N/A	ELT collectively	N/A	N/A
Authority to create or delete an employment position, whilst maintaining the overall department / team structure Note: In consultation with the Head of People and the Staff Partnership Forum should take place where appropriate. All approvals must ensure that approved budgets within staff budget	N/A	N/A	Appropriate ELT member	Head of Service in consultation with Head of People	N/A
Approval for the introduction of a new resident and volunteer group with budget etc.	N/A	N/A	ELT collectively in consultation with RRT	N/A	N/A
Authority to appoint volunteers in consultation with Head of Governance where appropriate	N/A	N/A	N/A	Head of Resident & Community Engagement	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
1. Financial Standing Orders					
1.1 Annual Report and Accounts					
Approve the Red Kite annual report and financial statements (including consolidated Group accounts)	Red Kite Board	N/A	N/A	N/A	N/A
Subsidiaries companies' annual report and financial statements	Individual subsidiary Boards	N/A	N/A	N/A	N/A
Receive the annual report and financial statements	N/A	N/A	N/A	N/A	Members
1.2 Financial Plan					
Approve the 30-Year Financial Business Plans for the Red Kite Group	Red Kite Board	N/A	N/A	N/A	N/A
Approve the 30-Year Financial Business Plan for Twenty11	Twenty11 Board	N/A	N/A	N/A	N/A
Approve the budget for Red Kite and its Subsidiaries via the Group Budget	Red Kite Board	N/A	N/A	N/A	N/A
Approve the budget for Twenty11	Twenty11 Board	N/A	N/A	N/A	N/A
1.3 "At risk" expenditure					

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Approve limits to exposure to "at risk" expenditure, including land-banking, development costs and new business development across the Group	Red Kite Board	N/A	N/A	N/A	N/A
Approve "at risk" expenditure in line within Red Kite Board limits	N/A	N/A	ELT collectively	N/A	N/A
1.4 Virement of expenditure					
Once the budget is approved, there may need to be virement of expenditure between years and between departments. Approval of such virements is delegated as follows					
Between operational departments;	N/A	N/A	ELT collectively through approval of quarterly forecast		N/A
Virement sums relate to the total amount for each budget line, rather than individual transactions.					
1.5 Commitment of expenditure outside of budget					
Authority to commit expenditure outside budget and outside the virement limits but subject to covenant compliance/ golden rules as follows:					
Up to £500,000 cumulatively	N/A	N/A	ELT collectively *(subject to approval of quarterly forecast)*	N/A	N/A
Over £500,000	Red Kite Board	N/A	N/A	N/A	N/A
1.6 Commitment of development expenditure "at risk" (cumulative spend)					
Authority to commit "at risk" expenditure within limits approved by the Red Kite Board as follows:					

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
Up to £1m	N/A	N/A	ELT collectively	N/A	N/A
Over £1m	Red Kite Board	N/A	N/A	N/A	N/A
1.7 Commitment of expenditure					
Commitment of expenditure" includes the ordering of goods and services, signing contracts, approving invoices for payment and approving the release of payments under existing contracts or framework agreements. Authority relates to the **full value** of the contract including VAT, including contractual commitment for future years where applicable (e.g. 3-year contracts etc.). All commitments of expenditure are to be raised via the purchase order system FinanSys other than procurements which can be paid using a corporate credit card or where a purchase order is not appropriate e.g. • Utility bills • Travel (e.g. rail tickets) • Accommodation and associated costs (e.g. for staff attendance/welfare at events) • Training events/conference (including associated costs, e.g. refreshments) • Emergency spend (e.g. temporary accommodation) • AGM, Board and Committee arrangements (e.g. Board catering) • Sundries spend up to £250 • Where the use of the purchase order system is not possible (e.g. ordering on-line from a direct seller) Separate delegated authorities apply to the actual payments by on-line banking systems, cheque etc.					
Authority to commit expenditure within the budget in total and:					
Over £5m or if deemed contentious by the CEO or exceeds budget or negatively impacts our Business Plan	Red Kite Board	N/A	N/A	N/A	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
Up to £5m if not deemed contentious by the CEO and does not exceed the budget or negatively impact our Business Plan	N/A	N/A	CEO (or another ELT member in the CEO's absence) and one member of ELT	N/A	N/A
Up to £1,000,000 if within budget	N/A	N/A	Individual members of ELT	N/A	N/A
Up to £250,000 per transaction on a pre-approved contract or framework agreement, otherwise £100,000	N/A	N/A	N/A	Head of Property/ Head of Development,	N/A
Up to £50,000 per transaction	N/A	N/A	N/A	Head of Service	N/A
Up to £10,000 per transaction or less	N/A	N/A	N/A	Environmental Improvement Group in line with Terms of Reference – approve or decline funding applications.	N/A
Up to £10,000 per transaction	N/A	N/A	N/A	**Group 1**, Community Fund Panel or equivalent in line with Terms of Reference	N/A
Up to £2,500 per transaction	N/A	N/A	N/A	**Group 2**, Residents	N/A

