



"Offering our community more than a home"

FINAL Standing Orders, Sub-Committee Remits and Delegated Authorities

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CHA Objectives:

To manage the houses provided, in a professional and cost-effective manner, for the benefit of our local community and the environment.

To provide a first-class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction.

To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.

To promote social inclusion by applying principles of equality and diversity to everything we do.

Regulatory Standards:

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

The RSL manages its resources to ensure its financial well-being and economic effectiveness.

If you have difficulty with reading this policy, including any difficulties with sight or hearing, or if you require this document translated into another language, please contact us and we will be happy to provide this information in a format that suits your needs

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Introduction

These Standing Orders set out details of the governance structures, procedures and delegations of and within Clydebank Housing Association. They provide a framework for effective management of the Association's business.

The Standing Orders are part of a wider governance framework which includes:

- The Association's Rules
- The remit of the Management and other Sub-committees
- The Association's Scheme of Delegated Authority
- Code of Conduct for Governing Board members
- Entitlements, Payments and Benefits Policy
- Management Committee Recruitment & Development Policy
- Declaration of Interest Policy

Interpretation of Standing Orders

Any or any part of these Standing Orders may be suspended by a General Meeting or the Management Committee.

The ruling of the Chair of any meeting on the meaning, effect or application of these Standing Orders shall be final.

Amendment and Revocation of Standing Orders

The Management Committee may alter, rescind or add to any part of these Standing Orders by decision of a majority of the Management Committee Members present and voting at a Management Committee Meeting but only where written notice of a proposed alteration, rescission or addition has been given in advance of a Management Committee Meeting.

1. Management Committee and Sub-Committee Standing Orders

These standing orders will be read in conjunction with the Association Charitable Model Rules (2020) which are based upon the SFHA Charitable Model Rules (Scotland) 2020 and registered under the Co-operative and Community Benefit Societies Act 2014 and the Housing (Scotland) Act 2010.

The Management Committee is the Association's governing body and has the ultimate responsibility for the Association. The role of the Management Committee is to provide strategic direction and leadership and to scrutinise the performance in achieving the organisation's overall purpose, aims and objectives. To summarise the key responsibilities of the Management Committee are:

- Providing effective leadership, control and direction of our affairs
- Exercising good governance across all of our activities
- Ensuring we set and achieve our strategic aims and objectives
- Ensuring that we comply with all legislative and regulatory requirements

1.1 Management Committee Core Responsibilities

Strategy and Leadership

- Decide the Association's overall purpose and values and help make sure these are achieved.
- Decide and keep under review the Association's strategic direction and business objectives, taking account of its operating environment and the needs and views of its tenants and service users.
- Approve and review policies and plans to achieve the Association's business objectives.
- Ensure that the organisation has adequate resources to meet its objectives.
- Identify the risks associated with the Association's strategy, and oversee how these are managed.
- Decide on and keep under review the Association's partnerships with other organisations.
- Establish relationships with senior staff that enable them to carry out their strategic and leadership duties.

Control and Compliance

- Decide the policy of the Association.
- Approve and oversee a framework for delegation to office bearers, to sub-committees and to staff.
- Approve and regularly review systems of internal and external control, including Standing Orders, the committee structure, external audit, internal audit, financial control and performance reporting.
- Approve and oversee a framework for managing risk, to protect the Association and its assets.
- Ensure the solvency of the Association, approve the annual budget, and approve the annual accounts prior to publication.
- Monitor and assess the Association's performance against its plans, budgets and targets, taking into account tenant feedback and the performance of comparable organisations.
- Establish and oversee arrangements for the employment of staff.
- Appoint the Association's office bearers and the members of sub-committees.
- Appoint, support, appraise and (if necessary) dismiss the Association's most senior employee.

1.2 Composition

The Management Committee will comprise a minimum of seven and a maximum of fifteen members (co-opted members will not exceed one third of the total elected MC membership), elected by the membership of the Association under terms of Rule 39 of its Model Rules. The Management Committee may from time to time, co-opt anyone who may be suitable and who has particular expertise, to serve until the next Annual General Meeting. Members co-opted onto the Management Committee may also be co-opted onto any of the Sub-Committees. Two co-opted places will be offered to nominees from West Dunbartonshire Council.

The Committee will continue to act while it has vacancies for Members and will initiate an active recruitment drive where membership numbers fall below 12. However, if at any time the number of Committee Members falls below seven, a Notifiable Event must be submitted to the Scottish Housing

Regulator and the Committee can continue to act only for another two months. If at the end of that period the Committee has not found new Members to bring the number of Committee Members up to seven, the only power it will have is to act to bring the number of Committee Members up to seven.

1.3 Office Bearers

The Management Committee will elect its office bearers (Chairperson, Vice Chairperson, Secretary and Treasurer) at the first meeting following its Annual General Meeting.

1.4 Sub-Committees

The Association has created the following Sub-Committees to deal with specific business as detailed in Section 2 below: -

Housing Services Sub-Committee (Meets quarterly)

Finance, Audit & Risk Sub-Committee (Meets quarterly)

Each member will serve on a minimum of one sub-committees and sub-committee selection will take place at the first Management Committee meeting following the Annual General Meeting. Members are able to review their selection at any point during the year.

Each Sub-Committee shall, at its first meeting following the Annual General Meeting, elect its Chairperson and Vice Chairperson.

1.5 Voting Rights

All members of the Management Committee and Sub-Committees, including co-opted members, will have equal voting rights with the exception of the Chairperson who will also hold a casting vote for use as required.

Co-optees can take part in discussions at the Committee or any sub-committees and vote at Committee and sub-committee meetings on all matters except those which directly affect the Rules, the membership of the Association or the election of the Association's Office Bearers. Co-optees may not stand for election, nor be elected as one of the Office Bearers of the Committee

1.6 Meetings

- a) A minimum of 6 Management Committee meetings will be held in each year. Sub-Committees will be held in accordance with 1.3 above,

Meetings of the full Management Committee of Clydebank Housing Association Limited, hereafter referred to 'The Committee', shall normally commence at 6.00p.m. and end at 8.00p.m. at the latest. The schedule for the year will be prepared in advance of the new Committee session in August.

- b) Meetings of the Committee can take place in any manner which permits those attending to hear and contribute to the proceedings including an alternative venue, tele-conferencing and videoconferencing.

- c) In the case of unforeseen circumstances, scheduled meetings can be cancelled with the express authorisation of the Chairperson/Vice Chairperson.
- d) All members of the Management Committee may attend any sub-committee meetings, even if this is a sub-committee to which they are not a member. They may, however, only speak at the meeting with the permission of the sub-committee chairperson and will not be entitled to vote on any issues.

1.7 Notice of Meeting

The Secretary, Chief Executive or Heads of Sections shall give notice of all ordinary meetings of the Management Committee and Sub-Committee meetings to Committee members via email and shall specify the matters to be considered at the meeting by annexing to the notices, a properly prepared Draft Agenda.

The Management Committee and Sub-Committees will be serviced by staff. Agendas and reports will normally be issued no less than five and normally no more than seven days prior to any meeting. While every effort will be made to ensure that reports are circulated within these timescales, late circulation of a report will not prevent the agenda item being discussed, if a majority of the Management Committee or subcommittee members present agree to this. The Chief Executive and relevant staff members will liaise with the Chairperson in regards to formulation of the Agenda and the order of business.

A meeting/training schedule for the Committee year will be drafted in August each year and circulated to the Management Committee in advance of the committee meeting. Revisions to the schedule will be considered throughout the year where necessary.

Special meetings of the Committee shall be convened in accordance with the Rules of the Association, SFHA Charitable Model Rules (Scotland) 2020, Rule 56.1.

