



Standing Orders

Section One

1. Scope

- 1.1 These Standing Orders describe the roles, responsibilities and powers of the organisation, sub-groups and individuals that make up the governance framework for Copperworks Housing Association.
- 1.2 They take account of the Rules of Copperworks Housing Association (CHA), relevant legislation and regulatory requirements. In the event of a conflict being identified between the terms of the Standing Orders and the Rules of CHA, the Rules shall prevail.
- 1.3 They also provide a framework for the conduct of meetings, delegation of authority and reporting arrangements (including financial regulations) for CHA to ensure that it is well governed and operates its business in an orderly and efficient way. They apply to all meetings of the CHA management committee and its sub-committees.
- 1.4 These Standing Orders were approved in January 2019, will be reviewed at least every three years and cannot be amended without the approval of CHA's management committee.

Section Two

2. Copperworks Housing Association

2.1 Service Sharing

CHA staff provide a range of services to Copperworks Housing Association (CHA) and CHA staff provide certain services to CHA. These arrangements are set out in a Service Sharing Agreement that has been entered into between CHA and CHA. It includes details of services, goods and equipment provided by CHA to CHA, and vice-versa, and the basis for reimbursement

of costs. Estimated costs are included within annual budgets, with actual costs reimbursed generally on a quarterly basis. The operation of this agreement will be reviewed annually between the two organisations.

2.2 Role of governing bodies

The management committee of CHA is its governing body and the lynchpin of the governance framework. It is responsible for directing the affairs of the organisation and its business in an effective, accountable and independent manner, while ensuring that all decisions are taken in the best interests of current and future tenants, and of the Association.

The CHA management committee will agree the terms of its remit to ensure that it exercises good governance over the affairs of CHA and meets legislative and regulatory requirements. Its agreed remit is attached as **Appendix 1**.

The management committee may not exercise any powers which are reserved to the association in general meetings, either by its Rules or by statute.

2.3 Responsibilities of governing body members

It is the responsibility of all governing body members, in exercising their role as committee members or directors, to act in the best interests of the organisation, and not to place any personal or other interests ahead of their primary duty to that organisation. They must seek to ensure that the organisation acts in a manner which is in accordance with its objectives, and to act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person. All governing body members must accept collective responsibility for decisions taken by their governing body.

2.4 Code of Conduct and declarations of interest

The CHA management committee has approved a policy setting out a Code of Conduct for governing body members, which applies to all appointed and co-opted members of the CHA management committee and its sub-committees. This Code is based on the Model Code of Conduct produced by the Scottish Federation of Housing Associations. The Association has also adopted a Protocol on declaring and managing personal interests.

No committee or board member may take office until they have signed this Code of Conduct. Thereafter, all committee members must review and sign the Code annually.

Any board, management committee or sub-committee member must declare any personal or other external interests on an annual and ongoing basis, following the process set out in CHA's Protocol for declaring interests and managing conflicts of interest.

It is the duty of all affected by this policy to ensure that private or personal financial or other interests never influences their consideration of Association business.

If any committee member has any conflict of interest in any matter about to be discussed at a meeting, they must declare it at the outset, and this declaration will be recorded in the minutes. Members will not be permitted to remain in the meeting during the discussion of a matter in which they have an interest, and never to vote on it.

2.5 Entitlements, payments and benefits

CHA's management committee has approved a policy on Entitlements, Payments and Benefits, applicable to all group governing body members, sub-committee members, and staff. Governing body members and staff must not receive any payment or benefit unless it is permitted by the policy, nor use their position for personal gain of any sort. In making any payment or conferring any benefit, CHA shall act at all times with transparency, honesty and propriety.

2.6 Confidentiality and external representation

All governing body and staff members must respect and maintain confidentiality, and must ensure that no information about CHA is disclosed to anyone who is not entitled to receive it, both whilst an active governing body or staff member, and after leaving. This includes, but is not limited to, information relating to financial projections and budgets, business plans, strategies and programmes, and prospective contracts and targets; information which, acting reasonably, might be expected to be regarded as confidential; and reports and information labelled or identified as confidential.

Governing body members must always be positive ambassadors for CHA, but must not speak in public on behalf of their organisation without specific authorisation to do so.

Section Three

3. Copperworks Housing Association Meeting Arrangements

3.1 Governance structure

CHA's management committee has delegated a number of its responsibilities to one standing sub-committees, and may also establish additional sub-committees or other sub-groups to support the work of the management committee, as required. Delegated authority has also been conferred on the staff team employed at the behest of the management committee, led by the Director.

The Director will lead and manage the staff team, to implement the plans, strategies and policies approved by the management committee, and direct its operations, supported by the management team. It is the responsibility of the Director and management team to work effectively with the management committee, facilitating good governance. It is the responsibility of the management committee to both support and, where necessary challenge the Director and management team.

3.2 Role of the CHA Management Committee

The management committee is responsible for:

- Providing leadership, control and direction to CHA
- Ensuring that CHA achieves its aims and objectives
- Ensuring that CHA complies with all statutory and regulatory requirements

3.3 Role of the Sub-Committees

The management committee has established a Staffing Sub-Committee to advise it and take action in respect of those matters that are described in the sub-committee's remit which is attached as **Appendix 2** to these Standing Orders.

All Sub-Committees report to the CHA management committee. Their remits cannot be altered without the approval of the management committee.

The Chair and members of any sub-committee will be appointed by the CHA management committee. Sub-Committee Chairs must be full members of the CHA management committee.

3.4 Role of CHA management committee members

The CHA management committee has agreed a role description for its members (**Appendix 3**). All management committee members will be required to accept the terms of this role description, and agree to meet the expectations and perform the duties set out therein. At least annually, the management committee will identify the range of skills, knowledge, experience and diversity that it requires to fulfil the terms of its remit, and will seek to recruit any additional management committee members required to fill any identified gaps.

3.5 Office Bearers

CHA must have a Chair, a Secretary and any other Office Bearers the management committee considers necessary. The committee has decided to appoint a Vice-Chair, both to support the Chair in discharging the responsibilities of that role, and to act in their stead if she/he is absent or unavailable. Furthermore, the committee has decided to appoint a Treasurer.

These Office Bearers will be controlled, supervised and instructed by the management committee. A senior staff member may hold the office of Secretary. The remaining Office Bearers must be elected committee members, and cannot be co-optees.

At its first meeting following the AGM, the management committee will elect a Chair, Vice-Chair, Secretary and Treasurer to act for the year ahead. In the period between the AGM and the next scheduled meeting of the management committee, the incumbent Chair will continue to act in that role “pro-tem”, failing him/her, the incumbent Vice-Chair. In the event that neither the Chair nor Vice-Chair remains as a member of the management committee following the AGM, the elected management committee will hold a special meeting immediately after the AGM to elect office bearers to ensure that the efficient operation of the business of CHA is not interrupted.

