

A large, light gray circular graphic is centered on the page. It depicts a doorway with a semi-circular window above it, and rays of light emanating from the bottom of the doorway. The text 'INSTRUMENT OF DELEGATION AND OPERATING GUIDELINES' is overlaid on this graphic in a bold, black, sans-serif font.

**INSTRUMENT OF DELEGATION
AND
OPERATING GUIDELINES**

Adopted by the HCM Board - 16/4/2008

PART 1

PREAMBLE:

1.1 The Hobart City Mission Board of Management (the Board) of the Hobart City Mission Inc (the Mission) is, by virtue of Section 8 of the Associations Incorporations Act 1964 (the Act), constituted as an Incorporated Association. Pursuant to the Constitution and rules made under that Act, the Board:-

- Shall control and manage the business and affairs of the Mission;
- May, subject to the Rules, exercise all powers and functions as may be exercised by an Incorporated Association, other than those powers and functions that are required by the Rules to be exercised by general meetings of members of the Mission; and
- Subject to the Act and the Rules, has power to perform all such acts and things as appear to the Board to be essential for the proper management of the business and affairs of the Mission.

In this Instrument of Delegation, the term “HCM Constitution” shall be taken to include the Act and Regulations made under the Incorporated Associations Act 1964, the Constitution and Rules of the Mission and any other relevant laws of the Commonwealth of Australia or the State of Tasmania as may be applicable to the Mission.

1.2 Pursuant to the Authority given under Clause 19 (Affairs of the Association to be managed by a Board) and Clause 6.3 (Finance), the Board has hired servants to assist it with the administration and management of the Mission. In executing under Common Seal this Instrument of Delegation, the Board acknowledges that:-

1. The Board may delegate to the Chairperson, a member or an officer of the Board, or a servant or Committee that, under the HCM Constitution, is engaged on contract or employed by the Board, any power or duty of the Board under the HCM Constitution other than the power of delegation.
2. A duty or power, the performance or exercise of which has been delegated may, while the delegation remains unrevoked, be performed or exercised from time-to-time in accordance with the terms of the delegation.
3. A delegation made may be made subject to such conditions or limitations as to the performance or exercise of any of the functions or powers delegated, or as to time or circumstances, as are specified in the instrument.

1.3 The Board hereby delegates to the members, officers and servants of the Board set out in writing in this Instrument, the duties, powers and functions of the Board as detailed in this Instrument. Certain duties, powers and functions are delegated to members, officers and servants jointly acting as a committee.

1.4 The Board further directs that delegates in the performance and exercise of their duties, powers and functions are subject to the conditions and limitations set out in this Instrument and are required to adhere to the operating guidelines as set out in this Instrument or determined by the Board.

- 1.5** The Board directs that delegates only exercise the duties, powers and functions prescribed in this Instrument of Delegation. Delegates have a duty of care to the Board to ensure that actions undertaken are in accordance with this Instrument of Delegation and are not outside of the duties and powers prescribed in this Instrument of Delegation. Any actions undertaken by delegates which are not prescribed in this Instrument of Delegation or the powers of the Board as set out in the HCM Constitution will not necessarily be considered to be actions of the Board.
- 1.6** The Chief Executive Officer and the Assistant Secretary to the Board shall maintain a register of the instruments of delegation executed under seal of the Board. The Assistant Secretary will submit as soon as possible after the end of each calendar month a report on the exercise under delegation powers and functions undertaken during that month.
- 1.7** Where in this Instrument of Delegation reference is made in general terms to any member, officer or servant in a specified position of the Board, such reference shall be deemed to include all persons who at any time occupy such office or position.
- 1.8** It is the policy of the Board that delegates are indemnified against any personal liability in respect of any act done in good faith in the performance or exercise, or purported performance or exercise, of any function or power of the Board or in the administration or execution of the HCM Constitution.

PART 2

BOARD COMMITTEES:

- 2.1 In accordance with Clause 25 of the HCM Constitution, the Board hereby delegates to nominated members, officers and servants of the Board certain powers, duties and functions to be exercised jointly in the form of the following Committees:-
- the Investment and Property Management Committee; and
 - the Communications, Infrastructure and Governance Committee.
- 2.2 The constitution of each Committee is to be determined by the Board.
- 2.3 The Board is the sole authority for the appointment to and removal of members from a Committee.
- 2.4 Each Committee shall be constituted by not less than 3 and not more than 5 voting Board members or officers of the Board and the Chief Executive Officer to the Board as a non-voting executive member.
- 2.5 The quorum for all Committee meetings of the Board shall be four persons, three of whom must be voting members.