1.8 Attendance by Staff Members

Staff will attend Management Committee meetings or submit written reports as required by the Committee, Chair, Secretary or Chief Executive. The Chief Executive will normally be in attendance.

Section heads will normally attend the relevant sub-committee along with other staff as deemed appropriate by the section head. The Chief Executive will normally attend the Management Committee along with such other staff as deemed appropriate.

1.9 Admission of Members of the Public to Meetings

Members of the public will not be admitted to Management Committee or sub-committee meetings, unless invited to attend as an Observer.

1.10 Chairperson of the Meeting

If the Chairperson is not present at the start of the meeting, the Chair will be taken by the Association's Vice Chairperson. If he/she is also absent, the Chair should be taken in the following order:

- a) Chairperson - Housing Services Sub-Committee
- b) Chairperson - Finance, Audit & Risk Sub-Committee
- c) Chairperson – Development/Wider Role Sub-Committee

These failing, then a member elected from the members present will preside for the meeting.

1.11 Business to be discussed

The Management Committee/Sub-Committee may vary the order of business, so as to give precedence to business of special urgency, at the discretion of the Chairperson.

1.12 The order of business for Management Committee meetings shall be as follows:

- a) Apologies
- b) Chairperson's Remarks
- c) Declaration of Interest
- d) Business Carried Over from Last Meeting
- e) Management Committee Attendance update
- f) Management Committee Training/Conference Feedback
- g) Secretary's Report
- h) Approval of Minutes
- i) Business arising from the Minutes
- j) Ratification of all Minutes
- k) Remainder of Agenda
- l) Focus on Governance and Risk
- m) Intranet
- n) Signing of Minutes
- o) Date and Time of next meeting

The order of business for Sub-Committee meetings shall be as follows: -

- a) Apologies
- b) Chairperson's Remarks
- c) Declaration of Interest
- d) Business Carried over from last meeting
- e) Remainder of Agenda
- f) Health and Safety (inc. Wellbeing)
- g) Risk Management
- h) Date and time of next meeting

1.13 Apologies

Committee members, where possible, should submit their apologies for non-attendance well in advance of the meeting.

It should be noted, however, that absence from 4 consecutive meetings would result in the cessation of membership unless prior authority for absence (special leave of absence) has been sought by the absent member and granted by the Management Committee. It must be noted that no member can be a member of the Management Committee if they

are unable to attend meetings for a continuous period in excess of one year.

1.14 Minutes

- a) The Minutes of the Committee shall be prepared and circulated under the direction of the Secretary or Chief Executive. The Secretary will delegate the task of preparing the minute to a member of staff.
- b) At all Management Committee meetings, the draft Minutes of the previous Committee/Sub-Committee shall be submitted for approval.
- c) The Minutes shall be held as a correct record of what transpired at such meetings, subject to any amendments approved by the Committee.
- d) The Committee shall consider the Minutes of all Sub-Committee meetings together with any recommendations and decide whether or not to approve any recommendations (Ratification of Minutes).
- e) No longer than fifteen minutes will be spent on the approval of previous minutes.
- f) As soon as possible following approval, Management Committee Minutes will be signed by the Association's Chairperson as being approved. The proposer and seconder will also sign the minutes. (electronic signature can be applied and noted in the Association's Signature Register). Thereafter, the minutes of meetings will be retained electronically for all time on the Association's "F" drive and uploaded to the Association's website.
- g) The Sub-Committee minutes, once approved, can be signed in a similar fashion at the Committee meeting or next Sub-Committee meeting.
- h) Minutes can only be proposed and seconded by Committee/Sub-Committee members who were in attendance at the relevant meeting.
- i) Some items may require to be treated as confidential, e.g. those relating to individuals or groups of individuals or commercially sensitive discussions, and these may be considered in private. Any items in the minute that are considered confidential, sensitive or commercial will be redacted from the public minute published on our website.

1.15 Quorum

A quorum shall be four for an ordinary Management Committee meeting (Rule 48). There must be at least three members of a sub-committee (excluding co-optees) present for a sub-committee meeting to take place (Rule 58.1). If, at the time of the meeting, a quorum is not in attendance, a period of fifteen minutes should be allowed for late arrivals. If, after fifteen minutes, a quorum of members is not present, the meeting will stand adjourned.

If at any time during a meeting, it is found that a quorum is not present, the proceedings shall be adjourned. **Per the Association's Rules (42.3), Co-optees cannot be counted towards a quorum.**

1.16 Motions and Amendments

- a) Motions may be moved by any member of the Management Committee/Sub-Committee. A Motion shall fail unless it can find a seconder.
- b) Motions or any Amendments, which are not seconded, shall not be discussed or put to the meeting or printed in the Minutes.
- c) After a Motion has been made and seconded, any member wishing to move an Amendment, and any member wishing to move a further Amendment, may do so by stating its terms to the meeting.
- d) No Motion, after it has been made or intimated, shall be withdrawn except by leave of the seconder.
- e) In the absence of the member who has given written notice of a Motion, the meeting may dispose of same or postpone it, as they think fit.
- f) When a Motion and/or a number of Amendments are before the meeting, the Chairperson shall put the last moved Amendment against the preceding one, and then put the Amendment receiving the greater number of votes against the next preceding Amendment until disposed of. The Chairperson shall put the remaining Amendment against the original Motion, the Amendment being called first and voted upon, the Motion called thereafter and voted upon.

1.17 Order of Speaking

Any member of the Committee/Sub-Committee desirous of speaking at any meeting shall only do so when allowed by the Chairperson. He/she shall address the Chair confining his/her remarks to the matter before the meeting, i.e. by proposing, seconding or supporting a Motion or any relative Amendment, or to a point of order to ask a question.

Any member of the Management Committee who is in attendance at a Sub-Committee meeting to which they have not been elected, shall only speak with the permission of the Sub-Committee Chairperson and will not be entitled to vote on any issue.

1.18 Powers of Chairperson

- a) The Chairperson is elected by the Management Committee from among its membership after each AGM to serve until the next AGM in terms of Rule 55.
- b) The role of the Chairperson is to uphold the Rules of the Association, to chair meetings of the Association, to defend the right of the members, to act as the main spokesperson and representative of the Association and to sign official documents.

- c) Deference should at all times be paid to the authority of the Chairperson/Sub-Committee Chairperson. When he/she speaks, the members shall cease to do so. It shall be the duty of the Chairperson to preserve order and to ensure that members obtain a fair hearing.
- d) The Chairperson shall decide all matters of order, competency and relevancy and each ruling shall be final and shall not be open to discussion. The Chairperson shall also decide between two or more members wishing to speak by calling on the member whom he/she observed first to raise their hand.
- e) The Chairperson shall be entitled, in the event of a disorder arising, to adjourn the Meeting to a time he/she may then or afterwards determine and his/her leaving the Chair shall indicate that the meeting is adjourned.
- f) The Chairperson will have both a deliberative vote and a casting vote.
- g) The Chairperson may restrict the amount of time spent on any item of business.
- h) The Chairperson shall be an ex-officio member of all Sub-Committees.

1.19 Dissenting Member

Any member who disagrees with any decision of the Committee may ask to have his/her dissent recorded in the Minute.

1.20 Invitation to Speak

Any member wishing to speak must first raise his/her hand and await the invitation of the Chairperson.

1.21 Voting

A vote may be taken by calling the roll of those present, by ballot or by a show of hands, as may be decided by the majority of the members present and voting. Prior to a vote, the Chairperson will ask those present to decide on the method of voting to be used.

1.22 Suspension of Standing Orders

Any of the Standing Orders, upon a Motion being made at any time during a meeting, may be suspended in regard to any business at such a meeting, provided that the said Motion shall be held to be carried by a two-thirds majority of the members present and voting.

1.23 Changes in Policy/Decisions

Any policy decisions taken at a meeting of the Committee will be regarded as the policy of the Committee and will not be amended within a period of three months without a Suspension of Standing Orders.

