

SCHEME OF DELEGATION

Approved on: 27 July 2023
Board

Policy Implementation Checklist	
Policy Owner:	Chief Operating Officer
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Scheme of Delegation

Introduction

This Scheme of Delegation is intended to ensure that the work of Bield is carried out efficiently and effectively, within the strategic and policy framework agreed by Bield's Board. The Scheme may only be amended by the Board and shall be subject to a review every five years.

This Scheme of Delegation covers delegated authority from the Board to Office Bearers, Committees and to staff, represented by the Chief Executive. The Chief Executive will arrange for powers delegated to them to be exercised by staff elsewhere in Bield which relate to operational responsibilities. Within the operational Scheme of Delegation the principle of subsidiarity will be applied whereby decisions will be delegated as close to the point of service delivery as is appropriate in the circumstances.

The Scheme of Delegation forms part of Bield's Standing Orders and should be applied alongside the Financial Regulations and the Authorisation & Approval Procedures.

The provisions of the Scheme of Delegation are intended to assist in the efficient and effective management of Bield's activities and to foster a culture of responsiveness to customers and service users.

In applying the Scheme, staff should pay due regard to the need for appropriate reporting of delegated decisions to Board members both for information purposes and to allow members to properly discharge their scrutiny role. Role descriptions for the Chair and Vice-Chair should be referred to.

The **Chief Executive**, in consultation with the Executive Management Team (EMT), has authority to:

- ensure the effective implementation of Bield's strategies, policies and plans;
- represent Bield on official business, consistent with agreed policies and principles;
- carry out all necessary legal and financial duties to ensure Bield's compliance with statutory and regulatory requirements.

Scheme of Delegation

The Board has agreed the following framework for granting authority and specific delegations:

Statutory Requirements	Audit, Performance and Risk Committee (APR)
Board Responsibility	People Committee (P)
Chief Executive Responsibility	Business Development Committee (BD)

Business Planning & Strategies

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
1	Business Planning	Approval of Business Strategy including statement of vision, mission, values and strategic objectives. Approve the annual submission to SHR of the 5 year financial projections.	APR BD	Review the 5 and 30 year financial projections, linked to the Annual Budget, to support the Business Plan and recommend to the Board for approval. Review reports on the Business Plans and recommend to the Board for approval. Develop aspects of strategic direction such as strategic assets management strategy, as delegated by Board	Advise Board on the long term Business Strategy and strategic direction. Prepare proposals for the Business Strategy, linked to the Annual Budget and performance framework for presentation to the Board on an annual basis. Prepare reports on achievement of the Business Strategy on a 6-monthly basis. Draft proposals for discussion with Board on the Vision, Mission, Values and overall strategic objectives for review at least every 5 years.
2	Business Planning	Approval of strategic and business critical policies	APR	Review business critical policies and recommend to the Board for approval.	Advise Board on any updates to regulation/law which may affect current policies.
3	Annual Budget	Approve the Annual Budget		Review the Annual Budget in line with the medium term business strategy. Regularly monitor the budget.	Develop an Annual Budget. Monitor and manage budgets within limits set out in the Financial Authorisation Levels and Approvals. Scrutinise monthly management accounts.

