

Policy date	February 2024
Authorisation	Executive, Housing
Policy owner	General Manager Operations
Policy type	Mission Australia Housing Operational Policy
Policy setting	Organisational Services

1 Purpose

1.1 Overview

- 1.1 This policy outlines the operational authority levels within MAH for approving operational functions. It outlines the decision-making authority to allow for clear decisions and provide greater role clarity.
- 1.2 To ensure that MAH has appropriate delegations defined to enable MAH to work efficiently and effectively.
- 1.3 To provide clarity and certainty in relation to the decision-making powers of specified persons, and the limits of those powers.
- 1.4 This policy should be read in conjunction with the **Delegations of Authority** as approved by the Board of Directors.

1.2 Coverage

- 1.2.1 This document is a national policy and covers Mission Australia Housing (MAH), and its entities. All references to Mission Australia Housing, MAH and Housing means MAH and its entities unless specifically stated otherwise.
- 1.2.2 This policy applies to all forms of housing provided by MAH including social, affordable, and transitional housing.
- 1.2.3 This policy applies to housing provided by MAH in the jurisdictions of New South Wales (NSW), Tasmania (TAS), Victoria (VIC), Queensland (QLD) and the Northern Territory (NT). Where jurisdiction-based variations exist in policies and procedures, these will be identified in the document.

1.3 Information on procedures and other related policies

- 1.3.1 This policy focuses on operational authority levels within MAH for approving operational functions. It is supported by the policies and procedures that provide more detail on what to do and the steps involved when delivering operations.
- 1.3.2 This policy is one of several interlinked policies that support MAH's delivery of housing services. To assist you, these are identified where relevant in this policy and the supporting procedures.

2 Scope

2.1 Parts of Mission Australia that this policy covers

- 2.1.1 This policy applies to MAH staff responsible for working with MAH clients, tenants and properties.

2.2 Definitions

- 2.2.1 Key terms used in this policy are defined in the following table.

Term	Definition
Delegate	A member of staff with delegated authority to carry out an operational activity

3 Policy

3.1 Guiding principles

- 3.1.1 A delegate must exercise their authority subject to and in accordance with the lease, including laws regulating charities and not-for-profits and community housing providers, MA Code of Conduct and MA policies and procedures.
- 3.1.2 A delegate must not exercise their delegated power of authority if in doing so they would create an actual, perceived or potential conflict of interest.
- 3.1.3 Delegations are to positions not to individual persons.
- 3.1.4 Acting appointees may exercise the same powers as the permanent appointee to a position for the period they are acting.
- 3.1.5 Delegates may not further delegate their powers except where specifically authorised to do so and noted by the sub-delegation.
- 3.1.6 Delegations (and limits of authority) in the Policy prevail in the event of any inconsistency with other MAH policies and/or employee position descriptions with the Exception of the **Schedule of Delegations** approved by the Board.

3.2 Delegation Levels

Delegation Levels					
Level A	Executive, Housing				
Level B (General Manager Level)	General Manager, Operations	General Manager, Property Strategy & Delivery	General Manager, Commercial, Contracts & Compliance	General Manager New Business Integration	Other
Level C (General/Senior Manager)	<ul style="list-style-type: none"> - State Managers - National Manager Service Delivery and Support - Strategic Asset Manager 	<ul style="list-style-type: none"> - National Manager Property Development 	-	-	-
Level D (Manager)	<ul style="list-style-type: none"> - Operations Managers - Customer Experience Manager - Rent and Income Manager - Communication & Engagement Manager - Regional Manager - Regional Asset Manager - Community Development Manager 	<ul style="list-style-type: none"> - Property Manager - National Leasing Manager 	<ul style="list-style-type: none"> - Business Performance Manager 	<ul style="list-style-type: none"> - Project Activation Manager 	<ul style="list-style-type: none"> - Executive Assistants

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Operational Delegations Policy

	- Team Leader				
Level E (Others)	All other roles	All other roles	All other roles	All other roles	All other roles

3.3 Tenancy Management

Action		Min level approval required
Rent/Income/Receipts/Charges/Fees		
Accepting less than 2 weeks in advance and contribution to bond at tenancy sign up.		Level D
Rent adjustments under \$1,500 and < 13 weeks (Apart from starting/ending tenancies)		Rent Review Officers
Rent adjustments under \$5,000 and < 6 months (Apart from starting/ending tenancies)		Rent & Income Manager
Rent adjustments \$5,000 to \$10,000 and < then twelve months (Apart from starting/ending tenancies)		State Manager
Customer Compensation in the form of rent reduction		Level C
Approval of Customer payment plan outside of arrears policy		Level D
Rent abatement		Level C
Approve rent reduction in accordance with rent policy		Level D
Approve rent reduction due to absence outside of rent policy or hardship		Level C
Refund funds to customers < \$500		Level D
Refund funds to customers < \$1,500		Operations Managers, Rent and Income Manager
Refund funds to customers \$1,500 to \$5,000		Level C
Leases		
Signing tenant leases	General social housing & affordable housing	Housing Officer
	Where customer has less than satisfactory or unsatisfactory tenancy history	Level D
	Where customer is named on the NSW Child Protection Register	Level C
Signing other relevant tenancy management documentation		Level E
Approving succession of a tenancy to an eligible person in accordance with the Succession Policy		Level D
CHLP		