The administration of the annual election of Chair will be carried out by the Director at the relevant committee meeting.

It is the role of Office Bearers to represent the Association and positively promote its activities when doing so. They will be required to undertake training to equip them for their roles.

The CHA Office Bearers, on a quarterly basis, meet with the Spire View Housing Association Office Bearers to monitor the service sharing arrangements in place between the 2 organisations. The purpose is to allow scrutiny of the impact of the arrangements. However, the group does not have any delegated decision making powers and all relevant matters are referred to the full management committee for consideration / decision.

3.6 Role of Management Committee Chair

The Chair is responsible for the leadership of the management committee and ensuring its effectiveness in all aspects of its role and remit. Such powers as are required to allow the Chair to properly discharge the responsibilities of the office will be delegated to her/him. Among the responsibilities of the Chair (see Rule 59.5 for a full list) are that:

- management committee meetings are conducted effectively
- the management committee works effectively with senior staff
- decisions and actions arising from meetings are implemented
- where necessary, urgent decisions are made under delegated authority for the effective operation of CHA between meetings
- CHA is represented appropriately at external events
- the management committee receives professional advice when it is needed
- appraisal of the performance of committee members is undertaken, and the Director's appraisal is carried out in accordance with agreed policies and procedures

The Chair can be re-elected, but cannot hold office continuously for more than five years.

3.7 Vice-Chair, Secretary, etc

The Vice-Chair, in the temporary absence of the Chair of the management committee, shall have the authority and responsibilities of the Chair to uphold the Rules of CHA, to chair meetings, to act as the main spokesperson and representative of CHA and to sign official documents.

At the first meeting following the AGM the management committee will:

- Appoint the Chair, Vice-Chair, Secretary and Treasurer
- Appoint members of the Staffing Sub-Committee

Role Descriptions for the Vice Chair and Secretary have also been produced and approved by committee. Copies are attached to this document for reference.

3.8 Meetings

The management committee will meet at least six times in each calendar year, in accordance with Rule 48. The committee will agree a schedule of all meetings following the AGM for the following year. Additional special meetings of the committee may be arranged to deal with exceptional items, or during periods of very high workload.

There will be a summer recess for all committee-related meetings during the month of July and a winter recess in December. Meetings will only be convened during these periods in situations of considerable urgency.

The Chair or two members of the management committee can request a special meeting of the management committee by writing to the Secretary with details of the business to be discussed. No other business may be discussed at such a meeting other than the business for which the meeting has been called.

All meetings will be held in a venue that is accessible.

3.9 Minutes

The Secretary has responsibility for ensuring the preparation and circulation of draft minutes for all meetings of the management committee, in accordance with the style and formats agreed by committee previously. Where the Secretary is not a senior staff member, this responsibility will be delegated to the Director.

Responsibility for the preparation of draft minutes of any sub- committee will lie with a management team member, as designated by the sub-committee.

Draft minutes of meetings will normally be prepared and circulated, whether by post or electronically, to members at least 5 days prior to the next meeting.

To be approved as a correct record of the meeting, minutes must be accepted by the committee following a motion proposed and seconded by two members who were present at the relevant meeting. If there are insufficient members who were present at the relevant meeting, a member (or members) who was not present may propose or second acceptance. Once approved, and inclusive of any amendments, the final minute shall be signed by the meeting Chair and retained as the official record of the Association.

Draft minutes of each sub-committee meeting will be made available to the next following meeting of the CHA management committee, provided its meeting takes place more than 10 days prior to the date of the next scheduled management committee meeting.

3.10 Business at meetings

At least seven days' notice of meetings will be given. The management committee may determine the form of the notice to be provided, which can include electronic form. Notice of meetings will normally include an agenda of the business to be transacted and all supporting papers. The late circulation of a report will not prevent the agenda item being discussed, provided that a majority of management or Sub-Committee members present agree.

All items of business notified on the agenda should normally be the subject of a written report.

Urgent business which has not been notified in advance of the meeting may be considered if a majority of those attending agree.

The Chair and the Director will liaise over the preparation of the agenda for meetings of the management committee, and the Sub-Committee Chair with the relevant senior manager for meetings of Sub-Committees.

Members of the management committee and Sub-Committees may propose items for inclusion on the agenda for a meeting by contacting the relevant Chair or the Director. The relevant Chair will decide whether the item is to be included and the nature of any supporting papers required.

In the event of the management committee considering matters relating to the employment of staff which have the potential to cause formal grievance or disciplinary action to be initiated, those members of the Staffing Sub-Committee who have been appointed to deal with appeals shall withdraw from the discussion and take no part in decision-making on the specific issue under deliberation (see Staffing Sub-Committee remit at Appendix 2 of these Standing Orders).

3.11 Chairing meetings

Where the Chair is not present 10 minutes after the appointed start of a meeting of the management committee, the Vice-Chair will preside or, failing him/her, the committee members present will appoint another member, who cannot be a co-optee, to act as Chair for that meeting.

Where the Chair of any Sub-Committee is not present 10 minutes after the appointed start time, those members present may appoint one of their number, who cannot be a co-optee, to act as Chair for that meeting.

The Chair will decide on all matters of order raised at meetings and will determine the order of debate. If any point arises which is not covered in CHA'S Rules or Standing Orders, the Chair will give her/his ruling which will be final.

The Chair may vary the order of business from that detailed on the agenda.

3.12 Conduct at meetings

Committee members, when attending meetings, must:

- Conduct themselves in a courteous and business-like manner.
- Show respect for the authority of the Chair of the meeting.
- Show respect and consideration towards other committee members, staff members and anyone else attending a meeting.

All speakers must direct their words to the Chair. All committee members must remain quiet and maintain order while this is happening. The Chair will decide who can speak and for how long.

The Chair is responsible for ensuring that all members who wish to contribute to a discussion are able to do so and that the debate is conducted in an orderly and equitable manner.

Committee members should not raise concerns about their personal issues with the Association, or on behalf of family, neighbours or friends at management or sub-committee meetings.

A majority of those attending a meeting of the management committee or a Sub-Committee may require a member to withdraw from a meeting if the member is being obstructive or abusive or fails to recognise the authority of the Chair.

3.13 Length of meetings

Meetings will not last for more than two hours, unless a majority of those present agree. In the event that it is agreed that a meeting of the committee can continue beyond this time, the total duration cannot exceed three hours.

Committee members may propose the adjournment of meetings. The time of a reconvened meeting may be agreed as part of the adjournment motion, failing which it will be decided by the meeting Chair.