A review can only be instituted if: -

- i. New legislation or guidance affecting the decision has been implemented
- ii. New facts which are ruled by the Chairperson of the meeting be pertinent have come to light since the original decision.

A request for the Suspension of Standing Orders must be in writing and received by the Chairperson prior to the start of the meeting. It must be signed by the Proposer and Secunder.

No decision, outwith delegated authority of a Sub-Committee will be binding on the Management Committee until the minute of the Sub-Committee has been ratified by the Management Committee.

1.24 First meeting after the Annual General Meeting

- a) A meeting of the Management Committee shall take place immediately following the Annual General Meeting, the date to be fixed by the Secretary of the outgoing Committee.
- b) This Meeting shall be presided over by the Secretary or Chairperson of the outgoing Committee. If neither is present, the procedure as Standing Order number 1.7 should be implemented.
- c) The order of business for the meeting shall be as follows:
 1. Election of Chairperson
 2. Election of Vice Chairperson
 3. Election of Secretary
 4. Election of Treasurer
 5. Sub-Committee selection
 6. Any other business
 7. Dates of Committee Meetings

1.25 Co-Options

Co-opted members shall not hold office bearer's positions within the Association.

1.26 Sub-Committees

All members of the Committee must serve on a minimum of one sub-committee.

1.27. Emergency Decisions (e.g. HM court action cases, staffing decisions, etc.)

Where a staff member of the Association is of the opinion that an emergency decision is required to be made by Committee, then he/she should contact at least four elected Committee Members for their authorisation of any action to be taken. A written report thereafter will be submitted to the next Management/Sub- Committee meeting.

2. Sub-Committee Remits

The Management Committee delegates authority to sub-committees per Rule 58.1 of its Charitable Model Rules 2020 for particular aspects of its business, e.g. Housing Services, Finance, Audit & Risk and Development and Wider Role (where required). Any decisions made by Sub-Committees remain the responsibility of the whole Management Committee and are considered for ratification at the Management Committee meeting following the Sub-Committee meetings.

The remits are set in accordance with the Scottish Housing Regulator's Regulatory Framework. Consideration of business will automatically revert back to the Management Committee where Sub-Committees are suspended, or decisions required in advance of the next scheduled Sub-Committee meetings.

The scope of the delegation is detailed below.

2.1 Development and Wider Role

When not considered at Management Committee meetings, the Development and Wider Role Sub-Committee will assume responsibility for delivery of new build housing including financial appraisal of schemes, tendering, grant conditions and loan arrangements. Additionally, the Sub-Committee will oversee the Association's role in undertaking and/or supporting Wider Role and community regeneration activities.

It is responsible for overseeing and reporting to the Management Committee on: -

- To approve the location and terms of acquisition of sites for development in line with the Association's objectives. To consider planning constraints and to approve design brief and housing/tenure mix in line with current waiting list and local authority demands
- Ensure fulfilment of the terms of any development agreements with partners which includes adoption of development framework policies for delivering affordable homes
- To oversee and review initial delivery of the development activity for each site and carrying out risk assessments. This includes a degree and maximum permission for 'at risk' work and recommendations to the Management Committee on the deliverability of each individual scheme at key milestones.
- Consideration and recommendations on the most effective procurement route for consultants and contractor appointments, monitor performance and take any necessary appropriate action.
- Review house layouts, property types and requirements to meet housing needs and demands
- To approve and monitor scheme specification and to review/approve any proposed variations out with the Association's agreed standard specification
- Review of consultant tender reports
- Viability assessment in line with the Association's Rent Policy, availability of Housing Association Grant, Private Finance requirements and availability including security arrangements, risk assessment, etc. to determine whether to progress with proposals.
- Review of statutory and legal consents and good practice required to ensure compliance and delivery of good practice in development issues

- Overseeing requirements and reports on consultation prior to commencement of the site and review of satisfaction surveys upon completion
- Compliance with guidance by the Scottish Government on the advice of the development consultant
- Reviewing of progress as agreed for delivery and cost control as advised by the development consultant
- Review of the development risk control log and updates to the Development Sub-Committee/Management Committee
- Review of CHA's programme agreement with Scottish Government and the Council's SHIP allocation of funds and site development for CHA
- Making final recommendations to the Management Committee on each development scheme on the delivery of the new build housing units.
- To consider final projected cash flows and development costs and approve annual submissions for Scottish Government/Local Authority funding.
- To monitor capital expenditure against approved Budget
- To monitor ongoing contract performance and risks and take action as required.
- To monitor and review all aspects of Wider Role service delivery including Policy, activities, grant funding applications and monitoring
- To review post-completion evaluations including tenant satisfaction surveys

2.2 Finance, Audit & Risk Sub-Committee

- To ensure that the Association complies with the requirements of the Scottish Housing Regulator's Regulatory Framework in particular the Regulatory Standards of Governance and Financial Management. The Association should ensure that sufficient resources are available to enable it to exercise sound financial management in accordance with its Financial Regulations. In addition, the Sub Committee takes non-executive responsibility for the direction of both internal and external audits.
- To recommend to the Management Committee the approval of the Annual Budget submitted prior to the commencement of each financial year.
- To monitor and approve the quarterly Management Accounts which will be submitted within 6 weeks following the end of each quarter in all instances except for the report to 30 June which will be submitted in August/early September due to Committee summer break
- To regularly analyse and assess all information reported including reasons for deviations from expected results or patterns.

- To monitor the cash flow position of the Association on a quarterly basis. This would include the monitoring of all expected income (rents, allowances etc.), expected expenditure (salaries, office overheads, legal expenses, maintenance etc.) and capital items. To ensure this information is forwarded to its lenders/other stakeholders on a quarterly basis or as required.
- To monitor the Association's Bank, HOBS, Investment and Term Deposit Accounts on a quarterly basis and recommend investments, which will optimise income as per the Treasury Management Policy and the annual Treasury Management Review.
- In conjunction with the Management Committee/Development and Wider Role Sub-Committee, approve and monitor the level of private finance required for each development as required.
- To ensure all income and expenditure is accurately allocated and apportioned to cost centres.
- To ensure that both capital and revenue activities are carried out economically and efficiently. Areas of poor cost control or financial inefficiency should be identified and remedied.
- To monitor all Mortgage to Rent, other property purchases and Shared Ownership sales/buy-backs on a quarterly basis.
- In conjunction with the Housing Services Sub-Committee, approve the Factoring Policy and monitor its operation as well as ensuring that income is maximised through robust debt recovery procedures.
- In conjunction with the Housing Services Sub-Committee, ensure that the Association provides a factoring service reflecting value for money and to make sure that the Association's costs for providing the service are covered and to ensure compliance with the new Property Factors Act 2011
- To approve any capital expenditure when required.
- To ensure expenditure on Major/Cyclical and Day-to-Day Repairs is monitored on a quarterly basis and liaise with the Maintenance team on an ongoing basis.
- To approve Financial Procedures and Regulations and review on an annual basis.
- Approving the Association's Financial Policies including for factoring services.
- To review and recommend for approval to the Management Committee the Association's Financial Plan on an annual basis.
- To monitor performance including value for money, against Peer Groups and against targets set at the start of each financial year.
- To receive, consider, monitor and approve all financial information relating to the Association's wholly owned subsidiary, CHA Power and any other subsidiaries as and when required.