The following table specifies the current constitution of each Committee, which constitution may be altered by resolution passed at any ordinary or special meeting of the Board:-

	Investment and Property Committee	Communications, Infrastructure and Governance Committee
Chairperson and Voting Member	B. Neilsen	J. Laing
Other Voting Members	J. Wiggins D. Camm T. Martin D. Egan	R. Errey S. Sherriff A. Hough W. Inglis D. Eastley
Non Voting Executive Member	G. Fletcher	G. Fletcher
Quorum of Members	4 (3 of whom must be voting members)	4 (3 of whom must be voting members)

- 2.6 All acts or things done by a Committee in the performance of its functions and duties pursuant to this instrument of delegation are taken to have been done by the Board.
- 2.7 Where a Committee is not satisfied that it is able to exercise the right of delegation, the Committee shall refer the question to the Board for determination.

2.8 All Committees shall maintain minutes of meetings held and report details of any performance or exercise of such functions and powers to the first available meeting of the Board.

2.9 Committee members as officers of the Mission are required to adhere to the following fiduciary principles and standards when exercising their duties:

- To act honestly in all matters concerning the Mission;
- To observe the terms of the HCM Constitution and to carry out their duties as required by it;
- To act impartially and equitably;
- To ensure that their duties and powers are exercised in the best interest of the Board;
- To keep and maintain accurate accounting and administrative records that enable the Board to prepare all accounts, statements and returns in line with standards required by the HCM Constitution;
- To exercise the same degree of skill, care and diligence that a prudent person would exercise; and
- Not to profit from their position and to avoid real and apparent conflicts of interest in the exercise of the powers and duties.

2.10 The recommended objective for each Committee is summarised below:

a. **The Investment and Property Management Committee;**

The objective of the Committee is to make a positive contribution to the investment and property returns of the Mission through timely and appropriate investment and property management decisions.

b. **The Communications, Infrastructure and Governance Committee;**

The objective of the Committee is to ensure that administrative issues (including HR, marketing and communication, technology and infrastructure), including audit, risk management and governance issues are adequately monitored and directed, thereby increasing the business information available to the Board for strategic planning and decision making.

The Committees should establish systems and processes designed to ensure that the Board undertakes the following functions in the management and control of the Mission;

- exercise director responsibility over the management and control of the Mission;
- ensure that adequate reporting and control mechanisms are established in order to demonstrate that the Board's operations are being conducted in accordance with the Missions strategic and operational objectives, policy, pertinent law and regulations.

The Committees are to increase the effectiveness of the Board's total operations by ensuring that the decision making processes are focused on the deployment of resources and strategies which best deliver outcomes consistent with the policies of the Board and relevant stakeholders.

PART 3

DELEGATIONS OF POWERS, DUTIES AND FUNCTIONS BY THE BOARD TO THE INVESTMENT AND PROPERTY MANAGEMENT COMMITTEE:

3.1 The Board delegates to the Investment and Property Management Committee the power to:

3.1.1 Formulate, for approval by the Board an investment strategy that has regard to the whole circumstances of the Mission including:

- the risk involved in making, holding and realising and the likely return from, the Mission's investments having regard to its objectives and its expected cash flow requirements;
- the composition of the Mission's investments as a whole including the extent to which investments are diverse or involve the entity in being exposed to risks from inadequate diversification;
- the liquidity of the Mission's investments having regard to its cash flow requirements;
- the ability of the Mission to discharge its existing and prospective liabilities; and
- the tax status of the Mission and the taxation consequences of the investment on the taxation status of the Mission.

3.1.2 Formulate for approval of the Board an investment policy, operating standards and processing guidelines for each investment.

3.1.3 Manage the investments of the Mission so as to maximise the return earned, in accordance with the Board's investment strategy having regard to the need too;

- Provide welfare and charitable payments;
- Maintain the integrity of bequests to the Mission or placed in a specific purpose Trust; and
- Exercise reasonable care and prudence so as to maintain the integrity of the Mission's investments and property.