3.14 Staff attendance

The Director and management team will attend all meetings of the management committee to advise committee members on the matters under discussion. Staff members cannot vote on any matter being considered by the committee and may be asked to leave by the Chair during confidential discussions.

Relevant senior managers will normally attend meetings of Sub-Committees to advise members on matters under discussion.

Any staff attending meetings may contribute to the discussion on any agenda item, whilst ensuring that the contributions of committee members are prioritised.

3.15 Attendance of external parties

The management committee and Sub-Committees may invite other parties, such as consultants and other advisors to attend meetings. Their attendance will normally be confined to a specific item of business.

Members of the public will not be admitted to management committee or Sub-Committee meetings.

3.16 Voting

All matters for decision will normally be decided by a show of hands, unless a poll is requested by two or more members. A simple majority of those present and eligible to vote will be sufficient to decide the matter. Where the votes are divided equally for and against the issue, the Chair will have a second and deciding vote.

A member may request that his/her dissent from a specific decision is recorded in the minute, provided the request is made at the meeting at which the decision was taken. This does not excuse the member from the requirements of collective responsibility for the decision taken.

Resolutions duly proposed and seconded that do not attract any objection or contrary views will be deemed passed without dissent.

A member may propose a motion or amendment to any matter under discussion. The Chair will decide if the motion or amendment is competent. All motions and amendments must be proposed and seconded by members eligible to vote on the matter under discussion. Where only one amendment to a proposal is made, the Chair will call a vote on the amendment first. If more than one amendment is proposed, the Chair will determine the order of voting until a successful amendment is achieved and then call a vote on the amended proposal.

3.17 Openness and confidentiality

CHA is open about the way it conducts its affairs, and positive about how it responds to requests for information. In line with this approach, minutes of the meetings of the management committee will be available to the public, once they have been approved.

Some items and reports considered at committee meetings may require to be treated as confidential, for example those relating to individuals or groups of individuals, or commercially sensitive. It is the responsibility of the Director to determine whether any item or report due for consideration at an upcoming management committee meeting should be designated as confidential, in line with CHA policies, and in consultation with the Chair where any judgement may be required in relation to such a decision. It will be for the Chair to decide at the meeting which, if any, staff members remain in attendance when confidential items are discussed. Such items will be the subject of a separate, confidential minute, which will not be made available to the public, or the staff team.

It is the responsibility of the Secretary to ensure that for all confidential items considered by the management committee there is a clear audit trail of reports and papers and minutes supporting any confidential decisions, and that these are filed and stored securely, whether in paper or electronic format.

Information presented at committee meetings shall not divulge personal information (such as name, address, scheme details, etc.) relating to an individual tenant or service user.

3.18 Urgent decisions

The Chair has delegated authority to make decisions on urgent matters between management committee meetings. Where it is essential for the effective operation of CHA that a decision that would normally be taken at a committee meeting has sufficient urgency that it must be taken between meetings, the following process will operate:

- The Director, or in her/his absence, the Depute Director or most senior manager present will alert the Chair, or in her/his absence the Vice-Chair, that an urgent matter has arisen on which a decision under delegated urgency procedures, or Chair's Action, must be taken.
- The Chair will decide whether the matter requires an urgent decision, and whether it can be decided under Chair's Action, or by reference to the management committee as a whole. Matters requiring to be approved by the management committee will involve variation from agreed policy or business plans; significant expenditure (more than £20,000), or unbudgeted expenditure; or actions judged to be high risk.

- Matters to be decided by Chair's Action will be set out in writing, with a clear recommendation, to be signed as approved and dated by the Chair, or Vice-Chair.
- Matters to be decided by the management committee will be set out in writing to all committee members, highlighting any proposed variation from policy, plans, budget, etc, clearly identifying costs, risks, and recommendations for action. The decision will not be acted upon unless a 75% majority of committee members confirm their agreement in writing (including by email).
- All decisions made under this urgency procedure will be referred to the next following management committee meeting for noting and recording in the minutes.

3.19 Emergencies

CHA has approved a Business Continuity and Disaster Recovery Plan that sets out the arrangements that will apply in the event of a disaster or emergency situation arising. Nothing in these Standing Orders will prevent the effective implementation of the approved Plan. Where emergency decisions are required and it is not practicable to hold a meeting of the management committee or Office Bearers, the Chair and Director will take all necessary decisions to fulfil CHA's responsibilities to service users or partners. All such decisions and actions must be reported to the management committee at the earliest opportunity.

3.20 Execution of documents

CHA shall execute deeds and documents in accordance with the provisions of the Requirements of Writing (Scotland) Act 1995. The use of the common seal is not required. The seal must only be used if the management committee decides this. When the seal is used, the deed or document must be signed by the Secretary, or a member of the management committee or any other person duly authorised to sign on CHA's behalf, and recorded in the seal register.

Section Four

4. Scheme of Delegation of Authority

- 4.1 The management committee can delegate its powers to sub-committees, Office Bearers or staff (see Rule 51). Any such delegation must be set out in writing in standing orders, schemes of delegated authority, or other appropriate documentation.
- Details of delegation to sub-committees are set out in the sub-committee remits (see Appendix 2) and the Scheme of Delegated Authority (see Appendix 4)

- Details of delegation to Office Bearers are set out below
- Details of delegation to management and staff are also set out in Appendix 4

Financial management arrangements, and the respective responsibilities and authority of management committee, management and staff, are separately set out in Financial Regulations, including approval of commitment to expenditure. Arrangements for the authorisation and payment of invoices and other expenditure requests are included in CHA's Financial Procedures.

- 4.2 The management committee is responsible for all of the affairs of CHA and for all activities carried out on its behalf. It is recognised that the effective operation of CHA's business depends on appropriate action being taken when required, in accordance with agreed policies.
- 4.3 The management committee has agreed the following **general** and **specific** delegated authorities to ensure that the work of CHA is carried out efficiently and effectively and is not unnecessarily delayed whilst awaiting decisions that fall within previously agreed policies. All matters not specified are reserved to the management committee.

General matters

- 4.4 Where authority is delegated to a Sub-Committee and one or more members of staff, the authority delegated to staff relates to operational (i.e. day to day) responsibility, in accordance with agreed job descriptions.

4.5 Office Bearers

The Office Bearers – the Chair, Vice-Chair, Treasurer and Secretary (if this position is not held by a senior staff member) have delegated authority to:

- represent CHA on official business
- implement CHA's agreed emergency procedures and disaster recovery policy;
- take decisions on urgent matters between meetings, as set out in Section 3 of these Standing Orders.

Any authority for signing formal documents on behalf of CHA conferred on the Chair may also be exercised by the Vice-Chair in the Chair's absence.