Finance & Procurement

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
4	Financial Management	Receive quarterly management accounts, consider any areas of concern and approve any major variations of spend against budget. Recommend improvement actions where appropriate.	APR	Review and approve quarterly management accounts, including any overspends. Raise any areas of concern to the Board and recommend major variations of spend against budget to Board for approval.	Prepare quarterly management accounts and take decisions to ensure the Annual Budget is met and authorise overspends on budgets within limits set out in the Financial Authorisation Levels and Approvals. Ensure all expenditure and income related matters are carried out in accordance with the Financial Authorisation Levels and Approvals and Treasury Management Policy.
5	Banking Arrangements	Approve any new banking arrangements			The Chief Executive will maintain operational banking arrangements and recommend any new banking arrangements to the Board.
6	Treasury Management	Approve the annual and long term cash flow projections Approve bank loans and any other necessary action to ensure funds for investment and management, and to maintain adequate reserves	APR	Review the annual and long term cash flow projections and recommend acceptance to Board. Review potential bank loans and recommend to Board.	Prepare annual and long term cash flow projections. Secure potential loans to support delivery of the Business Plan and present to Board for consideration.
7	Treasury Management	Approve the Treasury Management Policy.	APR	Consider the Treasury Management Policy and related plans. Monitor performance against those plans. Consider and approve the Treasury Management Strategy to support the Business Plan each year	Prepare and implement the Treasury Management Policy and ensure adequate funds are in place, and that all covenants are adhered to.
8	Financial Regulations	Approve the Financial Regulations.	APR	Review the Financial Regulations on a 3 year cycle, or earlier if required, and recommend to Board for approval.	Develop Financial Regulations that outline key responsibilities for Income and Expenditure. Between approvals, the Chief Executive can authorise changes to Financial Regulations provided that in their opinion the changes are not to the detriment of existing financial controls. Approve the authorised signatory list. Submission of regulatory and statistical returns.

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
9	Statutory Accounts	Approve the Statutory Accounts and Annual Report to the Board	APR	Review the Statutory Accounts and recommend them to Board for approval	Prepare the Statutory Accounts and supporting Annual Report to the Board.
10	Insurance		APR	Consider and approve proposals for obtaining adequate insurance cover for Bield's assets and activities, and receive a report annually or at other times as required	Recommend proposals for obtaining adequate insurance cover for Bield's assets and activities.
11	Procurement Policy	Approve the Procurement Policy.	BD	Review and recommend to the Board for approval, the Procurement Policy and Procurement Strategy.	Advise Board on the Procurement Policy and Strategy. Ensure they are implemented and adhered to.
12	Procurement	Approve the tender outcome and appointment for procurement activity above the CEO threshold..	BD	Recommend the tender outcomes and appointment of contractors for major works, such as Development, Planned Maintenance and Reactive Maintenance, above the CEO authorisation level.	Select and appoint consultants and suppliers to the Approved List, subject to approved credit checks process. Negotiate contracts for the supply of goods and services that have been included in the Annual Budget, in line with the Procurement Policy and Financial Regulations.
13	Partnerships & Agreements	Approve management agreements and leases that are for more than 5 years, or that will have an impact on the Strategy of Bield.	BD	Review partnership agreements and approve where appropriate.	Negotiate and sign partnership agreements, management agreements and leases with voluntary and other organisations, presenting to Committee or Board as required.

Business Development

14	Strategic Asset Management Strategy	Approve the Asset Management Strategy and the Annual Capital Investment Programme, receiving regular updates on their implementation.	BD	Review the Strategic Asset Management Strategy and recommend to Board. Review the 3 year rolling capital investment programme for planned maintenance and development programmed investment for recommendation to Board.	Advise Board on updating the Asset Management Strategy. Development of opportunities to deliver the Asset Management Strategy for consideration by committee and Board. Update on delivery of the Asset Management Strategy.
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Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
15	Asset Management Policies		BD	Periodically review and approve Asset Management policies.	Advise Committee on the Asset Management Policy. Administer the policy and procedures, including adherence to expenditure limits set out in the Financial Regulations.
16	Maintenance & Improvement		BD	Approve the Compensation Policy.	Prepare the Compensation Policy. Administer the policy and procedures for individual payments.
17	Development and investment	Approve a medium term new build development strategy. Approve timings of development to link into the Business Plan, Annual Budget and Treasury Management Policy.	BD	Consider proposals for a medium term new build development strategy including projects in particular geographic locations and make recommendations to the Board.	Develop option appraisals and proposals on a medium term new build development strategy. Develop and maintain the governance framework to manage development programme stages. Seek appropriate consultation with partners and customers. Sign Scheme Submission documents.
18	Development and investment	Approve proposals for remodelling or housing developments	BD	Consider proposals for remodelling or replacing housing developments that no longer meet expected standards, and make recommendations to the Board	Develop option appraisals and proposals on the remodelling of housing developments. Seek appropriate consultation with partners and customers.
19	Development and investment		BD	Approve Bield's Design Guide and key elements of specification for our housing.	Develop Bield's Design Guide in consultation with appropriate partners and customers, and advise Committee
20	Development and investment		BD	Receive periodic reports on progress with development projects, to ensure timescale, cost and customer satisfaction targets are being met.	Deliver development projects on time and to budget. Agree variations within the limits in the Financial Regulations. Update Committee on progress twice a year.
21	Development and investment	Approve any development expenditure that may be required prior to funding approval	BD	Approve acceptance of tenders for building contracts ensuring that necessary funding approvals are in place. Recommend to the Board for approval any development expenditure that may be required prior to funding approval.	Select tenders through the procurement process for recommendation to Committee for approval.
22	Contract Management		BD	Receive reports on major contractual problems. Consider and approve proposed solutions.	Ensure any major contractual problems with serious financial implications, or those that adversely affect customers or our relationship with other stakeholders, are reported to Committee timeously.