Area of Responsibility	Board (Red Kite unless otherwise specified)	Committee	Executive Leadership Team	Senior Leadership Team/ Other colleagues	Members (Shareholders)
				Representative Team	
Up to £250 per transaction	N/A	N/A	N/A	All other paid staff (including Twenty11 staff)	N/A
***the above includes VAT where applicable**					
1.8 Tendering					
Procurement Consortia Where a formal tender procedure is required, the use of a Procurement Consortia and approved frameworks may be used where this meets the business requirements in relation to, for example, timeliness, value, quality and taking into account the total cost of the procurement activity					
Contract Waiver					
There may be some limited occasions when for business reasons, the tendering procedure is not followed. Approval not to follow the tendering procedure and sign a waiver is required: -					
Over £1,000,000 contract value	Red Kite Board	N/A	N/A	N/A	N/A
Up to £1,000,000 contract value	N/A	N/A	CEO (or another ELT member in the CEO's absence)	N/A	N/A
Up to £30,000 In the case of unforeseen emergencies	N/A	N/A	N/A	Head of Service (to be notified to Chief Financial Officer)	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**Committee**	**Executive Leadership Team**	**Senior Leadership Team/ Other colleagues**	**Members (Shareholders)**
Where the CEO (or another ELT member in the CEO's absence) approves such procurement then this will be reported to the Audit and Risk Committee.					

Goods and Services / Works and Development

Contract Value	Minimum number invited to quote/ tender	Procurement Method
Up to £15,000 (including VAT)	1	Quotations in writing, minimum 1 to be received (Procurement to be notified)
£15,001 to £30,000 (including VAT)	2	Quotations in writing, minimum 1 to be received plus consultation with Procurement team to demonstrate VFM if only 1 received
£30,001 to £75,000 (including VAT)	3	Published notice with a minimum 2 to be received (consultation with Procurement team to demonstrate VFM and confirm appropriate course of action if only 1 received).
£75,001 (including VAT) to Procurement Act Threshold	3 or Below Threshold Tender Notice	Formal tender with at least 2 compliant tenders returned. ELT member (Project Sponsor) consultation with Procurement team to demonstrate VFM and confirm appropriate course of action if only 1 received.
Procurement Act Threshold and above	Procurement Act Tender notice or Compliant Framework	Procurement Act (UK4) Tender Notice/ Open market tender or Compliant Framework mini-competition or (first place) direct award

Procurement Act 2023 thresholds as at 1st January 2026 (until 31st December 2027.

- Goods and Services - £207,720 (inc. VAT)
- Works (and Development) - £5,193,000 (inc. VAT)

When determining contract values, the full potential aggregated spend over the full potential maximum term of the contract shall be allowed for. It is not permissible to split contracts or call-offs for the purpose of reducing spend values. Annually renewed contracts shall have regard to the collective spend over no less than a four-year period.

All procurements that do not comply with the requirements above must be supported by the relevant ELT member (Project Sponsor) as an approved Contract Waiver in accordance with these regulations and agreed by the Assistant Director – Finance or Chief Financial Officer. All waivers must be approved by the CEO

TRANSPARENCY NOTICE

Where works, goods or services with a value above the Procurement Act threshold are not procured in compliance with the requirements of the Act an approved Contract Waiver is required in accordance with these regulations, a (UK5) Transparency Notice must be published, followed by a (UK6) Contract Award Notice and (UK7) Contract Details Notice.