4.6 Director and senior staff

The Director, in consultation with the management team, has authority to:

- Ensure the effective operational implementation of CHA's strategies, policies and procedures
- Represent CHA on official business, consistent with the agreed strategies, plans and policies of CHA
- Carry out all necessary actions on behalf of CHA to comply with legal and regulatory requirements, in accordance with CHA's Rules and these Standing Orders

The Director and management team may further delegate to other members of the staff team in accordance with roles and responsibilities set out in job descriptions.

Specific arrangements for delegation

These are set out in **Appendix 4**.

Section Five

5. CHA Financial Regulations

- 5.1 Management committee and staff responsibilities with respect to the financial management of CHA's affairs are set out in the approved Financial Regulations.
- 5.2 CHA's Financial Year runs from 1 April – 31 March.
- 5.3 The Head of Finance and/or Finance Agent is responsible for the preparation of a draft budget for consideration by the management committee. Overall responsibility for compliance with the agreed budget rests with the Director and management team.
- 5.4 Minor changes within the budget to individual income and expenditure totals which do not affect the overall budgeted outcome, or impact negatively on service delivery may be authorised by the Director. Any such changes will be reported to the management committee in the next following quarterly review of the management accounts.

- 5.5 Processes describing arrangements for certification that expenditure is arithmetically correct, approving invoices for payment and signing cheques, BACS payment schedules, and other appropriate matters, are set out in CHA's financial procedures. These procedures are the responsibility of the Head of Finance and/or Finance Agent, in consultation with the Director, to put in place and update from time to time.
- 5.6 In the temporary absence of the Director, the Depute Director will assume the same levels of authorisation and cheque signatory delegated authority as the Director.

APPENDIX 1

Management Committee Remit

1. Role of the management committee

- 1.1 The management committee of Copperworks Housing Association (CHA) is responsible for all aspects of the Association's activities. It may delegate some of its functions to sub-committees and employed staff, in accordance with its Rules and Standing Orders.
- 1.2 The management committee is responsible for:
 - Providing leadership, control and direction to CHA
 - Ensuring that CHA achieves its aims and objectives, and good outcomes for its tenants and other service users
 - Ensuring that CHA complies with all statutory, constitutional and regulatory requirements

2. Membership

- 2.1 The management committee is made up of at least seven members elected by its membership, with a current maximum of fifteen members. The names of management committee members will be published on CHA's website, and in annual reports and other appropriate documents.
- 2.2 Full committee members must be aged 18 or over, meet the committee eligibility requirements as set out in the Rules, be a member of Copperworks Housing Association, and be elected at an AGM of the Association.
- 2.3 In the event that the maximum number of committee members are not appointed following any AGM, the management committee may co-opt additional persons to fill any vacancies, subject to any such co-optees never comprising more than one-third of the committee's membership at any given time.
- 2.4 In the event that an elected committee member leaves the committee between annual general meetings, this creates a casual vacancy, and the committee may appoint a new member to fill this casual vacancy, until the next AGM.
- 2.5 Both co-optees and committee members appointed to fill casual vacancies must retire at or before the next following AGM.

- 2.6 In seeking to fill casual vacancies or appoint co-optees, the management committee will apply its agreed Committee Recruitment Policy, and seek to identify suitable persons with the requisite skills and attributes to create an appropriately balanced committee.
- 2.7 If a committee member is unable to attend committee meetings for a period of months, and requires a leave of absence from the committee for personal or other reasons, this must be approved by the management committee and recorded in the minutes. Such leave may only be granted for a period of 3 months, at the end of which it must be reviewed. Any further extension may not exceed 6 months.
- 2.8 If any committee member misses four management committee meetings in a row without special leave of absence being granted by the committee, they will cease to be a committee member.
- 2.9 Management committee members will elect a Chair, Vice-Chair, Secretary and Treasurer annually at their first meeting following the AGM. Co-opted members cannot be elected to these positions. In the absence of the appointed Chair at any meeting, it will be chaired by the Vice-Chair. In the absence of both, the remaining members will elect one of themselves to chair the meeting.

3. Responsibilities and Functions

3.1 Purpose and values:

The management committee is responsible for determining CHA's core purpose and values, in accordance with its Rules. It is responsible for ensuring that CHA's values are fulfilled and communicated to service users and partners.

The management committee will:

- Develop and keep under review CHA's vision, mission statement, aims and objectives. It will oversee their dissemination to tenants, service users, partners and stakeholders.
- Agree and keep under review a Code of Conduct for governing members and for staff. It will ensure that all committee members and staff uphold the terms of the relevant Code and that any alleged breaches are investigated.
- Ensure that CHA conducts its affairs honestly and with integrity and that the principles of equality and diversity are promoted.

3.2 Strategic development and operational planning

The management committee will:

- Develop, agree and oversee the implementation of CHA's strategic and corporate plans, including the business and internal management plan.
- Ensure that CHA contributes to and influences the development of relevant strategies and policies developed by other bodies which are relevant to CHA's aims and objectives.
- Contribute to and oversee the development of effective links between CHA and other bodies to assist in achieving the Association's aims and objectives.
- Approve any formal partnerships or alliances between CHA and another body. Where CHA is invited to nominate a representative to join the governing body of another organisation, the committee will agree CHA's representative(s) and receive regular reports on the organisation's activities and progress.

3.3 Policy development

The management committee is responsible for approving, monitoring and keeping under review all policies required to achieve CHA's objectives and ensure compliance with statutory, regulatory and good practice requirements.

The management committee will:

- Agree a framework for the development, approval and review of all policies necessary to achieve CHA's aims and objectives. It will ensure that policy development, implementation and review are informed by the views of tenants and service users where appropriate and by recognised good practice advice.

3.4 Resources

The management committee is responsible for:

- Ensuring that CHA has the necessary financial resources to meet its business and organisational objectives and requirements.
- Establishing and overseeing the implementation of an appropriate framework for the employment of staff.

The management committee will:

- Approve the annual capital and revenue budgets.
- Approve the terms of any borrowing or investment in CHA's name.
- Ensure the availability of adequate finance, both grants and loans, on appropriate terms to support the delivery of CHA's objectives.

- Agree the annual rents and service charges for CHA properties and services.
- Agree an appropriate staff structure to enable the aims and objectives of the Association to be achieved.
- Undertake all the functions associated with CHA's role as an employer, subject to the terms of the agreed delegation of authority.
- Appoint the Director and agree the terms of his/her remuneration. It will ensure that the Director is supported and appraised in accordance with CHA's agreed systems and procedures. It will take any necessary disciplinary action against the Director.

3.5 Service delivery

The management committee is responsible for all aspects of CHA's delivery of services and for ensuring that the Association's aims and objectives are achieved through effective service delivery.

