



Delegations Authority (DA)

Section	Management, Governance
Contact	GCC Manager
Last Review	May 2017
Next Review	May 2020
Approval	TBA
Effective Date	July 2017

Introduction:

This policy sets out the circumstances under which the Governance Group may delegate its responsibilities. Delegations of authority are the mechanisms by which the Glenfield Community Centre Incorporated (“the Centre”, “the Society”) enables officers and employees to act on behalf of the Society.

Purpose:

The purpose of this policy is to establish a framework for delegating authority within the Centre in a manner that facilitates efficiency and effectiveness and increases the accountability of staff and volunteers for their performance.

The policy applies to all members of the Board and the staff and volunteers of the Centre who have delegated authority to act and sign documents on behalf of Society.

General Principles:

Delegations of authority are intended to achieve four objectives:

1. To ensure the efficiency and effectiveness of the organisation's administrative processes;
2. To ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities; and
3. To ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the organisation; and
4. To ensure internal controls are effective.

Delegations are a key element in effective governance and management of the Centre and provide formal authority to particular staff and volunteers to commit the organisation and/or incur liabilities for the organisation.

Policy:

The Governance Group (“the Board”) of the Centre is responsible for the governance of the organisation.

Ability to Delegate:

Under the Society’s Constitution¹, the Board can delegate any of its functions except:

- a) The power of delegation, and
- b) Any functions reserved to the Board².

Board May Delegate:

The Board may delegate its functions to:

- A member or members of the Board; and
- A sub-committee of the Board; and
- The Centre Manager and through the Centre Manager to members of the Staff of the organisation.

Board May Not Delegate:

However, the Board may not delegate its power:

- To adopt the organisation’s strategic plan; or
- To adopt the organisation’s business plan; or
- To adopt the organisation’s annual budget.

Centre Manager:

The Centre Manager:

- a) Is charged with the duty of promoting the interests and furthering the development of the Centre; and
- b) Is responsible for the administrative, financial, and other business of the Centre; and
- c) Exercises a general supervision over the staff and volunteers of the Centre.

The Centre Manager may seek the approval of the Board to delegate any function or any power or duty conferred or imposed upon them, subject to this delegations policy, to any member of the staff of the organisation, or any person or persons, or any committee of persons. Delegations to the Centre Manager and through the Centre Manager to members of the staff of the Centre shall be made by resolution of the Board and recorded in the Delegation Schedules approved by the Board.

¹ Section 10: Powers to Act, Constitution of the Glenfield Community Centre Incorporated, September 2015.

² Sections 8, 9 Charities Act 2005.

Moral and Legal Compliance:

The Centre is committed to the highest standards of integrity, fairness and ethical conduct, including full compliance with all relevant legal requirements, and in turn requires that all its Board members, employees, volunteers, and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with all legal requirements.

Requirement for Delegates to Act Ethically and Legally:

There is no circumstance under which it is acceptable for the Centre, or any of its Board members, employees, volunteers, and contractors to knowingly and deliberately not comply with the law or to act unethically in the course of performing or advancing the Centre's business.

Informal Delegations:

Delegations of an informal nature, where there is no commitment or liability incurred on behalf of the Centre, are carried out in the normal business of the Centre without the requirement for a written authority.

Adherence to Policy Framework:

Delegations must be exercised within the framework of the Centre's Constitution, Policies, Procedures and any external legislative requirements.

Delegation to Position not Person:

Delegations are attached to the position occupied not to the occupant of the position.

Accountability:

A delegate who sub-delegates authority remains responsible and accountable for the decision or action or the sub-delegate.

Conflict of interest:

A delegation cannot be exercised if the officer or employee holding the delegated authority has a conflict of interest.

Variation or termination of delegation:

- a) The Board may at any time vary or terminate any delegation.
- b) Permanent changes to delegations relating to an officer or employee, either permissive or restrictive, require a written authority from the Board.
- c) Sub-delegation on a temporary basis is appropriate in circumstances where the officer or employee normally responsible is absent for a period of less than two (2) weeks by reasons of authorised leave.
- d) Sub-delegations require a written authority from the individual who holds the delegated authority or a person in a position to approve the delegated authority.

Responsibilities:

- a) The Secretary must maintain records of any delegations to members of the Board and of the terms of reference of any sub-committees of the Board.
- b) The Centre Manager must prepare delegation schedules within the framework of the Delegations Policy for approval by the Board.

Processes:

- a) The overarching delegations policy applies to the Centre as a whole, and divisions within the organisation must align their delegations policies with the central policy.
- b) Delegations are to be exercised within the framework of the Act, regulations, rules, policies, and any external legislative requirements.
- c) Any delegation may be made subject to any conditions and limitations as the Board shall approve.

Delegations to Members of the Board:

Delegations to Members of the Board shall be made by resolution of the Board and recorded in the minutes of the Board.

Delegations to sub-committees of the Board:

Delegations to sub-committees of the Board shall be made by resolution of the Board and recorded in the terms of reference of the sub-committee.

Delegations by Acting Employees:

Where an employee is acting in a higher position, that person will hold the delegation level appropriate to the higher position unless otherwise determined by the Centre Manager.

Financial Delegation Restricted to Approved Line Item:

A financial delegation can be exercised only within the approved line item budget.

Staffing Delegation must relate to Line Management:

A staffing delegation cannot be exercised concerning staff for whom the delegate does not hold line management responsibility.

Care around Restructuring:

Special care must be taken to retain currency of the Delegations Schedules when delegated authorities are redistributed, a position is reclassified, or a business unit is restructured in ways that affect position profiles.

Board to Approve Delegations Annually:

The Board will approve the Delegations Schedule on an annual basis on advice from the Centre Manager.

Schedule Accessible to Governance and Staff:

The Delegations Schedule will be accessible to all Governance and Staff.

Financial versus Human Resources Delegations:

Separate Delegations Schedules shall be prepared for Financial Delegations and for Human Resources Delegations. The schedule will provide reports by function, by position profile and by administrative area.

Sample Delegations Schedule formats:

Delegations Schedules can be organised by position:

Position	Authority to hire staff within budget	Authority to sign cheques	Authority to waive fees
Chair	✓	✓	✓
Deputy Chair		✓	
Secretary/Treasurer		✓	✓
Centre Manager	✓	✓	✓
ELC Manager			✓ (ELC Only)
Office Administrator			✓ (Room Hire Only)

Alternatively, by function:

Activity	Delegation	Conditions
Approve payment of payroll	Centre Manager and any one of: Chair Deputy Chair Secretary/ Treasurer	Within provisions of individual employment agreement terms and conditions and budget
Approve payment of budgeted operating expenses	Centre Manager	Up to budget limit (plus 5% subject to reporting to Board)
Petty cash reimbursement	Centre Manager	Up to \$100 (within budget)

Audience:

All GCC Governance, Executive, and Staff.

Legal compliance:

Charities Act 2005

Related procedures / documents:

Constitution (September 2015)

Document Management Control:

Prepared by:	GCC Manager
Authorised by:	Governance Group
Approved by:	Governance Group Motion#:
Date issued:	May 2017
Last review:	May 2017
Next review:	May 2020
Effective Date:	July 2017