- If not considered by the Management Committee, the Finance, Audit & Risk Sub-Committee will review the staffing structure and make appropriate recommendations to the Management Committee in accordance with the Recruitment and Selection Policy as approved by the Management Committee.
- If not considered by the Management Committee, The Finance, Audit & Risk Sub-Committee will form an ad hoc committee, as and when required, to deal with grievance and disciplinary matters requiring committee involvement.
- To monitor attendance management report on a quarterly basis and highlight areas of concern to the Management Committee when required.
- Actively identify and manage strategic risks and ensure risk consideration and management are embedded in the organisation
- Overseeing the Association's framework for internal control and its arrangements for external and internal audit.
- Approval of internal audit needs assessment and programme of internal audit.
- Procuring internal audit services as required, receiving and considering internal audit reports in relation to its internal systems and making recommendations for change and improvement arising from those reports.

2.3 Housing Services Sub-Committee

Housing Management

- To approve the methods of rent payment/rent collection available to tenants and review/approve any changes.
- To approve the Arrears Policy, to set targets for arrears levels and monitor arrears in the light of those targets.
- To ratify legal action taken and give approval prior to any eviction being implemented.
- To approve the Allocation Policy and monitor its operation in line with this policy via quarterly committee reports received from the Housing Manager.
- To approve the Association's allocation targets.
- To approve the terms on which houses are let.
- To approve all policy relating to estate management, housing management complaints, breaches of tenancy agreements or other Housing Management Policy.
- To ratify legal action taken in accordance with this policy and give approval prior to any eviction being implemented

- To approve policy relating to void management, to set targets and to monitor performance against those targets via quarterly committee reports from the Head of Housing Services and Housing Services Manager.
- To ensure that the operation of allocations and its policy follows the Association's Equality and Diversity Policy.

Maintenance

- To approve improvements and maintenance expenditure for matters relating to Health & Safety.
- To approve and monitor the delegation of maintenance authority and to review and approved proposed changes in policy.
- Approving the Association's policies for all H&S, repairs and maintenance services.
- In conjunction with the Finance, Audit & Risk Sub-Committee, approve, monitor and review the maintenance budget in line with Clydebank Housing Association's Life Cycle Costing data.
- To approve, monitor and review the extent and interval of the maintenance programme to include:
 - Planned and responsive routine repairs
 - Anticipated and unforeseen cyclical/major items
- To report/feedback specification information to Development & Wider Role Sub-Committee
- To approve, monitor and review maintenance responses and reporting.
- To set annual performance targets and to monitor and compare against peer group average throughout the year.
- To monitor overall Housing Management and Maintenance performance in line with agreed targets and peer group performance (Scottish Housing Network information or similar) via quarterly reports from Managers.
- To monitor compliance, associated outcomes and indicators relative to the SSHC on a quarterly basis.

3. Delegated Authorities

Per the Association's Model Charitable Rules (2020), the Management Committee can delegate its powers to sub-committees and Office Bearers. The Management Committee establishes the terms of reference for such delegation in this Delegated Authorities document and via its Sub-Committee Remits.

The Management Committee and Sub-Committees delegate the day-to-day management of the organisation and all its operations to employed staff. The scope of delegated authorities is also set down below.

3.1 From the Management Committee to Office Bearers

All delegated authorities to office bearers and staff must be exercised within the framework of the Association's Charitable Rules Model HSA Scotland 2020 (The Rules).

Chairperson

The Chairperson is responsible for the leadership of the Committee and ensuring its effectiveness in all aspects of the Committee's role and to ensure that the Committee properly discharges its responsibilities as required by law, the Rules and the standing orders of the Association. The Chairperson will be delegated such powers as is required to allow the Chairperson to properly discharge the responsibilities of the office.

Among the responsibilities of the Chairperson are: -

- (a) To issue the Chairperson's report on the affairs of the Association for the preceding year at the Association's Annual General Meeting and for the Annual Report.
- (b) In consultation with the Secretary, the Chairperson will decide on a date, time and place for a special general meeting if called for by a written requisition.
- (c) To preside as Chairperson at all general meetings of the Association.
- (d) The Chairperson will have a second or casting vote in the case of an equality of votes in a poll, which is directed by them self.
- (e) In circumstances where the Secretary is unavailable to carry out his/her functions, the Committee, or in case of emergency, the Chairperson, may appoint any officer or employee to carry out the Secretary's functions until such time as the Secretary is able or available to recommence his/her duties.
- (f) to ensure that, where necessary, decisions are made under delegated authority for the effective operation of the Association between meetings
- (g) to ensure that the Committee monitors the use of delegated powers
- (h) to represent the Association at external events from time to time;
- (i) to undertake/assist in the appraisal of the performance of Committee Members, and to ensure that the senior staff officer's appraisal is carried out in accordance with the agreed policies and procedures of the Association. To prepare summary reports with recommendations, if applicable, to the Management Committee members for information.
- (j) to oversee the training requirements of Committee Members, and the recruitment and induction of new Committee Members alongside the Chief Executive Officer
- (k) To notify the SHR about any changes relating to the Annual Assurance Statement.

Vice Chairperson

The Vice Chairperson is elected by the Management Committee from among its membership after each AGM.

The general role of the Vice-Chairperson is, **in the absence of the Chairperson**, to uphold the Rules of the Association, to chair meetings of the Association, to defend the right of the members, to act as the main spokesperson and representative of the Association and to sign official documents.

The Vice-Chairperson shall have the authority and responsibilities of the Chairperson in relation to the Association and specifically to the Management Committee in all respects in the temporary absence of the Chairperson.

The Secretary

The Secretary shall be elected by the Management Committee at the first meeting following the AGM.

The general role of the Secretary is to ensure that the work of the Management Committee is properly conducted and to publicly represent the Association.

The formal duties of the Secretary are as set out in Rule 62.3. The Management Committee has agreed, however, that some of the undernoted tasks shall be delegated to the Association's Chief Executive on behalf of the Secretary:

• To call meetings	Chief Executive
• To prepare agendas	Chief Executive
• To keep minutes	Chief Executive
• To maintain register of members, seal register etc	Chief Executive
• To sign documents on behalf of the Association	Secretary
• To take charge of the Seal	Secretary
• To issue share certificates to new members	Chief Executive
• To ensure that statutory returns are made	Chief Executive

The Secretary is automatically a member of each standing sub-committee. The Secretary shall not, however, be entitled to election as Chair of a sub-committee.

The Secretary has authority in an emergency situation, where the Chairperson is unavailable, to make decisions subject to reporting to the first meeting thereafter.

- (a) The Secretary shall summon and attend all general meetings of the Association and all meetings of the Committee and keep the Minutes referred to in rule 59.3.2 of the Model (HSA) Scotland Rules.
- (b) The Secretary will issue all notices together with any relevant reports or papers with regard to the above.
- (c) Alongside the Chief Executive Officer, the Secretary will prepare and

send all returns to be made to the Financial Services Authority (FSA), to the Scottish Government, Scottish Housing Regulator and Office of Scottish Charities Regulator (OSCR).

- (d) The Secretary shall keep the register of members and other registers required to be kept by the Model Rules, have charge of the Seal of the Association, keep all the books of accounts and receive all contributions and other payments due to the Association and pay over the amount so received as the Committee direct.
- (e) The Secretary shall produce or give up all books, registers, documents and property of the Association in his possession whenever required so to do by a resolution of the Committee or of a general meeting.
- (f) The Association's Seal shall be kept under the custody of the Secretary and shall be used only under the authority of a resolution of the Committee. The signatures of two committee members and the counter signature of the Secretary shall attest the affixing of the Seal for the time being and recorded in the register kept for that purpose.
- (g) At the last meeting of the Committee before the annual general meeting, the Secretary shall, to the extent within his/her knowledge, confirm in writing to the Committee that all the requirements of rules 62 to 67 in the Rules have been complied with. If they have not been complied with, the Secretary shall report in writing to the Committee the reasons for such non-compliance. The confirmation or report required by the rule shall be recorded in the minutes of the meeting.