The management committee will agree:

- The nature and level of services to be provided to tenants and service users and their method of delivery in all activities.
- Standards for customer service and service delivery, and will monitor their implementation.
- CHA's involvement in activities such as Common Housing Registers and monitor their effectiveness.

3.6 Risk assessment and management

The management committee is responsible for:

- Identifying and assessing risks associated with CHA's activities and for overseeing a framework for the management of these risks. It will monitor the implementation of its risk management policy and practice on a regular basis.

3.7 Compliance, control and accountability

The management committee is responsible for:

- Ensuring that CHA acts at all times within the terms of its Rules, statutory and regulatory requirements.
- The establishment and review of systems for internal and external audit, financial control and performance reporting.
- Monitoring customer service delivery by reviewing performance against targets.
- Pursuing continuous improvement by ensuring that comparative reviews of performance are carried out against previous internal performance and compared with other relevant housing associations.
- Ensuring that the views of tenants and service users are obtained on a regular basis and that appropriate opportunities for tenants and service users to participate in and influence effectively the affairs of the Association are promoted.

The management committee will:

- Approve the audited accounts for recommendation to the Annual General Meeting and agree the recommendation to be made to the AGM in respect of the appointment or re-appointment of the external auditors.
- Agree the appointment of the Association's internal auditors and the terms of their engagement. It will monitor the findings and implementation of recommendations from the internal auditor. It will ensure that the internal audit arrangements are kept under review so that they remain appropriate to CHA.
- Ensure that there are adequate systems of management control and financial monitoring in place, and will monitor their effectiveness. It will approve the opening and closing of bank or building society accounts held in the Association's name.
- Determine appropriate systems of quality assurance, including targets and key performance indicators for all aspects of CHA's activities.
- Approve any legal action to be pursued by CHA, including recovery action against tenants for breach of tenancy and claims against contractors.

3.8 Financial Management and Internal Control

The management committee will:

- Approve appropriate systems of internal management and financial control to ensure that the Association is not put at risk. It will monitor the implementation of these systems by receiving reports from staff.
- Monitor the Association's income and expenditure against budget on a regular basis. It will ensure, through monitoring, that expenditure is controlled and income targets achieved. It will agree action to address short term cash flow difficulties.

3.9 Delegated Authority

The management committee is responsible for:

- Establishing, implementing, overseeing and keeping under review an appropriate scheme of delegated authority to enable the work of the Association to be carried out effectively.
- Ensuring that there is an effective working relationship between it and the Director and other senior staff.

3.10 Support and Evaluation

The management committee is responsible for:

- Ensuring that its own effectiveness, both collectively and individually, and that of sub-committees is evaluated once a year.
- Ensuring that voluntary members and staff are adequately trained and supported to fulfil their roles and responsibilities.

The management committee will ensure that:

- An annual review of the skills required by CHA to fulfil its activities and functions effectively, including those relating to governance, is carried out. It will agree and monitor the implementation of an annual strategy to address any requirements.
- An annual staff and committee member training plan is developed, agreed, adequately resourced and effectively implemented.

4. Authority

- 4.1 The management committee is responsible for directing the affairs of CHA and its business, and may do anything lawful which is necessary or expedient to achieve the objects of the association.

5. Meetings

- 5.1 The management committee must meet at least six times a year.
- 5.2 A quorum for any meeting will be four full committee members. Co-optees do not count towards the quorum.
- 5.3 All proceedings must be minuted, with draft minutes presented to the next following meeting for approval, evidenced by signature of the Chair.

6. Attendance and servicing

- 6.1 The Director and other management team members will normally attend management committee meetings. Other staff and external parties such as consultants and advisors may attend at the invitation of the committee.
- 6.2 All staff, including the Director if appropriate, may be asked to leave the meeting during confidential items.
- 6.3 From time to time, the committee will meet without any staff present.

6.4 The Director is responsible for servicing this meeting, including liaising with the Chair regarding the agenda for meetings; for co-ordinating the preparation and distribution of papers for the meeting, according to agreed timescales; and arranging for minute-taking in accordance with the agreed format.

7. Review

7.1 This remit was approved by the management committee in January 2019. It can only be amended with the approval of the management committee.

7.2 It will be reviewed not later than January 2022.

APPENDIX 2

Staffing Sub-Committee Remit

1. Role of the Sub-Committee

- 1.1 The Staffing Sub-Committee has been established by the management committee to support the delivery of staffing-related objectives set out in Copperworks Housing Association's (CHA's) business plan.
- 1.2 It is a sub-committee of the CHA management committee, and is accountable to the management committee for the fulfilment of its responsibilities. It has delegated authority to make decisions and approve actions in accordance with this remit and the terms of the approved scheme of delegation of authority, as set out in CHA's Standing Orders.
- 1.3 At all times, the Sub-Committee will ensure that its activities are carried out in accordance with CHA's Rules, Standing Orders, relevant policies, the Scottish Housing Regulator's requirements and expectations, relevant legislation and recognised good practice. The Sub-Committee cannot undertake any functions that are reserved to the management committee, nor can it act without the management committee's approval on any matters not specifically delegated to it within the terms of this remit.

2. Membership

- 2.1 Members of the Staffing Sub-Committee will be appointed annually by the management committee, at its first meeting following the AGM. Appointments to the Staffing Sub-Committee will normally be for a minimum of three years, subject to continuing membership of the management committee and this annual appointment process, in order to gain experience in dealing with staff matters, and to ensure stability and consistency of treatment for employees.
- 2.2 Membership of the Staffing Sub-Committee will comprise the 4 office bearers
- 2.3 The Chair of the Staffing Sub-Committee will be appointed annually by the management committee, In the absence of the appointed Chair at a meeting, the remaining members shall elect one of themselves to chair the meeting.
- 2.4 Changes to the membership or Chair of the Staffing Sub-Committee prior to the next AGM must be approved by the management committee.

3. Responsibilities

3.1 General

3.1.1 To oversee the human resources aspects of CHA's business, taking decisions and approving actions in relation to CHA's role as employer in specific areas of delegation.

3.2 Staff recruitment and induction

3.2.1 To oversee the process for the selection and recruitment of staff, particularly for those roles where management committee members are designated to participate in the recruitment process

3.3 Grievance, discipline and redundancy

3.3.1 To conduct hearings (normally by a panel of three Staffing Committee members designated by the Chair of the Staffing Committee) and make and communicate decisions on the outcome of all **grievances** at stage 3 of the EVH grievance procedure, all in accordance with the EVH Terms and Conditions of Employment.

3.3.2 To administer appropriate stages of the EVH **disciplinary procedure**, including conducting all hearings to address allegations of gross misconduct (normally by a panel of three members – see 3.5.1 above). This Disciplinary Panel has delegated authority to instruct any appropriate sanction arising from such hearings, up to and including dismissal.