3.1.4 Invest money standing to the credit of the Mission either directly or with any investment manager appointed by the Board, provided that the investment is in accordance with the Board's investment strategy and policy, the Trustee Act 1898 and the HCM Constitution.

3.1.5 Conduct at least once a year, a review of:

- the Board's investment strategy and policy;
- the management and performance of the Mission's investments and property against the performance benchmark for each investment; and
- the management and performance of the Mission's investment managers and custodians.

3.1.6 Determine, authorise and approve programs for the investment of money standing to the credit of the Mission.

3.1.7 Establish policies in respect of the investment of monies standing to the credit of the Mission and to adopt strategies designed to achieve those policies.

3.1.8 Recommend to the Board the appointment and termination of investment managers.

3.2 The Investment and Property Management Committee may engage consultants to assist the Committee in the formulation and evaluation of investments. When engaging consultants the Investment and Property Management Committee is required to consider the Board's operating budget and comply with any Board guidelines regarding the appointment of consultants.

3.3 The Investment and Property Management Committee may incur and approve expenditure in relation to the management of the Mission's investments, provided the expenditure is in accordance with the Board's approved operating budget and guidelines.

3.4 The Board, appoints the Investment and Property Management Committee as investment manager of all property and investments held directly by the Board and which are not managed by appointed investment managers, which investments include but are not limited to:

- Fixed Interest Securities;
- Direct Property;
- Mortgages; and
- Cash Management Trusts.

PART 4

DELEGATION OF POWERS, FUNCTIONS AND DUTIES BY THE BOARD TO THE COMMUNICATIONS, INFRASTRUCTURE AND GOVERNANCE COMMITTEE:

4.1 The Board delegates to the Communications, Infrastructure and Governance Committee the power to:-

4.1.1 Manage the Mission's Administrative arrangements in accordance with the HCM Constitution and any other applicable laws of the State or Commonwealth for the purpose of providing to the materially and emotionally distressed, without reference to denominational distinctions or differences of Church Government:-

- to render relief in needy circumstances;
- to minister to prisoners and their families; and
- to undertake such work of a philanthropic character as the HCM Board determines.

4.1.2 Conduct at least annually a review of the Board's administrative operations to ensure that processes and systems are efficient, effective and economic

4.1.3 Administer the receipt of contributions and donations and the payment of benefits having regard to the need for equity among beneficiaries.

4.1.4 Determine, authorise and approve review programs, audit and quality assurance programs designed to ensure that:-

- all money payable to the Board is properly collected;
- all money expended by the Board is properly authorised;
- adequate control is maintained over assets owned by or in the custody of the Board;
- all liabilities incurred by the Board are properly authorised;
- the accounts of the Mission are properly audited; and
- proper accounts and records of the transactions and affairs of the Board are maintained and kept to enable the financial operations and position of the Board to be reported and explained.

4.1.5 Develop and maintain an adequate budget and accounting system.

4.1.6 Develop and maintain an adequate audit and corporate governance system.

4.1.7 Develop and maintain adequate performance management and continuous improvement systems.

- 4.1.8 Ensure that the Mission members and stakeholders are informed about the management of the Mission including making available to members and stakeholders at least once a year, a summary of the Mission's Annual Report.
- 4.1.9 Manage the process for the appointment, performance review and termination of:-
- agents and attorneys;
 - consultants; and
 - servants of the Board, including the CEO.
- 4.1.10 Consider all actions undertaken by officers and servants of the Board made in the performance of their duties in the administration of the Mission pursuant to this Board's Instrument of Delegation.
- 4.1.11 Establish policies and approve programs in respect of the administration of the Mission and its financial affairs. All policies should have regard to the Board's fiduciary obligations to manage and control the Mission in accordance with the HCM Constitution.
- 4.1.12 Formulate, for approval of the Board, policy and risk management statements and programs that have regard to the whole circumstances of the Mission including:
- the ability of the Mission to discharge its existing and prospective liabilities to pay benefits;
 - the extent of and management of the liabilities and assets;
 - the taxation of the Mission and beneficiaries having regard to the requirements of the Income Tax Assessment Act 1936;
 - the development and implementation of new philanthropic products and services consistent with current trends and technological developments.
- 4.2** The Communications, Infrastructure and Governance Committee may engage consultants to assist it in carrying out its functions. When engaging consultants the Communications, Infrastructure and Governance Committee is required to consider the Board's operating budget and comply with Board guidelines regarding the appointment of consultants.
- 4.3** The Communications, Infrastructure and Governance Committee may monitor and make directions in relation to any marketing, communications or educational program or tasks produced or undertaken by Board officers and servants or by parties contracted to the Board.
- 4.4** The Communications, Infrastructure and Governance Committee may monitor and make directions in relation to any strategy, purchase or development of Board infrastructure or information technology programs by Board officers or servants or by parties contracted to the Board.
- 4.5** The Communications, Infrastructure and Governance Committee may incur and approve expenditure in relation to the administration and management of the Mission provided the expenditure is in accordance with the Board's approved operating budget and guidelines.

