

**Reidvale Housing Association**

# Standing Orders



**R E I D V A L E**

**H O U S I N G A S S O C I A T I O N**

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## 1. STANDING ORDERS

These standing orders describe the roles and responsibilities of the management committee, sub-committees, office bearers and senior staff that make up the governance framework for Reidvale Housing Association.

They take account of the rules of Reidvale Housing Association, relevant legislation and regulatory requirements. In the event of a conflict being identified between the terms of the Standing Orders and the Rules, the Rules shall prevail.

They also provide a framework for conduct of meetings, delegation of authority and reporting arrangements for Reidvale Housing Association to ensure that it is well governed and operates its business in an orderly and efficient way. They apply to all meetings of the management committee, its sub-committees, and any working group or advisory panels.

These standing orders will be reviewed at least every 5 years and cannot be amended without the management committee approval.

## 2. RESPONSIBILITIES OF MANAGEMENT COMMITTEE MEMBERS

The management committee is the governing body of the Association and it is responsible for directing the affairs of the organisation and its business.

### 2.1 Main Collective Duties

Working as part of the collective management committee, it is the duty of all committee members:

- To ensure that Reidvale HA complies with all legal, regulatory and statutory requirements, abides by its Rules and meets standards laid down by the SHR's Regulatory Framework and other relevant bodies.
- To provide collective leadership with the Director and other senior staff to ensure that Reidvale HA has a clear vision, mission and strategic plan, and that there is a common understanding of these by Committee Members and staff.
- To ensure the business, operational and other plans and policies support the vision, mission and strategic priorities and are regularly reviewed.
- To ensure there are effective mechanisms for listening to tenants and other service users and gathering their views, and that these are considered regularly by the Committee.
- To review and agree methods for measuring progress in achieving the organisation's vision, mission, objectives and plans, and receive regular reports of performance against agreed targets across all areas.

- To be responsible for the development, review and monitoring of the Association's Business Plan.
- To approve all regulatory returns.
- To exercise effective overall control of Reidvale's financial affairs and to ensure that the way in which the finance is administered is not open to abuse by unscrupulous associates, employees or volunteers; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.
- To ensure that the major risks to which Reidvale is exposed are reviewed quarterly and that systems have been established to mitigate or minimise these risks.
- To appoint the Director, agree his/her terms and conditions and hold the Director to account for Reidvale's management and administration and ensure he/she receives regular constructive feedback on performance in managing the organisation and achieving targets or objectives.
- To ensure that Reidvale HA has a governance structure that is appropriate to a charity of its size/complexity, stage of development, and its charitable objectives, and that enables Committee Members to fulfil their responsibilities.
- To ensure that the management committee maintains the balance of skills; experience and diversity to govern Reidvale well, and has access to relevant external professional advice and expertise.
- To reflect annually on the Committee's performance and your own performance as a committee member.
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of Committee Members.
- To ensure that major decisions and committee policies are made by the committee members acting collectively.
- To act reasonably, prudently and collectively in all matters relating to Reidvale HA and always to act in the interests of the Association.

## **2.2 Main Duties as an Individual Committee Member**

- To act with personal integrity at all times, declaring any interests, abiding by the Code of Governance for Governing Body Members, and Reidvale's own rules and standing orders, and maintaining the interests and good name of Reidvale.

- To treat all information gained by virtue of being a Committee Member in strictest confidence while promoting an ethos of openness and accountability.
- To abide by and promote Reidvale's commitment to equality and diversity.
- To attend committee meetings, participating in discussions and decision making and abiding by the decisions made.
- To read all reports and papers in advance of meetings and to raise questions about any areas which require clarification or further information.
- To participate in individual and collective development and training of Committee Members and to otherwise keep abreast of general policy developments related to the Association's work.
- To promote the Association's objectives, work and good name.
- To support all decisions taken by the Committee.
- To reflect annually on your own performance as a Committee Member.
- To abide by the Code of Conduct for Committee Members.