Alongside the Chief Executive Officer, to ensure that disposals are registered with the SHR under the Notifiable Events Guidance

- (i) To maintain a register of gifts and hospitality and to report on annually.
- (j) To maintain a register of frauds and attempted frauds
- (k) To maintain the register of Entitlements, Payments and Benefits and to report on annually
- (l) To perform cheque signatory duties

3.3.1 The Treasurer

The Treasurer shall be elected by the Management Committee at the first meeting following the AGM.

- (a) To perform cheque signatory duties when required, in accordance with CHA Finance Procedures
- (b) To Chair the Finance, Audit & Risk Sub-Committee meetings
- (c) Manages the Management Committee's review of, and action related to, the Association's financial responsibilities
- (d) Monitors and ensures that appropriate financial reports are made available to the Finance, Audit & Risk Sub-Committee and the Management Committee and ensures that they are of a good standard and understood by all.

Scheme of Delegated Authority

3.2 Strategy, Policy and Performance

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of Association Policies, including material changes to existing Policy and any new activities.	1. Monitoring service/business performance for matters within each sub-committee's remit	1. Prepare and implement the Business Plan and other strategies approved by the Management Committee.
2. Approval of the Association's Business Plan and all other plans or documents that fall within the strategic role of the Management Committee. Review/update on an annual basis	2. Review and approval of policies for service delivery/business management for matters falling within each subcommittee's Remit. <i>(Note: this shall not prevent the MC specifying that a particular policy shall be referred to it for Approval).</i>	2. Provision of regular reports to the Management Committee and sub-committees in relation to all aspects of the Association's performance.
3. Monitoring the financial, organisational and service performance of the Association at an overall level including tenant participation and tenant scrutiny	3. Approve training plan for MC annually	3. Preparation and issue of all information and publicity materials regarding service Standards and performance including Annual Return on the Charter and Scottish Housing Network benchmarking info.
4. Ensuring that the Association's Policies meet legal obligations		4. Monitor effectiveness of Policies and make recommendations thereon to MC
5. Ensure compliance with the Regulatory Standards of Governance and Financial Management set out by the Scottish Housing Regulator		5. Prepare the Association's Annual Report
6. Monitor and Achieve the standards and outcomes set out in the Scottish Social Housing Charter		6. Regular reviews and approval of Policies with immaterial changes
7. Receive and approve half yearly reports on performance against the Business Plan including key performance indicators and risk		7. Monitor the effectiveness of the MC/S-C structure in line with Regulatory Framework and advise MC accordingly
8. Monitor MC attendance		8. To promote and ensure resident participation, consultation and scrutiny in accordance with CHA Policy
9. Receive quarterly reports on complaints and areas for improvement		9. To draft/review Policies and Strategies for MC approval in line with review periods
10. Advising GB on policy considerations /implications Overseeing effective implementation throughout organisation (policy development, implementation, practice)		10. To publish Policies via web page and respond to FOI requests appropriately
Effective/appropriate delegation to senior staff		11. Advising GB on policy considerations /implications Overseeing effective implementation throughout organisation (policy development, implementation, practice) Effective/appropriate delegation to staff

3.3 Governance

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of the Association's membership policy including equal opportunities	1. Approval of Financial Regulations – Finance, Audit & Risk SC	1. Processing of applications for membership.
2. Approval/refusal of applications for membership of the Association.	2 Approval of Financial Policies (inc factoring) – Finance, Audit & Risk SC	2. Maintaining the Association's register of shareholders and duplicate register.
3. Appointment of the Association's office bearers	3. Approval of Housing Services Policies – Housing Services SC	3. Administration and cancellation of shares, as provided for in the Association's Rules.
4. The establishment and dissolution of sub-committees; approval of their remits and delegated powers; and appointment of their members.	4. Appointing internal auditors; approval of annual IA plan	4. Maintaining the Association's registers of Entitlements, payments/benefits, Code of Conduct and Charity declarations and Declaration of Interest Registers
5. Filling of any casual vacancies, and the appointment/ replacement of co-opted members of the MC or sub-committees.		5. Upkeep of Gifts and Hospitality and EPB Register for MC and Secretary scrutiny
6. Removal of committee members, where required.		6. Preparation of annual governance reports for MC consideration
7. Approval of the Association's delegated authority arrangements, Standing Orders & Financial Regs.		7. To update SHR portal as required in terms of changes to MC membership, etc. and as required in terms of reporting Notifiable Events
8. Approval of the creation or dissolution of subsidiaries, and appointment of directors to subsidiaries and other bodies.		8. To ensure compliance timetable kept up to date including meeting statutory return dates (ARC, OSCR, FCA, etc.). Preparation of annual reports to MC.
9. Approval of payments and/or benefits in accordance with the Association's Entitlements, Payments and Benefits Policy		9. Ensuring responses to FOI requests within statutory timescales and report to MC accordingly
10. Approval of use of the Association's Seal.		10. Ensure prompt responses to TPT Pension Provider requests for information & report to MC
11. Consider and approve items in between sub-committee meeting timetable		11. Preparation of all required submission and ensuring timely GB consideration
12. Receive annual reports on declaration of interest, EPB and register of frauds		12. Provision of all supporting information
13 To review and approve instances of Notifiable Events to the SHR promptly		13. Liaison with SHR
14. To approve SHR returns and to ensure compliance with SHR Regulatory Standards of Governance and Financial Management and		14. Obtaining and reporting on independent validation
overseeing/maintaining evidence of compliance, approve OSCR, FCA, ARC Returns and sign off by Chairperson/and/or Secretary		15. Development & maintenance of assurance evidence bank 16. Management of internal audit programme; development of management responses; reporting to GB. Implementation of IA recommendations

3.4 Financial Management

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of the Association's annual Budget, and any subsequent revisions.	1. Authorisation of expenditure, where permitted by the Standing Orders and Financial Regulations.	1. Interpretation and implementation of the financial policies, plans and strategies approved by the Management Committee and relevant sub-committees.
2. Approval of medium/long term financial projections and the Association's Business Plan including overall private borrowing limits and levels.	2. Consideration and approval of quarterly reports on the Association's financial performance against budget (Management Accounts).	2. Expenditure within the Association's approved budget (subject to the limits specified in the Association's standing orders and financial regulations, policies and procedures).
3. Approval of spending levels beyond those allowed for by sub-committees and staff, including additional private borrowing out with the business plan and/or existing borrowing limits.	3. Approval of expenditure out with Budget parameters.	3. Authorisation of expenditure in excess of the Association's approved budget, in emergency situations and report to next available meeting. Amount of £3,000 per quarter/£12,000 per annum authorised to the Chief Executive/Head of Finance & Corporate Services/Finance & Corporate Services Manager in respect of the purchase of new/replacement capital items
4. Approval of the annual financial statements, prior to the Association's AGM.	4. Approval of financial policies and regulations and review on an annual basis.	4. Authorisation of expenditure and the making of payments, in accordance with the standing orders and financial regulations/procedures
5. Approval of private funding and the granting of security over the Association's assets.	5. Authorisation of expenditure, where required by the Financial Regulations or Standing Orders.	5. The collection, security, banking and recording of all income received by the Association.
6. Disposal/purchase of any property/assets.	6. Approval of write-off of irrecoverable Debts and to monitor and agree actions in relation to debt recovery	6. Authorised signatories of cheques & BACS payments as set out in Financial Controls and as outlined in Financial Regulations. . Maintenance and control of the Association's bank accounts (including payments and the moving of monies by electronic means), in accordance with the Association's financial regulations.
7. MC Approved signatories to countersign BACS payments over £100k where CEO is unavailable. Or in exceptional circumstances, to countersign payments where approved staff members not available.	7. Ensuring that the Association is meeting its obligations to funders (including covenants)	7. Ensure appropriate insurance cover in place for all aspects of the business
22/11/2024 22. Approval of Five-Year/30-year financial projections, loan portfolio return and other SHR returns as required	8. Approval of cheque/Scottish Housing Regulator/Scottish Government/funders signatories	8. Overall Procurement responsibilities, policy development and S-C reporting