3.3.3 Any serious complaint or grievance made against the senior member of staff must be handled in accordance with Appendix 2 of the Scottish Housing Regulator's regulatory guidance on notifiable events. The Chair of the management committee should agree with the Chair of the Staffing Sub-Committee how the matter should be dealt with, and notify the Regulator accordingly. Any necessary independent professional advice should be taken. Normally, this will involve investigation by an independent, external party, and a hearing conducted by the Staffing Sub-Committee.

3.3.4 To conduct and make decisions about appeal hearings (normally by a panel of three members – see 3.5.1 above) for any staff dissatisfied with their **selection for redundancy**, all in accordance with the EVH Terms and Conditions of Employment. Such panel members should take no part in the selection process of those to be made redundant. It should be noted that the management committee has responsibility for organisation development matters, including any staff structure reviews or changes to the staffing establishment.

4. Accountability and assurance

- 4.1 The Staffing Sub-Committee is accountable to the management committee for the fulfilment of responsibilities delegated to it under this remit and CHA's scheme of delegated authority, as set out in Standing Orders. Sub-Committee members must receive adequate training to enable them to discharge these responsibilities appropriately.
- 4.2 The management committee will obtain assurance on the Staffing Committee's work via minutes which will be presented for information to the next management committee meeting (in draft form, if necessary). The Chair will ensure that key issues are brought promptly to the attention of the management committee.
- 4.3 The Staffing Sub-Committee may obtain independent legal/professional advice, within reasonable budgetary constraints.

5. Meetings

- 5.1 The Staffing Sub-Committee will meet at least three times a year.

6. Quorum

- 6.1 A quorum for any meeting will be three full committee members. Co-optees do not count towards the quorum.

7. Attendance

- 7.1 The Staffing Sub-Committee shall meet on its own when required.
- 7.2 Senior staff and others may attend all or part of meetings at the invitation of the committee. Attendees will normally include:
- Director
 - Minute Secretary
 - Other staff as required

- 7.3 The Director is responsible for servicing this sub-committee, including liaising with the Chair regarding the agenda for meetings; lead responsibility for co-ordinating the preparation and distribution of papers for the meeting according to agreed timescales; and arranging for minute-taking.

8. Review

- 8.1 This remit was approved by the management committee in January 2019. It can only be amended with the approval of the management committee, and will be reviewed no later than January 2022.

APPENDIX 3

Role of Management Committee Members

1. Introduction

This role description has been prepared to set out the responsibilities that are associated with being a Management Committee Member of Copperworks Housing Association (CHA). It should be read in conjunction with the accompanying person specification and CHA's Rules and Standing Orders.

CHA is a Registered Social Landlord and a Scottish Charity. The role description reflects the principles of good governance and takes account of (and is compliant with) the expectations of the Regulatory Standards of Governance and Financial Management for Scottish RSLs and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).

CHA encourages people who are interested in the Association's work to consider seeking election as a Management Committee Member and is committed to ensuring broad representation from the communities that it serves. Management Committee Members do not require 'qualifications' but, from time to time, we will seek to recruit people with specific skills and experience to add to or expand the existing range of skills and experience available to ensure that the governing body is able to fulfil its purpose. We carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.

This role description applies to all members of the Management Committee, whether elected or co-opted, new or experienced. It is subject to periodic review.

2. Primary Responsibilities

As a Management Committee Member, your primary responsibilities are, with the other members of the Management Committee, to

- Lead and direct Copperworks Housing Association's work
- Promote and uphold Copperworks Housing Association's values
- Set and monitor standards for service delivery and performance
- Control Copperworks Housing Association's affairs and ensure compliance

Responsibility for the operational implementation of Copperworks Housing Association's strategies and policies is delegated to the Director.

3. Key Expectations

CHA has agreed a Code of Conduct for Management Committee Members which every member is required to sign on an annual basis.

Each Management Committee Member must accept and share collective responsibility for the decisions properly taken by the Management Committee. Each Management Committee Member is expected to contribute actively and constructively to the work of CHA. All members are equally responsible in law for the decisions made.

Each member must always act only in the best interests of CHA and its customers, and not on behalf of any interest group, constituency or other organisation. Management Committee Members cannot act in a personal capacity to benefit themselves or someone they know.

4. Main Tasks

- To contribute to formulating and regularly reviewing CHA's values, strategic aims and performance standards
- To monitor CHA's performance
- To ensure that CHA operates within and is compliant with the relevant legal and regulatory frameworks
- To ensure that risks are realistically assessed and appropriately monitored and managed
- To ensure that CHA is adequately resourced to achieve its objectives and meet its obligations
- To act, along with the other members of the Management Committee, as the employer of CHA's staff

5. Duties

- Act at all times in the best interests of CHA
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the Management Committee and sub-committees
- Contribute effectively to discussions and decision making
- Take part in training and other learning opportunities
- Take part in an annual review of the effectiveness of CHA's governance and of your individual contribution to CHA's governance

- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent CHA positively and effectively at all times, including in local communities and when attending meetings and other events
- Respect and maintain confidentiality of information
- Treat colleagues with respect and foster effective working relationships within the Management Committee and between the governing body and staff
- Be aware of and comply with our policy on the restrictions on payments and benefits
- Register any relevant interests as soon as they arise and comply with CHA's policy on managing conflicts of interest

6. Commitment

An estimate of the annual time commitment that is expected from Management Committee Members is:

Activity	Time
Attendance at up to 10 regular meetings of the Governing Body	2.5 days
Reading and preparation for meetings of the governing body	2.5 days
Attendance at sub-committee meetings	N/A
Reading and preparation for sub-committee meetings	N/A
Attendance at annual planning and review events (including individual review meeting)	2 days
Attendance at events such as estate tours, tenant / customer conferences, openings and site visits	2 days
Attendance at internal briefing and training events	1.5 days
External Training and conference attendance (may include overnight stay or weekend)	4 days
Total	14.5 days

7. What CHA Offers Management Committee Members

All Management Committee Members are volunteers and receive no payment for their contribution. CHA has policies which prevent you or someone close to you from benefiting personally from your involvement with CHA, although these policies also seek to ensure that you are not

unfairly disadvantaged by your involvement with CHA. All out of pocket expenses associated with your role as a Management Committee Member are fully met and promptly reimbursed.