### **2.3 Skills, Experience and Competencies**

There is a range of skills, experience and competencies that Committee Members bring, both collectively and as individuals. Through working together, Reidvale's Committee aims to bring the following:

- Strategic thinking (financial, housing, business, issues, etc)
- Good verbal communication
- Problem solving and reasoning
- Ability to challenge objectively and constructively
- Self awareness
- Commitment to equality and diversity (disability and inclusion)
- Understanding of and commitment to Reidvale's purpose and values
- Ability to make the time commitment to attend and contribute to committee meetings (includes reading and preparation for meetings, training etc)

### **2.4 Code of Conduct and Declaration of Interest**

- a) The Reidvale Housing Association management committee has approved a code of conduct for governing body members, which applies to all appointed and co-opted members of the management committee and its sub-committees. This Code is based on the Model Code of Conduct produced by the Scottish Federation of Housing Association and agreed by Glasgow Forum of Housing Associations.

- b) No committee member may take office until they have signed this Code of Conduct. Thereafter, all committee members must review and sign the Code of Conduct on an annual basis.
- c) Any 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 Protocol for declaring interests and Managing conflicts of interest. 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, or to vote on it.

## **2.5 Payments and Benefits**

The management committee have approved a policy on Entitlements, Payments and Benefits, applicable to all committee members, sub-committee members and staff. Committee members and staff must not receive any payment or benefit unless it is permitted by the policy. In making any payment or offering any benefit the Association shall act at all times with honesty, transparency and propriety.

## **2.6 Policy and Procedures**

It is the responsibility of the management committee to determine policies and procedures which will operate throughout the Association and the frequency with which they will be reviewed. These policies and their agreed review dates are set out in the Schedule of Policies.

## **2.7 Confidentiality and External Representation**

- a) All committee and staff members must respect and maintain confidentiality and must ensure that no information about Reidvale Housing Association is disclosed to anyone who is not entitled to receive it, both while as an active committee or staff member, and after leaving. This includes but is not limited to, information relating to financial information, business plans and information which must be considered to be or is marked confidential.
- b) Committee members must always be positive ambassadors for Reidvale Housing Association but must not speak in public on behalf of the Association without specific authorisation to do so.

## **3. REIDVALE HOUSING ASSOCIATION MEETING ARRANGEMENTS**

### **3.1 Governance Structure**

- a) RHA's governing body is its management committee. The management committee has delegated a number of its responsibilities to four standing sub-committees, and may also establish Advisory Panels and Working Groups from time to time, to undertake time-limited tasks to support the work of the

management committee. Delegated authority has also been conferred on the staff team employed at the behest of the Management committee, led by the Director.

- b)** 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 RHA Management Committee**

The management committee is responsible for:

- Providing leadership, control and direction to RHA;
- Ensuring that RHA achieves its aims and objectives;
- Ensuring that RHA complies with all statutory and regulatory requirements;
- Ensuring compliance with the SHR's Regulatory Framework;
- The development, review and monitoring of the Association's Business Plan;
- To approval all regulatory returns;
- The development and monitoring of Corporate Risk.

### **3.3 Role of the Sub-Committees**

- a)** The management committee has established a Housing Services Sub-Committee to advise it and take action in respect of those matters that are described in the Committee's remit.
- b)** The management committee has established a Finance Committee to advise it and take action in respect of those matters that are described in the Committee's remit.
- c)** The management committee has further established a Staff and Training Committee to advise it and take action in respect of those matters that are described in its remit.
- d)** The management committee has also established a Community Development Sub-Committee to advise it and take action in respect of those matters that are described in its remit.
- e)** All sub-committees report to the RHA management committee. Their remits cannot be altered without the approval of the management committee.

### **3.4 Working Groups and Advisory Panels**

- a) The management committee may, from time to time, establish Working Groups and Advisory Panels to support its activities and functions. When establishing a Working Group or Advisory Panel, the management committee will agree a specific remit that includes the membership, level of delegated authority and, where appropriate, the timescale for its work. Working Groups should not normally exist for a period in excess of twelve months. The anticipated life-span for an Advisory Panel will be determined by the management committee at the time the Panel is established. The operation of an Advisory Panel will be reviewed at least every three years.
- b) A Working Group may co-opt up to two people who are not members of RHA or its staff to assist in meeting its remit. Co-opted members of working groups can participate fully in the activities of the group, but may not vote on any matters relating to membership of the group.
- c) The Chair of a Working Group or Advisory Panel must be an elected member of the management committee, and be appointed by the management committee, Working Groups and Advisory Panels report to RHA management committee.
- d) A quorum for management committee meetings shall be 5 members and for sub-committees 3 members.