PART 5

DELEGATION OF POWERS, FUNCTIONS AND DUTIES BY THE BOARD TO THE CHIEF EXECUTIVE OFFICER AND OTHER PERSONS:

5.1 The Board delegates to the Chief Executive Officer the power to:-

5.1.1 Under the Power of Attorney approved by the Board, to execute such documentation, implement the decisions made by the Investment and Property Management Committee, the Communications, Infrastructure and Governance Committee and the Board.

5.1.2 As may be authorised by the Investment & Property Management Committee, implement the investment of money standing to the credit of the Mission either directly or with any investment manager appointed by the Board, provided that the investment is in accordance with the Board's investment strategy and policy. In the performance of this power, the Chief Executive Officer may implement decisions of the Committee:

- invest money standing to the credit of the Mission in a first mortgage of real property in the State of Tasmania;
- withdraw money from investment managers;
- place money with investment managers; and
- buy, sell or transfer any investment held directly by the Board.

5.1.3 With respect to property investments:-

1. commit to consultancies required for the implementation with the Strategic and Tactical Asset Plans adopted by the Board for any one appointment for the purpose of :-
 - enhancing the assets of the Board or remediation of defects in those assets; and
 - obtaining advice in relation to matters which arise in the course of management of the portfolio which may affect the value of the assets or the rights of the Board.
2. approve minor works contracts, subject to Board approved annual budget in respect of each property, for the purpose of enhancing the assets of the Board or remediation of defects in those assets;
3. approve urgent works contracts to remedy defects in any property;
4. authorise payments for statutory outgoings, insurance, tenant incentives and other fitout works, marketing contribution, body corporate contributions and other owners payment, subject to Board approved annual budgets in respect of each property;
5. commit the Board to new leases; and
6. negotiate and conclude rent reviews and renewal of leases or exercise of tenants' options.

- 5.2** The Chief Executive Officer may incur and approve expenditure in relation to the administration and management of the Mission, provided the expenditure is in accordance with the Board's approved operating budget and guidelines.
- 5.3** The Board delegates to the Board Chairperson and/or the Secretary or Treasurer, in the absence or unavailability of the Chief Executive Officer, the power to:
- 5.3.1 Under the Power of Attorney approved by the Board, to execute such documentation, implement the decisions made by the Investment and Asset Allocation Committee, the Communications, Infrastructure and Governance Committee and the Board.
- 5.3.2 Invest money standing to the credit of the Mission either directly or with any investment manager appointed by the Board, provided that the investment is in accordance with the Board's investment strategy and policy. In the performance of this power, the delegates may:
- invest money standing to the credit of the Mission in a first mortgage of real property in the State of Tasmania;
 - withdraw money from investment managers;
 - place money with investment managers; and
 - buy, sell or transfer any investment held directly by the Board.
- 5.4** Delegates may incur and approve expenditure in relation to the administration and management of the Mission, provided the expenditure is in accordance with the Board's approved operating budget and guidelines.
- 5.5** The delegates pursuant to this Part of the Instrument of Delegation shall be subject to the following conditions and limitations:
- The delegates shall comply with the directions given by the Board or guidelines approved by the Board from time-to-time as provided in this clause or as resolved by the Board at a legally constituted meeting;
 - Where the delegates are not satisfied that they can exercise the right of delegation or are uncertain as to whether they are able to make a decision, the delegates shall refer the question for determination by the full Board;
 - The delegates shall report full details of any performance or exercise of delegated functions and powers to the first available meeting of the Board after performance or exercise of such functions and powers has been undertaken; and
 - In the exercise of their power, functions and duties, delegates are to resolve questions as to what constitutes Board policy by reference in the first instance to the Minutes of Meetings of the Board and secondly by direct reference to a formal meeting of the Board.