In return for your commitment, CHA offers:

- A welcome and introduction when you first join the Management Committee;
- A mentor from the governing body and a named staff contact for the first six months, with ongoing support
- Clear guidance, information and advice on your responsibilities and on CHA's work
- Formal induction training to assist settling in
- Papers which are clearly written and presented, and circulated in advance of meetings
- The opportunity to put your experience, skills and knowledge to constructive use
- The opportunity to develop your own knowledge, experience and personal skills
- The chance to network with others with shared commitment and ideals

8. Review

This role description was approved by the Management Committee in October 2018. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Management Committee not later than October 2021.

Appendix 4

SCHEME OF DELEGATED AUTHORITY

1. Strategy, Policy and Performance

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the policy of the Association, including changes to existing policy and any new activities. 2. Approval of the Association's Business Plan and all other plans or documents that fall within the strategic role of the Management Committee. 3. Monitoring and overview of the financial, organisational and service performance of the Association. 4. Ensuring that the Association meets its legal, regulatory and constitutional obligations. 5. Entering into strategic partnerships, constitutional or otherwise, with other organisations, and agreeing the terms of any agreement for joint enterprises, cross-provision of services, etc. 		<ol style="list-style-type: none"> 1. Implementation of the Business Plan and other strategies approved by the Management Committee. 2. Provision of regular reports to the Management Committee and sub-committees in relation to all aspects of the Association's performance. 3. Preparation and issue of all information and publicity materials regarding service standards and performance.

2. Governance

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's membership policy. 2. Approval/refusal of applications for membership of the Association. 3. Appointment of the Association's office bearers. 4. The establishment and dissolution of sub- committees; approval of their remits and delegated powers; and appointment of their members. 5. Filling of any casual vacancies, and the appointment/replacement of co-opted members of the Management Committee or sub-committees. 6. Removal of committee members, where required. 7. Approval of the Association's delegated authority arrangements, Standing Orders and Financial Regulations. 8. Approval of the creation or dissolution of subsidiaries, and appointment of directors to subsidiaries and other bodies. 9. Approval of discretionary payments and benefits decisions. 		<ol style="list-style-type: none"> 1. Processing of applications for membership. 2. Maintaining the Association's register of shareholders. 3. Administration and cancellation of shares, as provided for in the Association's Rules. 4. Maintaining the Association's Register of Interests, and any other registers required by CHA's Rules

3. Financial Management

Reserved to Management Committee	Delegated to Sub Committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's annual budget, and any subsequent revisions. 2. Approval of quarterly management accounts. 3. Ensuring that the Association is meeting its obligations to funders. 4. Approval of financial projections and the Association's business plan including overall private borrowing strategy, limits and levels. 5. Approval of spending levels beyond those allowed for by sub-committees and staff, including additional borrowing outwith the business plan and/or existing borrowing limits. 6. Approval of the annual financial statements, prior to the Association's AGM. 7. Approval of any borrowing and the granting of security over the Association's assets. 8. Disposal of any property/assets. 9. Committing, authorising and signing off expenditure/payment by authorised signatories as set out in the Financial Regulations. 		<ol style="list-style-type: none"> 1. Implementation of the financial policies, plans and strategies approved by the Management Committee and relevant sub-committees. 2. Expenditure within the Association's approved budget (subject to the limits specified in the Association's Financial Regulations, policies and procedures), including monitoring and reporting on financial performance. 3. Authorisation of expenditure in excess of the Association's approved budget, in emergency situations. 4. Authorisation of expenditure and the making of payments, in accordance with the standing orders and financial regulations/procedures. 5. The collection, security, banking and recording of all income received by the Association. 6. 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 and Procedures.

3. Financial Management continued

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management
<p>10. Approval of accounting policy changes</p> <p>11. Approval of the Association's financial and risk management policies,</p> <p>12. Approval of the Association's business continuity and contingency plans, including oversight of testing arrangements.</p> <p>13. Approval of write-off of irrecoverable debt</p> <p>14. Agreeing the opening and closure of bank or building society accounts, including details of authorised signatories</p> <p>15. Approval of the Treasury Management Policy, and monitoring compliance with same.</p>		<p>7. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with the Association's Treasury Management Policy.</p> <p>8. Payroll administration, control of petty cash and the payment of expenses to the Association's employees and Management Committee members within the terms of the relevant policy.</p> <p>9. Administration of taxation payments, including those relating to VAT, PAYE and National Insurance.</p>

4. Risk Management and Audit

Reserved to Management Committee	Delegated to Sub Committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's Risk Management Policy and monitoring of implementation. 2. 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. Receipt of the external auditor's Management Letter and approval of the Association's formal response. 4. Approval of internal audit needs assessment and programme of internal audit. 5. Issue of external auditor's Letter of Engagement and approval of proposed programme/approach. 6. Selection and appointment of the Association's external and internal auditors, and annual re-appointment of external auditor. 7. Keep under review the effectiveness of internal control systems 8. Monitor the effectiveness of external and internal audit services. 9. Instruct investigations into any irregularities or failures in CHA's management and control systems. 		<ol style="list-style-type: none"> 1. Implementation of the Association's Risk Management Policy and procedures, including preparation and maintenance of risk maps. 2. Routine liaison with the external and internal auditor. 3. Implementation of auditors' recommendations and submission of monitoring/progress reports to management committee.

5. Staffing, Employment and Health and Safety

Reserved to Management Committee	Delegated to Staffing S/Cttee	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Appointment and appraisal of CHA's Chief Executive. 2. Approve the Association's human resources, health and safety and equality and diversity policies. 3. Approval of staff structure changes, including any permanent increases or reductions in staffing establishment. 4. Approval of the Association's pay structure and terms and conditions of employment, including any annual pay increase. 	<ol style="list-style-type: none"> 1. Consider and decide grievance, disciplinary or appeal against redundancy selection cases needing committee involvement, including the power to impose any appropriate disciplinary sanction, including dismissal. 2. Oversight of recruitment, including arrangements for interview panels and for promotions; selection of senior staff. 3. Authority to obtain independent legal or other professional advice, subject to budgetary provision. 	<ol style="list-style-type: none"> 1. Recruitment and employment of temporary staff (provided recruitment is approved and costs are within the approved staffing budget). 2. Advertising job vacancies (established and temporary posts). 3. Issuing of employment contracts. 4. All operational human resources management issues which fall within the conditions of service and the Association's established policies. 5. Payroll and pensions administration and payment of staff expenses and overtime payments. 6. Grievances and disciplinary action (excluding matters relating to the Chief Executive and individual cases requiring committee involvement). 7. Operational management of the Association's responsibilities as an employer in relation to health and safety management.