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
23	Development and investment		BD	Receive summary post project reports for development projects and approve improvement recommendations	Ensure post project reports for development projects are presented to Committee. Progress agreed improvement actions from post project reports.

Customer Service

24	Rent & Service Charges	Approve the Rent & Service Charge Policy.	APR	Review the Rent & Service Charge Policy, in conjunction with tenant consultation, and recommend any changes to Board for approval.	Prepare the Rent & Service Charge Policy, including tenant consultation. Ensure the policy and associated procedures are implemented.
25	Rent & Service Charges	Approve rent and service charge levels for the next financial year.	APR	Consider annual proposals for rent levels to be applied for the following financial year and make recommendations to Board.	Prepare proposals for rent and service charge levels in line with the Rent & Service Charge Policy. Ensure approved proposals from Board are implemented and communicated to tenants
26	Rent & Service Charges		APR	Review and approve the Rent Arrears & Other Tenancy Related Debt Policy	Prepare the Rent Arrears & Other Tenancy Related Debt Policy. Fully implement the policy and associated procedures, taking all appropriate action to ensure recovery of rent arrears, including authority to evict. Receive, on behalf of Bield, rent and other monies due.
27	Rent & Service Charges		APR	Review and approve the Recharge Policy.	Recover debts from former tenants or recharges from existing tenants.
28	Rent & Service Charges		APR	Approve rent arrears write off amounts on a 6-monthly basis.	Prepare rent arrears write off summaries for presentation to Board on a 6-monthly basis. Write off bad debts within limits set out in the Financial Regulations.
29	Allocations	Approve the Allocations Policy.		Review the Allocations Policy and recommend it to Board for approval.	Prepare the Allocations Policy in line with all legislative requirements. Ensure policy is implemented and adhered to

New Business & Public Relations

30	New Business	Agree the strategic direction of new business for Bield.	BD	Receive proposals for new business to support Bield's new Strategy.	Report to Committee on development of new business won, including proposals.
31	Marketing & Publicity	Approve major re-branding and marketing direction to support Bield's strategic purpose.			Determine and implement communications, marketing and promotional activity to support the work of Bield.

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
32	Consultation	Participate in consultations if input is required from the governing body.			Respond to consultation documents from peers, regulatory and other bodies and partners on behalf of Bield, taking into account Bield Policy. Advise Board where its input is required.

Customer Engagement

33	Compliments Comments & Complaints	Annually review Compliments, Comments & Complaints in conjunction with the year end review of performance.	APR	Approve the Complaints, Anti-Social Behaviour, and Unacceptable Actions Policies. Review Compliments, Comments & Complaints on a quarterly basis and make recommendations for improvement.	Prepare the Complaints Policy, Anti-Social Behaviour Policy and Unacceptable Actions Policy. Ensure complaints are dealt with quickly, effectively and in line with the policy, with appropriate improvement action taken
34	Customer Engagement	Approve policies and strategies for how we involve customers.	APR	Review policies and strategies for how we involve customers and recommend to Board for approval. Determine participation by members of the Committee in conferences and meetings with customers	Present proposals for customer involvement to Committee. Implement agreed methods of consultation and participation, including Regional Scrutiny Panels and other customer focus groups.
35	Customer Engagement	Ensure the results of the Tenant Survey and the improvement action plan are in line with Bield's strategic direction	APR	Consider the results of larger customer satisfaction surveys, including the Tenant Survey, and approve action arising. Review the progress of actions through the Bield Improvement Plan.	Prepare and implement customer satisfaction surveys, including the Tenant Survey, and ensure improvement action plans are carried through to completion. Advise Committee and Board on the outcome of surveys and the action plans from these.