PART 6

DELEGATION OF POWER TO SIGN CHEQUES:

6.1 MANAGEMENT AND ADMINISTRATION ACCOUNTS OTHER THAN GROUP HOMES

6.1.1 The Board directs that the function and power to sign cheques are to be performed and exercised in accordance with the conditions and limitations set out below:-

1. All cheques are to be signed first by a person from the list of “A” signatories and secondly by a person from the list of “B” signatories.
2. All cheques requiring signature are to be supported by, in the case of administrative or investment or property payments, a cheque drawing authority duly certified by a certifying officer, together with all relevant source documents being invoices, orders, delivery notes, statements of account or other similar instrument, evidencing the Board’s obligation to remit to the payee of the cheque the amount endorsed on it.

6.1.2 List of “A” Signatories

- Treasurer;
- Office Manager; and
- Accountant.

List of “B” Signatories

- The Chairperson;
- Chief Executive Officer or in the absence of the CEO, the person nominated as the Acting CEO; and
- Any Member or Officer of the HCM Board except for the Treasurer.

6.2 DELEGATION OF POWERS TO SIGN CHEQUES WITHIN GROUP HOMES

6.2.1 The Board directs that the function and power to sign cheques in each Group Home are to be performed and exercised in accordance with the conditions and limitations set out below;

1. Every cheque payment requires two of three signatures from the list below; and
2. Documentary evidence (receipts, invoices etc) are to be included in the House accounts book.

6.2.2 List of Signatories:

- Group Homes Co-ordinator
- 2 designated persons from each group home

6.3 **DELEGATION OF POWERS TO SIGN CHEQUES WITHIN GROUP HOMES - RESIDENT BANK ACCOUNTS**

6.3.1 The Board directs that the function and power to sign cheques in each Group Home are to be performed and exercised in accordance with the conditions and limitations set out below;

1. Each withdrawal slip is to be signed by the resident and one of the three signatures from the list below; and
2. Details of the withdrawal are to be entered into the individual residents cash book; and
3. The residents cash book and cash holdings are to be reconciled and recorded at the change of each shift.

6.3.2 List of Signatories:

- Group Homes Co-ordinator
- Two designated persons from each group home

PART 7

AUTHORITY TO EXECUTE CONTRACTS, SIGN DOCUMENTS AND RETURNS FOR THE BOARD:

7.1 The Board directs that the function and power to execute contracts, sign documents and returns for the Board are to be performed and exercised in accordance with the conditions and limitations set out below:-

- a. the delegate shall satisfy himself or herself that the information submitted in support of a document requiring execution is in a format acceptable to the Board;
- b. where the delegate is not satisfied that he or she can exercise his right of delegation, he or she shall refer the question for determination by the Board.

7.2 List of Documents and Approved Officers

DOCUMENT	AUTHORISED OFFICER
Returns To Australian Taxation Office (ATO) or Australian Bureau of Statistics	<ul style="list-style-type: none"> • Chief Executive Officer or • Treasurer
Group Certificates, Eligible Termination, Roll-over And Other ATO Forms	<ul style="list-style-type: none"> • Chief Executive Officer or • Treasurer or • Accountant
Leases with Housing Tasmania	<ul style="list-style-type: none"> • Chief Executive Officer or • Treasurer under Power of Attorney
Authority For Changes To Bank Account Signatories	<ul style="list-style-type: none"> • In terms of Clause 6.1 of this Instrument, joint signatures of both the Chief Executive Officer and the Treasurer • In terms of Clauses 6.2 and 6.3 of this Instrument, any two of the CEO, the Treasurer and the Group Homes Co-ordinator.
Issue of Stop Payment Authority To Banks	<ul style="list-style-type: none"> • Chief Executive Office, or • Treasurer, or • Office Administration Coordinator
Acquittals for Group Home Government Grant and Vehicle Grants	<ul style="list-style-type: none"> • The Treasurer, or • The Co-ordinator for Group Homes