3.4 Financial Management (Cont.)

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
9. Ensuring suitability of qualified person(s) available to assist in complex treasury decisions per the Treasury Management Policy.	9. Approval of procurement/renewal of the Association's insurance cover and policies	9. Treasury management operational transactions and executive decisions relating to investments and cash management, in accordance with the Association's financial regulations and policies.
10. Consideration and approval of annual Treasury Management Strategy via the Business Plan/review	10. Approval and control of Treasury Management function. Noting the quarterly reviews to ensure decisions comply with agreed policy and procedures. Approving any amendment to the Treasury Management Strategy, with the Business Plan, should it be appropriate to minimise risks.	10. Payroll administration, control of petty cash and the payment of expenses to the Association's employees, Volunteers and Management Committee members within the terms of the relevant policy.
11. Approval of Value for Strategy, review thereof and monitor action plan	11. Ensuring that sufficient resources are available to enable sound financial management in accordance with financial regulations.	11. Administration of taxation payments, including those relating to VAT, PAYE and National Insurance.
	12. Review and approval of property purchases	12. Ensuring compliance with loan covenants and information requests.
		13. Ensuring an effective system of internal controls exist to safeguard the assets of the Association.
		14. Making recommendations regarding the procurement of private finance and investment of surplus funds.
		15. Signing of loan documents approved by Management Committee and actioning lender information requirements
		16. To update SHR portal as required to upload and submit approved SHR returns (Annual and In-year Returns for Loan Portfolio System, Charter Returns, Five Year Financial Projections (FYFP) Returns and Audited Financial Statements (AFS) Returns)

3.5 Risk Management and Audit

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of the Association's Risk Management Strategy and risk register. Monitor implementation, acting on any substantive and material risks and review on a 6-monthly basis	1. Review and monitor all aspects of operational risk assessments on regular basis and recommend appropriate action to Management Committee	1. Implementation of the Association's Risk Management Strategy and procedures.
2. Appointment of the Association's external and internal auditors. Approval of issue of external/internal auditor's Letter of Engagement and approval of proposed programme/ approach.	2. Approval of procurement/renewal of the Association's insurance cover and policies – Finance, Audit & Risk S-C.	2. Routine liaison with the external and internal auditor.
3. Consideration of all matters involving substantive and material risks to the Association's solvency, reputation and ability to meet its statutory and contractual obligations.	3. Approval of internal audit needs assessment and programme of internal audit and receive/consider reports and recommendations	3. Implementation of auditors' recommendations and submission of reports to the Corporate sub-committee and, where required, the Management Committee.
4. Receipt of the external auditor's Management Letter and approval of the Association's formal response.		4. Ensure appropriate insurance cover in place for all aspects of the business
5. Keep under review the effectiveness of internal control systems.		5. Signing of Internal/External appointment letters approved by Management Committee
6. Monitor the effectiveness of external and internal audit services.		6. Procurement of Internal and External Audit Services and recommendation of procurement route
7. Instruct investigations into any irregularities or failures in the Association's management and control systems.		
8. Agree new contracts following procurement exercise and ensure within prescribed timescales		

3.6 Staffing and Employment

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Appointment of the Association's Chief Executive and Management Team members.	1. Approval of any proposed permanent increases or reductions in staffing establishment.	1. Approval of staff overtime as required to meet operational requirements per the Association's Policy
2. Hearing of appeals on staffing/ employment matters as required by the Conditions of Service.	2. Staff re-grading and salary increases, out with the Association's established policies.	2. Advertising job vacancies (permanent or temporary posts).
3. Make arrangements for annual performance appraisal of the Association's Chief Executive (Chairperson and Vice-Chairperson)	3. Monitoring of the Association's compliance with equalities legislation on staffing/ employment matters.	3. Recruitment and selection of staff (other than the Association's Chief Executive and Management Team members) for Grades 1 to 7 including promotions and temporary posts.
4. Approve the Association's policies and action plans for committee member development and training.	4. Form an ad-hoc staffing committee, when required, to consider grievance or disciplinary cases needing committee involvement.	4. Recruitment of temporary posts below the level of Management Team where costs will sit within the overall staffing budget.
5. All tasks delegated to sub-committee where out with sub-committee meeting schedule	5. Selection of staff the Association's CEO and Management Team members), for Grades 8 and above including arrangements for interview panels and for promotions.	5. Prepare and issuing of employment contracts (signed by Chairperson).
6. Approving Terms and Conditions of Employment and pay structure	6. Receive quarterly reports on staff attendance and absence and annual staff appraisal report	6. All operational human resources management issues which fall within the conditions of service and CHA's established policies including regular monitoring/ reporting of effectiveness of staff structure.
7. Ensuring disciplinary and grievance actions are conducted in accordance with agreed policies; participating as required by policies and operational delegation	7. Consider and approve recommendations from Management Team regarding proposed changes to staff structure	7. Payroll and pension's administration and payment of staff expenses and overtime payments.
8. Defending/pursuing employment-related litigation (e.g. Employment Tribunal)	8. Approval of CEO overtime payments	8. Implementing processes for Grievances and disciplinary action (excluding matters relating to the CE and individual cases requiring committee involvement).
		9. Preparation of Expenses report for internal approval
		10. Consider and approve Flexible working requests in line with departmental and customer needs

3.7 Housing Services - Housing Management

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of annual rent increases.	1. Approval of housing management service policies.	1. Interpretation and implementation of the policies and service plans approved by Committee.
2. Approval of annual increases to service charges and management charges.	2. Scrutiny of performance, service quality and tenant satisfaction on behalf of the MC	2. Management of empty properties.
3. Hearing of appeals and complaints submitted by all service users.	3. Approval and monitoring of strategies for service development and improvement (including those elements of the Business Plan that relate to HM services).	3. The allocation of properties, unless prior Committee approval is required under EPB Policy
4. Approval and Implementation of the Tenant Participation Strategy.	4. Approval of the Allocations Policy	4. In co-operation with the Local Authority, the provision of accommodation for homeless persons, under Section 5 of the Housing (Scotland) Act 2001.
	5. Approval of the overall terms of the Association's tenancy agreement and other agreements to occupy its properties.	5. The granting of Scottish Secure Tenancies, Short Scottish Secure Tenancies and any other forms of occupancy agreement approved by SC
	6. Approval to enter into management agreements or leases with third parties relating to housing properties.	6. All matters relating to the management of tenancies.
	7. Approval and monitoring of the Association's strategies for resident information, involvement, consultation and participation.	7. The provision of tenancy support services.
	8. Approval of the granting of tenancies or other tenancy-related matters which are Special Exceptions under EPB Policy	8. The management of leases and management agreements with third parties.
	9. Approval of the Association's policies and action plans for promoting equality in service delivery, and scrutiny of results achieved	9. Making all statutory payments to tenants and any discretionary payments within the terms of the Committee's policies.

3.7 Housing Services - Housing Management (Cont.)

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
	10. Approve evictions where Decrees granted	10. All matters relating to the collection of rents, service charges and factoring charges, including arrears recovery, and recommendations to seek eviction and annual rent increase for Committee approval.
		11. Enforcement of decrees for eviction (subject to subsequent reporting of the enforcement decision to the Committee).
		12. All matters relating to neighbour relations and anti-social behaviour. This includes applications for Anti-Social Behaviour Orders, although any such applications will be reported to the Sub-committee.
		13. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Management Committee.
		14. Assessment of tenant complaints and appeals, including the preparation of reports where complaints and appeals are referred for consideration by the Management Committee.