Policies & Performance

36	Policies & Strategies	Approve new or revised policies and strategies where responsibility has been reserved to Board.	APR P BD	Review and approve new or revised policies and strategies as appropriate for each Committee's delegation. Regularly review the Policy Improvement Plan.	Ensure all strategies, policies and procedures are kept up to date, and are implemented once approved. Approve procedures and minor changes to policies. Present new items or major changes to the appropriate Committee for approval.
37	Performance Management	Annually review strategic performance framework to support deliver the strategy and review performance bi-annually.	APR	Review strategic performance framework bi-annual and Business Health performance quarterly to ensure Bield improves performance and remains compliant. Review and approve annual performance reports to regulator i.e. ARC.	Monitor performance and ensure improvement action is taken where appropriate. Ensure comparison of data against other organisations and advise Board and Committees of Bield's performance against verified standards and external commitments.

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
38	Business Improvement	Consider outcome of inspections that impact on business health to provide assurance that remedial action is being taken.	APR	Consider outcome of relevant inspections receiving assurance about any remedial action being taken for improvement as part of the quarterly performance review.	Ensure all services are prepared for inspection against published standards. Ensure the results of all inspections are used to make further improvements to our services. Publicise our results to our customers. Link all inspection reports to the website for ease of reference.

Audit & Risk

39	Internal Audit	Receive the Internal Audit Annual Report.	APR	Approve the Internal Audit Programme. Consider and approve Internal Audit reports, including the Annual Report, and monitor the implementation of agreed actions.	Ensure that the annual Internal Audit Programme is implemented, and reports are provided to Committee for approval. Agree the Internal Audit Annual Report and present to Committee. Implement any recommendations and report on progress.
40	External Audit	Approve Bield's response to the External Auditor's management letter.	APR	Discuss the scope and timetable of the Annual External Audit in advance. Approve the annual audit fee and any supplementary work that may be commissioned, and the fees that apply. Review the External Auditor's management letter and recommend Bield's response to Board for approval.	Ensure that the Annual External Audit scope and timetable is presented to Committee and implemented as agreed. Liaise with the External Auditor for annual presentation of their management letter.
41	Appointment of Auditors	Recommend the appointment of the External Auditors for a further year at each AGM. Approve the appointment of Internal and External Auditors following tendering processes.	APR	Select Internal and External Auditors, receiving information from and, where appropriate, conducting interviews with prospective firms. Recommend appointments to Board.	Ensure that Internal Auditor and External Auditor tendering is carried out every 3-5 years. Present proposals for selection to Committee

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
42	Risk Management	Annually consider and approve, on a 6 monthly basis, Bield's strategic and business health risks together with Bield's Risk Appetite and Strategic Risk Register / Management Action Plan.	APR	<p>Consider on bi-annually the strategic risks and 3-monthly the business health risks and approve the plans in place to mitigate risks highlighted.</p> <p>Review and approve the Board's assurance framework and risk policy.</p>	<p>Assess strategic and operational risks linked to Bield Business Plan and advise Committee on action required to manage them. Monitor risk management plans and report to Committee</p> <p>Review and update the Board Assurance and Risk Policy for approval by Committee.</p>

Business Solutions

43	Data Protection		APR	<p>Approve the Data Protection Policy at least every 3 years. Approve the FOI and EIR Policy at least every 3 years.</p> <p>Receive and review an annual report that confirms Bield has met its statutory obligations under the Data Protection Act and our policy.</p>	<p>Ensure we have a nominated Data Protection Officer in line with the Data Protection Policy. Ensure the policy is kept up to date and implemented accordingly.</p> <p>Ensure that we implement our FOI and EIR policy and it is kept up to date.</p>
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HR & People Strategy