### **3.5 Committee Membership (Management Committee and Sub-committees)**

The Members of the Management Committee will be elected in accordance with the arrangements described in the Association's Rules.

If an elected Committee Member leaves the Management Committee, a casual vacancy will be created.

If a Committee Member requires a leave of absence from Committee for personal or other reasons, this must be approved by the Management Committee and duly recorded in the Minutes. If a committee member misses 3 Management Committee meetings in a row without special leave of absence previously being granted by the Committee they will be written to and advised that if they do not attend the next meeting their membership of the management committee will be cancelled.

If there are vacant places on the Management Committee, and should the Committee decide that filling a place or places by co-option is appropriate, the Committee may seek to use co-options to make the Committee more representative of the local community and/or recruit specific skills or knowledge which are relevant to the Association's work. Examples of individuals meeting these criteria might include:

- People from sections of the local population which are under-represented on the Committee
- Interested local people with skills and knowledge which are relevant to the Association's work.

Individuals who are interested in joining the Management Committee may be invited to observe up to two Management Committee meetings before deciding to join. This will only be after meetings and interviews with the Director and Chair.

### **Sub-committees**

The membership of each sub-committee shall be decided by the Management Committee following the AGM. The Management Committee may adjust sub-committee membership during the course of the year as necessary for the proper conduct of the Association's business.

Under normal circumstances there is an expectation that members will serve on at least one of the three main sub-committees. The expectation is subject to the personal circumstances of individual committee members which may be taken into account by the full management committee over the course of the year.

At the first meeting of each sub-committee, each year, a Chair will be elected by the members of that sub-committee to chair meetings of that sub-committee.

The Chair and Secretary of the Association can serve as Members of all three sub-committees, in addition to any other committees that the Management Committee agrees.

### **3.6 Role of RHA Management Committee Members**

The RHA management committee has agreed a role description for its members (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.

### **3.7 RHA Office Bearers**

- a) RHA 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.
- b) These Office Bearers will be controlled, supervised and instructed by the management committee. Office Bearers must be elected members, and cannot be co-optees.

- c) At its first meeting following the AGM, the management committee will elect a Chair, Vice-Chair and Secretary 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 meet immediately after the AGM to elect office bearers to ensure that the efficient operation of the business of RHA is not interrupted.

**d) Responsibilities of the 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 required to allow the Chair to properly discharge the responsibilities of the office will be delegated to them. Among the responsibilities of the Chair are:

- Ensuring the efficient conduct of committee business and of meetings
- Ensuring that all committee members are given the opportunity to express their views and that appropriate standards of behaviour are maintained
- Encouraging open debate
- Ensuring all new members are welcomed and have appropriate induction
- Supporting and managing the committee to ensure skills, knowledge and experience are used to best effect and developed where appropriate
- Establishing a constructive working relationship with, and providing support for, the Director
- Ensuring the committee as a whole acts in partnership with the Office Bearers
- Ensuring the committee receives professional advice when it is needed, either from its senior staff or from external sources
- Ensuring the committee plans for the succession of members and the Chairperson and other office bearers
- Being an effective Ambassador for the organisation
- Taking decisions delegated to the Chairperson
- Appraisal of the performance of committee members is undertaken, and the Director’s appraisal is carried out in accordance with agreed policies and procedures
- Being approachable, fair and objective

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

**e) Responsibilities of the Vice-Chairperson**

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 RHA to chair meetings, to act as the main spokesperson and representative of RHA and to sign official documents.

## **f) Responsibilities of the Secretary**

The Secretary is the named person as the Association's main contact and is responsible for ensuring that the Association's business is properly conducted in the correct fashion and to represent the Association:

- Calling and going to all Management Committee meetings of the Association
- Keeping the minutes for all meetings of the Association and committee
- Sending out letters, notices calling meetings and relevant documents to members before a meeting
- Ensuring compliance with the Rules
- Keeping the Register of Members and other registers required under these Rules
- Sign documents on behalf of the Association.

The Management Committee has agreed that the undernoted tasks shall be delegated to the Association's Director on behalf of the Secretary:

- To call meetings
- To prepare agendas
- To keep minutes
- To take charge of the Seal
- To issue share certificates to new members.