3.8 Housing Services - Repairs and Maintenance Services

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of the Association's annual budget for repairs and planned maintenance works.	1. Approval of repairs and maintenance service policies.	1. Selecting contractors for consideration to Frameworks via Public Contracts Scotland.
2. Approval of the Association's overall asset management strategy and review every 6 months.	2. Approval of contract expenditure in excess of the contract sum, where such expenditure falls within the terms of the original contract and so legally binding.	2. Preparation of reports and recommendations on additions to or removal of contractors.
3. Settlement of any contractual claims	3. Scrutiny of expenditure, performance, service quality and tenant satisfaction on behalf of the Management Committee.	3. Contractor selection and approval of contract acceptance for works up to a value of £10,000 (Exc. VAT) (at least 2 quotes required).
4. Approval of Health and Safety Policy and monitoring of compliance with the Association's obligations: Health and Safety obligations SHQS ESSH (and subsequent development) SSHC	4. Approval and monitoring of strategies for service improvement (including those elements of the Business Plan that relate to repairs and maintenance services).	4. Selection and appointment of consultants up to a value of £5,000 (Exc. VAT) (at least 2 quotes required, except where deemed to be specialist services).
	5. Approval of investment, annual planned maintenance (major repairs) and cyclical maintenance programmes and any revisions to the programme, within the budgets approved by the Management Committee.	5. Instructing all repairs and maintenance works, within the budgets approved by the Committee and in accordance with the Financial Regulations (includes authority to vary the annual programme of works within approved budget, subject to notifying the HS/F&CS Sub-committees).
	6. Approval and monitoring of the Association's ongoing compliance of Scottish Housing Quality Standard and ESSH Delivery Plan and any revisions.	6. Implementation of gas servicing programme and all related matters, keeping the HS Sub-committee informed of any failure to meet the Association's legal obligations.
	7. Consider and recommend for Management Committee approval the Association's overall asset management strategy.	7. Instructing all works for which the Association is responsible under the tenancy agreement, including those of an emergency nature.
	8. Approval of procurement strategy for planned maintenance contracts.	8. Tenant and owner recharges for the cost of repairs ensuring compliance with Factoring Policy and Written Statements.
	9. Approval of procurement/selection methods for individual contracts	9. Quality management and inspections.

3.8 Housing Services - Repairs and Maintenance Services (Cont.)

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
	10. Approval of contract acceptance for works contracts appointments in excess of £10,000 (Ex VAT)	10. Preparation and issue of all information and publicity materials regarding service standards and performance.
	11. Approval of contract acceptance for consultant appointments > £5,000 (Ex VAT)	11. Statutory payments to tenants, within the policies approved by S-C
	12. Approval of applications from contractors (via Public Contract Scotland) to provide services to the Association and consider annual performance reviews	12. Approval/refusal of tenant requests to carry out alterations and improvements.
	13. Removal of contractors from carrying out services following reports from staff.	13. Ensuring compliance with the Association's health and safety obligations, including the preparation of health and safety plans and files, keeping the Housing Services Sub-committee/ Management Committee informed of any failure to meet the Association's legal obligations in terms of employer and landlord responsibilities via monthly report. Co-ordination of health and safety audits.
	14. Approval of tender acceptances for contracts valued in excess of £10,000 + VAT.	14. Assessment of tenant/service user complaints and appeals, including the preparation of reports where complaints and appeals are referred for SC consideration.
	15. Operational management of the Association's responsibilities as an employer in relation to health and safety management	15. Ensure minimum of 5-yearly physical stock condition surveys are instructed and life cycle costings submitted to Finance for inclusion in 30-year financial Plans
	16. Approval of Medical Adaptation Policy and monitoring of HAG	16. Overall Procurement responsibilities, policy development and S-C reporting
	17. Consideration and approval of claims for compensation in excess of £200	17. Consideration and approval of claims for compensation <£200.
		18. Signing off funding/loan agreements for HEEPS/other funding streams following approval of Sub-Committee
		19. Source suitable Frameworks to join for procurement and make recommendation to S-C
		20. Oversight of Tenant Satisfaction Survey(s)

3.9 Development and Wider Role

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
1. Approval of the Association's development strategy and Affordable Housing Supply Programme (AHSP) agreement and Strategic Housing Investment Plan (SHIP) Development Funding submissions	1. Approval of development-related policies	1. Interpretation and implementation of the development and wider role policies, plans and strategies approved by the Management Committee and/or Development and Wider Role Sub-committee.
2. Purchase of land and buildings for development (if not part of the approved AHSP/SHIP and/or the purchase price exceeds the budgeted cost and/or the acquisition involves the Association's own resources).	2. Approval of wider role related policies	2. Authorising applications for statutory permissions and consents.
3. Approval of any development partnerships with other housing associations.	3. Review and approval of each individual development project at the following key stages: acquisition, project brief and tender acceptance.	3. Selection and appointment of consultants required to progress development plans in line with delegated authority amounts (<£5,000) (selection normally undertaken by staff and recommendations for appointment then referred to Sub-committee for approval).
4. Settlement of contractual claims.	4. Approval of purchase of land and buildings for development projects (if part of approved development programme and/or the purchase price is within budgeted cost).	4. Supervision and performance review of professional consultants.
5. Approval of additional expenditure on individual contracts, if greater than £10,000 + VAT above the approved contract sum.	5. Set and keep under review the Association's design and specification standards.	5. Issuing client instructions to the Association's professional consultants and contractors, as required.
6. All tasks delegated to sub-committee where out with sub-committee meeting schedule	6. Approval of housing mix and project briefs for development projects.	6. Monitoring contract costs and progress.
	7. Approval of project procurement strategy and methods.	7. Making HAG submissions to the Scottish Government and funding submissions re wider role to all relevant funding bodies.
	8. Authorise appointment of consultants and contractors (including development agents), based on staff selection recommendations.	8. Approval of home loss or disturbance payments if applicable
	9. Approval of tender acceptance and acceptance of HAG offers.	9. Submission of applications for Section 107 consent from the Scottish Housing Regulator.
	10. Approval of additional expenditure on individual contracts, if greater than £10,000 above the approved contract sum provided such an extension is within the overall borrowing limits approved by the MC.	10. Ensuring compliance with CHA's health and safety obligations, including the preparation of H&S plans & files.

3.9 Development and Wider Role (Cont.)

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
	11. Signing of building contracts.	11. Notifying the Sub-committee of any failure to meet the Association's statutory or contractual obligations.
	12. Consideration and approval of the AHSP submission to Scottish Government provided it conforms to the overall private funding levels agreed by the Association	12. Informing the Sub-committee of any circumstances where contracts are affected by material delays and/or cost increases in relation to the approved programme and contract sum.
	13. Formal acceptance of the Grant Planning Target from Scottish Government.	13. Approval of additional contract expenditure up to a limit of £10,000 (Exc. VAT) provided such an extension is within the overall borrowing limits approved by the MC (Sub-committee to be advised if this authority is used).
	14. Regular monitoring of expenditure in line with the Grant Planning Target.	17. Preparation of all formal project submissions to SG e.g. project proposal, cost plan, tender submission
	15. Risk assessment at an individual level of all development & wider action projects	18. Preparation of the Association's development policies and Strategic Housing Investment Plan (SHIP) development funding submissions
		19. Signing of GPT/Offer of Grants/AHSP submission following SC approval
		20. Recommendations to MC in relation to procurement route, e.g. Framework, PCS, Quick Quote, etc. and instruct based on MC approval
		21. Submission and acceptance of wider role bids/applications/offers as appropriate and report to S-C