44	People Strategy	Approve the People Strategy.	P	<p>Consider the People Strategy to ensure deliverability of Bield's key strategic aims, including a workforce plan, organisational culture and terms & conditions. Recommend to Board for approval.</p>	<p>Develop and deliver the People Strategy to ensure Bield's business, mission and values and fully implemented.</p>
45	Recruitment & Structure	Approve the staff structure and complement for any major restructure in the business	P	<p>Review proposals for major changes to the staff structure and complement where the change has a substantial budgetary or management implication. Recommend changes to Board for approval.</p>	<p>Prepare proposals for changes to the staff structure and complement, as required to implement the work of Bield, the Business Plan and other Board decisions, where the change has a substantial budgetary implication as set out in the Financial Regulations</p>
46	Recruitment & Structure	Appoint to the Chief Executive post (Chair of the Board to chair the selection panel).	P	<p>Agree the selection panel for recruitment of staff at Executive Management level and nominate one or more members to participate. Review proposals for changes in the senior structure and approve within the Annual Budget.</p>	<p>Appoint all vacancies to established posts with exception of the Chief Executive post. Vary the structure below senior level within the Annual Budget and ensuring key responsibilities are covered. Carry out all recruitment following the Financial Regulations and Recruitment Policy.</p>

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
47	Terms & Conditions	Approve any changes to the Standard Contract of Employment.	P	Review any changes to the Standard Contract of Employment, including Salary Scales, and recommend to Board for approval.	Present proposals for changes to the Standard Contract of Employment or Salary Scales to Committee, having consulted with staff and having taken external advice where appropriate. Sign all contracts of employment.
48	Terms & Conditions	Approve proposals for an Annual Salary Change.	P	Review any changes to the Standard Contract of Employment, including Salary Scales, and recommend to Board for approval.	Make proposals for an Annual Salary Change within the context of the already approved Annual Budget, an Annual Salary Change for staff. Implement the proposals as finally approved by Board.
49	Terms & Conditions		P	Review and approve salary changes or temporary appointments at Executive Management level.	Approve all variations where changes will mean an increased staffing budget in future years for all posts out with Executive Management level, including temporary posts and secondments. Ensure all salary levels are in accordance with the approved Salary Scales
50	Terms & Conditions	Non-contractual payments approved by Chair of the Board, in line with the policy			Make non-contractual payments to staff on termination of employment consequent upon restructuring or early retirement. Ensure any payments are made in line with the Entitlements, Payments & Benefits & Policy.
51	Terms & Conditions	Approve proposals for pension schemes.	P	Consider pension arrangements and approve recommendations made by Chief Executive and Pension Trustees for ongoing maintenance of systems. Recommend proposals to Board for approval.	Make recommendations about the pension systems Bield has in place in relation to Auto Enrolment Legislation. Ensure implementation of Pension arrangements is carried forward and that pension liabilities are understood. Authorise salary payments.
52	Staff Engagement		P	Consider proposals for Staff Surveys. Scrutinise results and consider action arising. Review the progress of actions through the Bield Improvement Plan.	Prepare and implement Staff Surveys and ensure improvement action plans are carried through to completion. Report results to Committee.
53	Learning & Development			Review and approve the Learning & Development Policy. Scrutinise performance information on training through quarterly reports	Prepare the Learning & Development Policy. Ensure the policy and associated procedures are implemented. Ensure staff training plans are put in place to meet the needs of the organisation and its future strategy. Report on staff training to Committee.