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**COMMITTEE**	**ELT**	**SLT/ Other colleagues**	**Members (Shareholders)**
1.9 Contract variations					
Where actual contract costs vary from the anticipated costs, approval of the variation is as follows:					
Over £5,000 or 5% or the contract sum, whichever is the greater (in line with approval limits);	N/A	N/A	ELT	N/A	N/A
Up to £5,000 or 5% or the contract sum, whichever is the greater (in line with approval limits);	N/A	N/A	N/A	Authoriser of the contract	N/A
1.10 Payment Limits					
Transfer funds between Association bank accounts	N/A	N/A	N/A	Senior Finance Manager (countersigned by the Assistant Director of Finance	N/A
Cheque payments up to £10,000	N/A	N/A	N/A	Any one cheque signatory	N/A
Unlimited cheque payment	N/A	N/A	N/A	Any two cheque signatories	N/A
Payments by on-line banking systems: • Payroll payments; or • Supplier payments	N/A	N/A	N/A	Any 2 on the bank mandate.	N/A
Establish Direct Debits / Standing Orders	N/A	N/A	N/A	Any two cheque signatories	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	COMMITTEE	ELT	SLT/ Other colleagues	Members (Shareholders)
Approval of bank mandate authorities including amendments due to personnel changes.	Red Kite Board	N/A	N/A	N/A	N/A
Delegation of Board Approvals in the Financial Systems including notification of bank mandates to banks/ lenders	N/A	N/A	N/A	Senior Finance Manager and the Assistant Director of Finance	
Approve issue of procurement tender documents	N/A	N/A	Relevant ELT member in consultation with Assistant Director of Finance	N/A	N/A
Change in authority limits in financial systems in line with delegated authority	N/A	N/A	N/A	Senior Finance Manager	N/A
1.11 Raising invoices for services / recharges					
Because of the potential VAT implications, all invoicing must be through the Finance Team	N/A	N/A	N/A	Finance Assistant – Income Receivables	N/A
1.12 Write off debts / costs					
The following limits apply:					
Up to £20	N/A	N/A	N/A	Group 1	N/A
Up to £100 or the value of one week gross rent (whichever is the greater)	N/A	N/A	N/A	Income Services Manager	N/A
Up to £1,000	N/A	N/A	N/A	Head of Service, Senior Finance Manager	N/A

Area of Responsibility	**Board** (Red Kite unless otherwise specified)	**COMMITTEE**	**ELT**	**SLT/ Other colleagues**	**Members (Shareholders)**
Up to £10,000- any debt over £5,000 to be reported to the Audit and Risk Committee	N/A	N/A	ELT	Assistant Director - Finance	N/A
£10,001 or more	Red Kite Board	N/A	N/A	N/A	N/A
1.13 Insurance Claims					
Submit insurance claims	N/A	N/A	N/A	Senior Finance Manager	N/A

1. Group 1 Delegations

Expenditure limits up to £10k inc. VAT where appropriate

Pod	Job Role
Development	Project Manager - Development
Community	Homes Manager Estates Manager Senior ASB Specialist Sheltered Services Manage
Finance	Commercial Manager Senior Finance Manager
Relationships	Home Ownership Manager Empty Homes Team Leader
People	Senior Culture Performance Manager
Progress	Data Governance Manager IT Service Delivery Lead Business Improvement Manager
Property	Project Manager – Property Project Manager – Assets Technical Officer (limit to £5,000) Repairs Specialist Assistant Contracts Manager (limit to £5,000) Repairs and Voids Manager Assistant Head of Property Home Safety Manager Compliance Specialist Assistant Home Safety Specialist

Pod	Job Role
	Building Surveyor Surveyor – Voids and Lettings Asset and Land Manager Legal Disrepair Surveyor
Twenty11	Head of Operations & Growth

2. Group 2 Delegations

Expenditure limit up to £2.5k inc. VAT where appropriate

Pod	Job Role
Communications	Marketing and Communications Manager
People	Culture and Performance Specialist HR Business Partner Culture and Performance Co-ordinator
Insight	Head of Insight & Strategy
Community	Legal Assistant
Finance	Contract Officer Income Services Manager
Progress	Senior Project Manager IT Project Engineer Project Manager
Resident and Community Engagement	Engagement and Events Manager Community Investment Specialist
Relationships	Tenancy Management – Team Leader Contact Centre Senior Team Leader Home Ownership Advisor Empty Homes and Lettings Specialists Tenancy Specialist Team Leader
Property	Data Base Administrator Property Co-Ordinator Voids Co-ordinator Property (Limited to £1,000)

Pod	Job Role
Governance	Internal Audit Senior Specialist Business Support Manager PA to the Directors Business Support Specialist Facilities and Health and Safety Co-ordinator
Twenty11	Operations Manager Senior Realising Potential Specialist