3.10 Constitutional Compliance

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
Ensuring compliance with: Co-operative and Community Benefits Act (2014) Companies Act (2006) Charity Trustees and Investment (Scotland) Act (2005)		Ensuring & evidencing compliance
Approving Rules and amendments Conduct of GB meetings in accordance with rules (e.g. quorum, minutes, conflicts of interest)		Supporting GB in fulfilling constitutional responsibilities
Conduct of AGM in accordance with Rules		Obtaining legal/specialist advice to support compliance
Oversight of elections and retirements from the GB		Ensuring AGM and GB elections conducted as required
Election of Chair and other office-bearers		Ensuring all GB meetings are appropriately constituted, conducted & recorded
Compliance with 9-year 'rule'		Supporting annual programme of GB reviews/appraisals
		Supporting pro-active GB recruitment & succession planning

3.11 Public Statements

Reserved to the Management Committee	Delegated to Sub-Committees	Delegated to the Management Team
Agreeing public statements Determining/approving corporate publication style		Making public statements on behalf of organisation in accordance with agreed policy & strategy

Appendix 1 – Scheme of Financial Delegation

To order and authorise: -

1. Capital Expenditure (Properties)

	Details (Estimated expenditure)	Authorisation	Procurement/ Minimum Quotes Req'd
a	Purchase of a Property within Budget allocation	<ul style="list-style-type: none"> Chief Executive Head of Finance and Corporate Services Head of Housing Services 	N/A
b	Purchase of a Property out with Budget allocation	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee Management Committee 	N/A
c	Consultants Fees/Works Costs – payments within approved contract sums	<ul style="list-style-type: none"> Chief Executive Head of Finance and Corporate Services 	N/A
d	Contract Variation under £10,000 plus VAT	<ul style="list-style-type: none"> Chief Executive Head of Finance and Corporate Services 	N/A
e	Contract variation £10,000 and above	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee Management Committee Emergency arrangements – at least 4 MC members to be contacted 	N/A
f	New Build Development - Design and Build	<ul style="list-style-type: none"> Development & Wider Role SC Management Committee 	Per Contract
g	New Building Development - Traditional	<ul style="list-style-type: none"> Solicitors Consultancy Contractor 	PCS or through existing Frameworks (e.g. Scotland Excel, SPA, etc.)

2. Property Management, Maintenance, Estate Management and sundry (within Budget parameters)

	Details (Estimated Expenditure)	Authorisation	Procurement/ Minimum Quotes Required
a	Up to £100 plus VAT (Grade 2/3)	<ul style="list-style-type: none"> Clerical Assistants Clerical Officers 	N/A

b	Up to £500 plus VAT (Grade 5/6)	<ul style="list-style-type: none"> Housing Assistants Maintenance Assistants Finance Assistant Accounts Assistant Corporate Services Assistant Asset Management Assistant 	N/A
c	Up to £1,000 plus VAT (Grade 7)	<ul style="list-style-type: none"> Housing Officer Maintenance Officer 	Direct Award through relevant supplier
d	Up to £5,000 plus VAT (Grade 8)	<ul style="list-style-type: none"> Housing Services Manager Finance and Corporate Services Manager Customer and Corporate Services Manager 	2 Quotes (one quote will be sufficient where contractor(s) have not responded within timescales)
e	Up to £10,000 plus VAT	<ul style="list-style-type: none"> Chief Executive Head of Finance and Corporate Services Head of Housing Services 	2 Quotes/ Or Quick Quote through PCS
f	> £10,000 plus VAT	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee Housing Services Sub-Committee Management Committee In line with Procurement Policy Emergency arrangements – at least 4 MC members to be contacted 	PCS or through existing Framework (e.g. Scotland Excel, SPA, etc.)

3. Capital Expenditure Items (Within overall Budget parameters)

	Details (Estimated Expenditure)	Authorisation	Procurement/ Minimum Quotes Required
a	Under £5,000 plus VAT	<ul style="list-style-type: none"> Chief Executive Head of Finance and Corporate Services Head of Housing Services Managers 	2 Quotes (one quote will be sufficient where contractor(s) have not responded within timescales)
b	Over £5,000 plus VAT	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee Management Committee In line with Procurement Policy 	2 Quotes

4. Staffing Costs

	Details (Estimated Expenditure)	Authorisation	Procurement/ Minimum Quotes Required
a	Staff Structure and appointments	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee; or Management Committee 	N/A
b	Temporary Staff	<ul style="list-style-type: none"> Chief Executive (within Budget parameters) Report to Finance, Audit & Risk Sub-Committee; or Report to Management Committee 	N/A
c	Salary Reviews	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee; or Management Committee 	N/A
d	Staff Expenses	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee; or Management Committee 	N/A
e	Chief Executive Expenses	<ul style="list-style-type: none"> Finance, Audit & Risk Sub-Committee; or Management Committee 	N/A
f	Overtime	<ul style="list-style-type: none"> Chief Executive Report to Finance, Audit & Risk Sub-Committee; or Report to Management Committee 	N/A
g	Temporary responsibility allowances	<ul style="list-style-type: none"> Chief Executive (per EVH Conditions of Service) Report to Management Committee or Finance, Audit & Risk Sub-Committee 	N/A

5. Supplies/Goods

	Details (Estimated Expenditure)	Authorisation	Procurement/ Minimum Quotes Required
a	Up to £100 plus VAT Up to £500 plus VAT	<ul style="list-style-type: none"> Clerical Officers Clerical Assistants Finance Assistant Accounts Assistant Housing Assistants Maintenance Assistants Corporate Services Assistant Asset Management Assistant 	N/A
b	Up to £1,000 plus VAT	<ul style="list-style-type: none"> ICT & Compliance Officer C81 Co-ordinator 	Direct award through relevant

		<ul style="list-style-type: none"> Housing Officers Maintenance Officers 	supplier
c	Up to £5,000 plus VAT	<ul style="list-style-type: none"> Finance and Corporate Services Manager Housing Services Manager Customer and Corporate Services Manager 	2 Quotes/ Or Quick Quote through PCS (one quote will be sufficient where contractor(s) have not responded within timescales)
d	Over £5,000 plus VAT	<ul style="list-style-type: none"> Chief Executive Head of Finance & Corp Services Head of Housing Services Finance, Audit & Risk Sub-Committee; or Management Committee 	2 Quotes/ Or Quick Quote through PCS or through existing Framework (e.g. Scotland Excel, SPA, etc.)

6. Services/Consultancy

	Details	Authorisation	Procurement/ Minimum Quotes Required
a	Up to £5,000 + VAT	<ul style="list-style-type: none"> Finance and Corporate Services Manager Housing Services Manager Customer and Corporate Services Manager 	2 Quotes/ Or Quick Quote through PCS or through existing Framework (e.g. Scotland Excel, SPA, etc.)
B	>£5,000 + VAT	<ul style="list-style-type: none"> Chief Executive Head of Finance and Corporate Services Head of Housing Services Finance, Audit & Risk Sub-Committee; or Management Committee 	2 Quotes (except where specialist service or time limited) Or Quick Quote through PCS or through existing Framework (e.g. CHA, Scotland Excel, SPA, etc.)

7. New project Expenditure in year – no allocated Budget

	Details	Authorisation	Procurement/ Minimum Quotes Required
a	Under £5,000 + VAT	<ul style="list-style-type: none"> Head of Finance and Corporate Services Head of Housing Services 	2 Quotes Full report to Committee
B	>£5,000 + VAT	<ul style="list-style-type: none"> Chief Executive Finance, Audit & Risk Sub-Committee; or Management Committee 	2 Quotes Full report to Committee

8. Revenue Overspends

	Details	Authorisation	Procurement/ Minimum Quotes Req'd
a	Up to £5,000 + VAT	<ul style="list-style-type: none"> • Chief Executive • Head of Finance and Corporate Services • Head of Housing Services 	N/A
B	>£5,000 + VAT	<ul style="list-style-type: none"> • Finance, Audit & Risk Sub-Committee; or • Management Committee 	N/A