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
54	Learning & Development	Review and approve Chief Executive's PDP			Prepare the Appraisals. Ensure associated procedures are implemented across Bield, in line with the People Strategy.
55	Management of Staff	Deal with any matters of discipline, dismissal and grievance in accordance with HR policies for the Chief Executive post.			Deal with all matters of discipline, dismissal and grievance in accordance with HR policies, with exception of the Chief Executive post.
56	Health & Safety	Approve the Health and Safety Strategy every 3 years. Scrutinise an annual report on the implementation of the strategy.	BD	Review the Health & Safety Strategy every 3 years and recommend it to the Board for approval. Review Health & Safety performance through quarterly reports and consider best practice to improve. Review and approve all related Health & Safety Policies.	Prepare the Health & Safety Strategy, Policies and related procedures. Take any necessary action to ensure Bield operates within these, and related legislation. Receive all safety notices and improvement orders served on Bield and delegate actions relating to such notices. Report on Health & Safety to Committee and Board and advise on statutory obligations

Governance

57	Governance	Periodically review the Rules, approve any changes and recommend them for further approval from relevant regulatory bodies. Ensure its business is conducted in accordance with the Rules.			Advise on required changes to the Rules and on best practice in governance, ensuring all necessary consultations and statutory approvals are met. Arrange governance reviews, record changes and keep all documentation up to date. Ensure the Rules are implemented into the Governance practices of Bield.
58	Governance	Ensure Bield complies with its Rules, law, statutes, performance standards, best practice and contractual obligations through appropriate scrutiny of relevant reports and documents.	All	Sign off documents to support compliance as appropriate for each Committee's delegation.	Provide confirmation that all actions taken by Bield comply with the Rules, law, statutes, performance standards and best practice, including the European Convention on Human Rights and those required through registration with the Financial Conduct Authority, Scottish Housing Regulator, Care Inspectorate, Office of the Scottish Charities Regulator and local authorities. Ensure compliance with conditions imposed by grant giving bodies and lenders, and other contractual obligations

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
59	Governance	Approve the appointment of Company Secretary and other office bearers			Ensure a Company Secretary is appointed for Bield and ensure the duties of that post are fulfilled.
60	Governance	Review its Committee structure at least every 2 years. Approve the Scheme of Delegation, Standing Orders and Remits.	All	Comply with their delegated responsibilities.	Ensure all governance documents and arrangements are fit for purpose and make proposals to Board for Improvement.
61	Governance	Receive an annual report of each Committee and take action, as necessary. Receive an update on the work of each Committee at the next appropriate Board meeting, including a copy of the minutes.	All	Ensure an annual report of each Committee is prepared and recommended for Board approval, including any recommended changes to the Terms of Reference.	Work with relevant Chairs to create an annual report of each Committee after the end of each financial year.
62	Governance Policies	Approve key policies e.g., the Code of Conduct for Board Members, Openness & Confidentiality and Register of Interests. Chair signs off associated registers annually.			Prepare policies and approve any minor amendments. Ensure governance policies are implemented and that the relevant procedures are followed.
63	Statutory Policies	Approve the Membership Policy, Whistleblowing Policy, and Fraud Policy.	APR	Review the Membership Policy, Whistleblowing Policy, and Fraud Policy and recommend to Board for approval.	Prepare the Membership Policy, Whistleblowing Policy, and Fraud Policy. Ensure these policies and their associated procedures are implemented appropriately.
64	Subsidiaries	Appoint its required number of directors for the Board of each of Bield's (any future) subsidiary bodies.			Ensure the relevant governance processes are followed when changes are made.

Ref	Area of Business	Board Responsibility	Committee Responsibility		Chief Executive Responsibility
65	Subsidiaries	Periodically review the activities of (any future) subsidiary bodies in accordance with the Independence Agreement, and the operation of the group, and make decisions on future strategy			Ensure (any future) subsidiary activity is regularly reported back to Board and recommendations are made for future improvement and strategy
66	Board Recruitment	Seek individuals with particular skills and experience through open advertisement and through relevant networks / professional bodies. Approve the appointment of new members.			Work with the Chair on the recruitment process for Board Members and form part of the interview panel.
67	Board Expenses	Review the level of expenses paid to Board members on an annual basis and approve the Board Member Expenses Policy.	APR	Review the Board Member Expenses Policy and recommend to Board for approval	Ensure that Board member expenses claimed are within the limits of the agreed policy and ensure the policy is kept up to date.
68	In the Absence of the Chief Executive	Chair to approve delegated powers in the absence of the Chief Executive.			In the absence of the Chief Executive, the powers delegated within the Financial Regulations may be exercised by an appointed member of the Executive Management Team