Certifying Officers Empowered To Give Notices and Proper Instructions On Behalf Of The Board Under Commonwealth & State Government Funding Arrangements

- Chief Executive Officer; or
- The Treasurer or
- For Positions in Retail
The Co-ordinator for that Unit
- For Positions within Office Administration
The Co-ordinator for that Unit
- For Positions within Group Homes
The Co-ordinator for that Unit
- For Positions within Welfare
The Co-ordinator for that Unit
- For Positions within Transitional Homes
The Co-ordinator for that Unit
- For Positions within Business Development
And Stakeholder Management
The Co-ordinator for that Unit
- For Positions within HCM Outreach
The Co-ordinator for that Unit

PART 8

DELEGATION OF FUNCTIONS UNDER:

- HCM Staffing Policy
- Community Services Award
- Disability Service Providers Award
- HCM Board Staff Agreement
- Tasmanian State Long Service Leave Act 1976

SECTION REGULATION	POWER,DUTY OR FUNCTION	DELEGATE
HCM Staffing Policy	<ul style="list-style-type: none"> • Long Service Leave • Approval of Allowance for Car Hire • Approval of Leave in Advance • Approval of Leave Without Pay or Reduced Pay • Approval of Allowance in Lieu of Recreation Leave • Approval of Recreation Leave • Approval of Carer's Leave • Approval of Parenting Leave • Approval of Special Leave • Approval of Bereavement Leave • Approval of Leave for Jury Service • Approval of Travelling Time Expenses • Approval of TOIL • Approval of Absence of an Employee due to Illness 	<ul style="list-style-type: none"> • Chief Executive Officer; and • For Positions in Retail The Co-ordinator for that Unit • For Positions within Office Administration The Co-ordinator for that Unit • For Positions within Group Homes The Co-ordinator for that Unit • For Positions within Welfare The Co-ordinator for that Unit • For Positions within Transitional Homes The Co-ordinator for that Unit • For Positions within Business Development And Stakeholder Management The Co-ordinator for that Unit • For Positions within HCM Outreach The Co-ordinator for that Unit

	<ul style="list-style-type: none"> • Approval of Study Application • Approval to Attend Training Courses and Conferences • Approval of Payment of First Aid Certificate Allowance • Approval for Payment of Meal Allowance • Approval for Payment of Travelling Allowance • Approval of Payment of more Responsible Duties Allowance • Approval to Undertake Intrastate Travel 	
HCM Staffing Policy	Suspension from Duties	<ul style="list-style-type: none"> • Chief Executive Officer • For Positions within Group Homes The Co-ordinator for that unit
HCM Staffing Policy	Redeployment	<ul style="list-style-type: none"> • Chief Executive Officer • For Positions within Group Homes The Co-ordinator for that unit
HCM Staffing Policy	Inability Enquiry-Termination of Employment	<ul style="list-style-type: none"> • Chief Executive Officer • For Positions within Group Homes The Co-ordinator for that unit
HCM Staffing Policy	Discipline and Conduct Procedure in Respect of Offences/Alleged Breaches of the Code of Conduct	<ul style="list-style-type: none"> • Chief Executive Officer • For Positions within Group Homes The Co-ordinator for that unit
HCM Staffing Policy	Approval of Salary Increments	<ul style="list-style-type: none"> • Chief Executive Officer • For Positions within Group Homes The Co-ordinator for that unit

HCM Staffing Policy	Approval for the Salary Acceleration of Employees Under Approved Progression Schemes	<ul style="list-style-type: none"> • Chief Executive Officer; and • For Positions within Group Homes The Co-ordinator for that Unit
HCM Staffing Policy	Approval for Overtime	<ul style="list-style-type: none"> • Chief Executive Officer; and • For Positions within Group Homes The Co-ordinator for that Unit
HCM Staffing Policy	Approval to Undertake Interstate Travel	<ul style="list-style-type: none"> • Chief Executive Officer; and • For Positions within Group Homes The Co-ordinator for that Unit

PART 9

DELEGATION OF POWERS, FUNCTIONS AND DUTIES BY THE BOARD WITH RESPECT TO GROUP HOMES:

FUNCTION	DELEGATE
Individual Support Package DHHS	<ul style="list-style-type: none">• Group Homes Co-ordinator
New Resident/DHHS Filling of Vacancies Policy	<ul style="list-style-type: none">• Group Homes Co-ordinator
Resident Leaving	<ul style="list-style-type: none">• Group Homes Co-ordinator
Visits to Health Professionals	<ul style="list-style-type: none">• Group Homes Co-ordinator• Residential Support Worker
Group Home Keys	<ul style="list-style-type: none">• Group Homes Co-ordinator• Residential Support Workers• Designated Residents
Administration of Medication	<ul style="list-style-type: none">• Medication endorsed Residential Support Workers and Group Homes Co-ordinator

PART 10

DELEGATION OF POWERS, FUNCTIONS AND DUTIES BY THE BOARD WITH RESPECT TO WELFARE:

FUNCTION	DELEGATE
Professional Client Assessment/Funds Distribution	<ul style="list-style-type: none">• Welfare Co-ordinator• 2 Welfare Officers
Regular Hospital and Home Visits	<ul style="list-style-type: none">• Welfare Co-ordinator• 1 Welfare Officer
Writing Policies with Regard to Welfare	<ul style="list-style-type: none">• Welfare Co-ordinator• 2 Welfare Officers
Welfare Management and Administration	<ul style="list-style-type: none">• Welfare Co-ordinator
Financial Counselling	<ul style="list-style-type: none">• 1 Welfare Officer
Clinical Counselling and Mediation	<ul style="list-style-type: none">• Welfare Co-ordinator
Governmental, Non Governmental, Legal and Medical Liaison	<ul style="list-style-type: none">• Welfare Co-ordinator• 2 Welfare Officers
Special Events/Camps/Christmas and Public Presentations	<ul style="list-style-type: none">• Welfare Co-ordinator• 1 Welfare Officer
Petty Cash/Vouchers/Mission Money	<ul style="list-style-type: none">• Welfare Co-ordinator• 2 Welfare Officers

PART 11

DELEGATION OF POWERS, FUNCTIONS AND DUTIES BY THE BOARD WITH RESPECT TO TRANSITIONAL HOUSING:

FUNCTION	DELEGATE
Setting of Rentals Charged on Properties	<ul style="list-style-type: none">• Transitional Housing Co-ordinator
Organising minor Maintenance and Repairs	<ul style="list-style-type: none">• Transitional Housing Co-ordinator• Case Managers
Signing Leases on Properties	<ul style="list-style-type: none">• Transitional Housing Co-ordinator• Case Managers
Writing Policies with respect to Supported Housing	<ul style="list-style-type: none">• Transitional Housing Co-ordinator• Case Managers
Petty Cash/Vouchers	<ul style="list-style-type: none">• Transitional Housing Co-ordinator• 1 or 2 Case Managers
Issuing of Keys to Tenants	<ul style="list-style-type: none">• Case Manager
Property Inspections	<ul style="list-style-type: none">• Tenancy Manager

PART 12

OPERATING GUIDELINES TO BE FOLLOWED BY DELEGATES WITH RESPECT TO DELEGATED POWERS:

The Board requires the delegate in the performance an exercise of powers and functions delegated under this instrument to be subject to the conditions and limitations set out below:-

- 13.1** The delegate shall comply with the directions given by the Board or guidelines approved by the Board from time-to-time as provided in this clause or as resolved by the Board at a legally constituted meeting.
- 13.2** Where the delegate is not satisfied that he or she can exercise the right of delegation or is uncertain as to whether he or she is able to make a decision, the delegate shall refer the question for determination by the HCM Board.
- 13.3** The delegate shall report full details of any performance or exercise of delegated functions and powers to the first available meeting of the HCM Board or appropriate Committee of the Board, after performance or exercise of such functions and powers has been undertaken.
- 13.4** Evidence as to HCM Board Policy shall be resolved in the first instance by reference to the Minutes of Meetings of the Board and secondly by direct reference to a formal meeting of the Board.

PART 13

ATTESTATION:

12.1 This Instrument of Delegation is made by the Board Pursuant to the HCM Constitution.

The Common Seal of the Board was affixed hereto by order at a meeting of the Board held on 16th April 2008.

In the presence of:

(Member)

(Member)

(Chief Executive Officer)