5. Housing Services

Reserved to Management Committee	Delegated to sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of annual rent, service charge and other management charge increases. 2. Approval of the granting of tenancies or other tenancy-related matters in connection with the Association's Entitlements, Payments and Benefits Policy. 3. Hearing of relevant appeals submitted by all service users. 4. Approval of all housing management related policies and service standards. 5. Approval and monitoring of strategies for service development and improvement. 6. Approval of the overall terms of the Association's tenancy agreement and other occupancy agreements. 7. Approval to enter into management agreements or leases with third parties relating to housing properties. 8. Scrutiny of performance and levels of tenant satisfaction in connection with the housing service. 		<ol style="list-style-type: none"> 1. Interpretation and implementation of the policies and service plans approved by Committee. 2. Management of empty properties. 3. The allocation of properties, unless prior Committee approval is required under the Entitlements, Payments and Benefits Policy. 4. The provision of accommodation for homeless persons, under Section 5 of the Housing (Scotland) Act 2001. 5. The granting and signing of Scottish Secure Tenancies, Short Scottish Secure Tenancies and any other forms of occupancy agreement approved by Committee. 6. All matters relating to the management of tenancies. 7. The provision of tenancy support services in accordance with the Association's policies and budgetary arrangements. 8. Making all statutory payments to tenants and any discretionary payments within the terms of the Committee's policies.

6. Housing Services continued

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management Team
<p>9. Approval of any proposal for eviction of any of the Association's tenants.</p> <p>10. Approval for the writing off of tenant or former tenant arrears, and rechargeable repair costs.</p> <p>11. Authorisation of any property sales, whether as part of asset management strategy, or under right to buy arrangements</p>		<p>9. All matters relating to the collection of rents, service charges and factoring charges, arrears recovery, including issuing NOSP's, applications for court hearings to seek eviction and recommending decisions to seek eviction to management committee for approval.</p> <p>10. Enforcement of decrees for eviction.</p> <p>11. Implementation of the Tenant Participation Strategy.</p> <p>12. All matters relating to neighbour relations and anti-social behavior, in accordance with approved policies, including initiation of ASBOs or equivalent.</p> <p>13. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Management Committee.</p> <p>14. The management of leases and management agreements with third parties.</p>

6. Housing Services continued

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management Team
		15. Assessment of tenant appeals, including the preparation of reports where complaints and appeals are referred for consideration by the Management Committee.

7. Maintenance

Reserved to Management Committee	Delegated to sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's annual revenue and capital budgets for repairs and planned maintenance works, and their related works programmes. 2. Approval of the Association's overall asset management strategy and all other maintenance-related policies. 3. Settlement of any contractual claims. 4. Approval of the Association's procurement and tendering policies. 5. Approval of procurement arrangements and entering into contracts for maintenance works. 6. Approval of consultant and contractor procurement lists, including any additions and deletions. 7. Approval and monitoring of the Association's Scottish Housing Quality Standards and ESSH delivery plans. 		<ol style="list-style-type: none"> 1. Ensure the appointment of appropriately qualified contractors and consultants, in accordance with policy. 2. Selection and appointment of contractors and consultants within approved delegation/Financial Regulations. 3. Instructing all repairs and maintenance works, within the budgets approved by the Committee and in accordance with the Financial Regulations 4. Implementation of gas servicing programme and all related matters, reporting to management committee on performance against targets and any failure to meet the Association's legal obligations. 5. Instructing all works for which the Association is responsible under the tenancy agreement, including those of an emergency nature. 6. Applying the tenant recharge policy for the cost of repairs.

7. Maintenance

Reserved to Management Committee	Delegated to sub-committees	Delegated to the Management Team
		<ul style="list-style-type: none"> 7. Quality management and inspections. 8. Preparation and issue of all information and publicity materials regarding service standards and performance. 9. Statutory and discretionary payments to tenants, within the policies approved by the management committee. 10. Approval/refusal of tenant requests to carry out alterations/improvements, in accordance with policy. 11. Ensuring compliance with the Association's health and safety obligations, including keeping the management committee informed of any failure to meet legal obligations. 12. Assessment of tenant/service user appeals, including the preparation of reports where appeals are referred for Committee consideration.

8. Development

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's development strategy and Strategy and Development Funding Plan submission. 2. Purchase of any land and buildings for development. 3. Approval of any new development projects, including financial appraisal, housing mix, procurement strategy and methods, appointment of professional consultants, acceptance of HAG offers and entering into and signing construction contracts. 4. Approval of any development partnerships with other housing associations. 5. Settlement of contractual claims. 6. Approval of all development-related policies, including design and specification standards. 7. Monitoring of development progress, including scheme and contract expenditure, performance against grant planning targets, etc. 8. Approval of additional expenditure on individual contracts, in excess of any delegated authority to staff. 		<ol style="list-style-type: none"> 1. Authorising applications for statutory permissions and consents. 2. Selection of consultants and contractors, development agents, etc. subject to management committee approval. 3. Supervision and performance review of professional consultants. 4. Issuing client instructions to the Association's professional consultants and contractors, as required. 5. Monitoring contract costs and progress. 6. Making funding submissions to the relevant authority. 7. Making funding submissions re wider role to all relevant funding bodies, in line with approved strategies and business plan objectives. 8. Approval of home loss or disturbance payments.

8. Development

Reserved to Management Committee	Delegated to Sub-committees	Delegated to the Management Team
		<p>9. Submission of applications for Section 66 consent from the Scottish Housing Regulator.</p> <p>10. Ensuring compliance with the Association's health and safety obligations, including the preparation of health and safety plans and files.</p> <p>11. Notifying the management committee of any failure to meet the Association's statutory or contractual obligations, or of any circumstances where contracts are affected by material delays and/or cost increases in relation to the approved programme and contract sum.</p> <p>12. Approval of additional contract expenditure or other development-related expenditure, as provided for in Financial Regulations.</p> <p>13. Conducting a risk review in connection with any proposed new project, reporting risk scores and planned mitigation action as part of the project approval process.</p>

9. Approval, signing and submission of formal documents, and other matters

Reserved to Management Committee	Delegated to Chair/Office Bearers	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approving annual returns to Scottish Government, OSCR and Scottish Housing Regulator 2. Agreeing authorised signatories for the purpose of completing legal documents with lenders, where the company seal is to be used, signing the annual financial statements, and generally entering into contracts on behalf of CHA 	<ol style="list-style-type: none"> 1. Signing approved annual returns 2. Signing approved legal documents and agreements, in accordance with agreed delegation arrangements. 3. Line management of Director (Chair) 4. Approval of draft minutes of committee/sub-committee meetings (Chair of the meeting) 	<ol style="list-style-type: none"> 1. Submitting signed annual returns 2. Signing agreed contracts, in accordance with delegated authority agreed by the management committee 3. Submission of returns to the Financial Services Authority 4. Making statements to the press or other public statements on behalf of CHA (Director only) 5. Preparation and issue of general, committee and sub-committee meeting notices, agendas and papers, in consultation with meeting Chair