Identification and acceptance of new leasehold properties outside median rents or leases with special conditions < 24 months	Level C
Identification and acceptance of new leasehold properties in line with median rents and < 24 months	Level D
Approve rent increases for CHLP properties within 2.5%	Level D
Approve rent increases for CHLP properties above 2.5%	Level C
Signing CHLP & CH Crisis Head Leases	Level D
Leases (Licence Real Estate & Fee for services)	
Sign compliance documentation for all NSW Fair Trading statutory obligations in relation to Real Estate licencing	Licensee
Sign property management agreements < 24 months	Level E
Selection of tenants and signing lease agreements with tenants	Level E
Completion of Property Condition Report	Level E
Determine market rent levels, including formal valuations as required	Level D
Approve & pay maintenance expenses (subject to contract with owner and MA Financial DoA)	Level E
Deduct management fees for services provided	Level D
Manage trust account, including monthly reconciliations	Level D, Accounts
Arrange for annual audit of Trust Bank Account	CFO & Licensee
Allocations	
Categorising less than satisfactory tenants	Level D
Categorising former unsatisfactory tenants	Level C
Categorising ineligible tenants	Level C
Allocation of housing	Level E
Ear marking properties for urgent needs	Level D
Termination	
Approval to purchase and execute warrant for possession	Level C

Approval to issue 90-day notice to capital tenancies	Level D	
Approval to issue 90-day notice to leasehold tenancies	Level D	
Tribunal		
Providing of Certificate of Authority to act and present at NSW Civil and Administrative Tribunal (NCAT)	Level C	
Application to NCAT for SPO	Team Leader	
Application to NCAT for Termination and Possession	Operations Manager and/or Level C	
Application to NCAT for Warrant and Possession	Level C	
Record of Understanding (ROU) for antisocial behaviour (ASB) complaints	CEO	
Response to subpoena request	Level C	
Response to complaints to Ministers and other regulatory bodies	Level C	
NCAT Compensation Claims by Customer approve	<\$10,000	Level B
	<\$5,000	Level C
Community Engagement / Social Impact		
Approving Community Engagement Program and Events	Level D	
Approving Community Grants (subject to Financial DoA also)	Level C	
Registerable Persons		
Phone police for temporary accommodation	Level C, Operations Manager	
Approve temporary accommodation during business hours	Level B	
Out of hours guidelines temporary accommodation approval	Level B	
Approve adding to waitlist	Level B	
Approve for social housing / refuse housing / terminate housing	Level A and GM Operations	
Sending and receiving form A & B from Register Check	Regional Manager	
Access & retrieve confidential client information	Level A and GM Operations	
Bonds		
Set and apply customer bond in accordance with rental bond policy	Level E	

Approve rental bond payment plan within guidelines	Level E
Approve rental bond payment plan outside of guidelines	Level D
Lodge rental bonds	Level E
Review and approve rental bond payment plans	Level E
Refund and/or make claims against rental bonds	Level E
Supported Housing Agreements	
Enter into non-financial supported housing agreement, SLA or MoU with another provider	Level C

3.4 Asset Management

Action	Min Level of Approval
Completion of Property Condition Report	Level E
Approve Customer Damage recharges up to \$2,000	Level E
Approve Customer Damage recharges \$2,000 - \$5,000	Level D
Approve Customer Damage recharges \$5,000-\$10,000	Level C
Approve Customer Damage recharges >\$10,000	Level B
Approve waiving Customer Damage recharges <\$2,000	Level D
Approve waiving Customer Damage recharges \$2,000-\$10,000	Level C
Approve waiving Customer Damage recharges over \$10,000	Level B
Authorising changes to property information on IT System	Level C

3.5 Housing Options

Action	Min Level of Approval
Approve tenancy guarantee issuance	Level E – Access and Demand
PRBS Brokerage for an individual client	Level E -Access and Demand
Private rental subsidy leases within benchmark subsidy < 24 months	Level D
Private rental subsidy leases within benchmark subsidy < 36 months	Level C
Private rental subsidy leases above benchmark subsidy < 12 months	Level C
Approve client for start safely, moderate income or deeper subsidy within subsidy guidelines	Level D – Access and Demand

Tenancy Assistance (rent arrears) up to maximum of 4 weeks		Level D – Access and Demand
Approve temporary accommodation for an individual client	>28 days	Level C
Approve temporary accommodation for an individual client	11-28 days	Level D
Approve temporary accommodation for an individual client	<11 days	Level E

3.6 Operational Material

Action	Min Level of Approval
Approve National External Operational Resources (forms, brochures, fact sheets)	Level B
Approve National Internal Operational Resources (user guides, policies, forms)	Level B
Approve State or Regional External Operational Resources	Level B
Approve State or Regional Internal Operational Resources	Level C
Approve National Facebook / SM posts	Level C and Communications Manager
Approve State or Regional Facebook posts	Level D

4 Responsibilities

4.1 Staff are responsible for:

- Working in line with this policy.
- Recommending improvements to this policy and associated procedures.

4.2 Team Leaders/Regional Manager are responsible for:

- Incorporating this policy and associated procedures into staff induction and training.
- Ensuring staff are aware of and have access to this policy and associated procedures.
- Escalating feedback about this policy to the policy owner and/or policy writer.

4.3 The Operations Manager and State Manager is responsible for:

- Ensuring that MAH complies with this policy and associated procedures.
- Recommending any changes to this policy and associated procedures.