## **3.8 Meetings**

- a)** 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 in November each year for the following year.
- b)** There will be a recess for all committee related meetings during the Months of July and December. Meetings will only be convened during this period in situations of considerable urgency.
- c)** 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.
- d)** All meetings will be held in a venue that is accessible.

### **3.9 Minutes**

- a) 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 set out in the approved minute-taking protocol. This can be delegated to the Director. Draft minutes will be agreed with the Chair of the meeting before being distributed to members.
- b) Responsibility for the preparation of draft minutes of any sub-committee, working group or advisory panel meetings will lie with a management team member, as designed by the sub-committee.
- c) Draft minutes of meetings will normally be prepared and circulated to members at least 5 days prior to the next meeting.
- d) 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. 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.
- e) Recommendations and a précis of business from each sub-committee or working group which has met during the month will be presented to the Management committee at their meeting.

### **3.10 Business at Meetings**

- a) At least five 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 must 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.
- b) All items of business notified on the agenda should normally be the subject of a written report.
- c) Urgent business which has not been notified in advance of the meeting may be considered if a majority of those attending agree.
- d) The Chair and 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.
- e) Members of the management committee, sub-committees, Working Groups and Advisory Panels 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.

- f) 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 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.

### **3.11 Chairing Meetings**

- a) Where the Chair is not present 15 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.
- b) Where the Chair of any sub-committee or a Working Group or Advisory Panel is not present 15 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.
- c) 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 RHA's Rules or Standing Orders, the Chair will give her/his ruling which will be final.
- d) The Chair may vary the order of business from that detailed on the agenda.

### **3.12 Conduct at Meetings**

- a) 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.
- b) 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.
- c) 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.
- d) A majority of those attending a meeting of the management committee, sub-committee, Working Group or Advisory Panel 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**

- a) 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.
- b) Committee members may adjourn 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**

- a) 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.
- b) Relevant senior managers will normally attend meetings of sub-committees to advise members on matters under discussion.

### **3.15 Attendance of External Parties**

- a) The management committee, sub-committees, Working Groups and Advisory Panels may invite other parties, such as consultants and other advisors to attend meetings. Their attendance will normally be occasional and will be confined to a specific item of business.
- b) Members of the public will not be admitted to management committee, sub-committee, Working Group or Advisory Panel meetings.

### **3.16 Voting**

- a) 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.
- b) 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 the decision was taken at. This does not excuse the member from the responsibilities of collective responsibility for the decision taken.
- c) Resolutions duly moved and seconded that do not attract any objection or contrary views will be deemed passed without dissent.

- d) 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**

- a) Reidvale is open about the way it conducts its affairs, and positive about how it responds to request 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. They will be available via Reidvale's website.
- b) 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 RHA 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.
- c) It is the responsibility of the Director 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.
- d) 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 Office Bearers have delegated authority to make decisions on urgent matters between management committee meetings. Where it is essential for the operation of RHA 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, a member of the management team will alert the Chair, or in her/his absence the Vice-Chair, that an urgent matter has arisen on which a decision by Office Bearers must be taken.

- The Chair will decide whether the matter requires an urgent decision, and whether it can be decided by the Office Bearers 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 the Office Bearers 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 management committee meeting for approval.

### **3.19 Reidvale Emergencies**

RHA has approved a Business Continuity Policy 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 RHA'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**

RHA 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 RHA's behalf, and recorded in the seal register.

## **4. SCHEME OF DELEGATION OF AUTHORITY**

- a) This scheme of delegated authority and the committee remits that form part of these standing orders, along with the Financial Regulations, set out the levels of authority and responsibility that apply to:
- management committee
  - sub-committees, working groups and advisory panels
  - staff team

- b)** The management committee is responsible for all of the affairs of RHA and for all activities carried out on its behalf. It is recognised that the effective operation of business depends on appropriate action being taken when required, in accordance with agreed policies. The management committee has agreed the following general and specific delegated authorities to ensure that the work of RHA 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.
- c)** Where authority is delegated to a sub-committee and one or more members of staff, the authority delegated to staff relates to operational (ie. day to day) responsibility, in accordance with agreed job descriptions.
- d)** The Office Bearers (Chair, Vice-Chair and Secretary) have delegated authority to:
- Represent RHA on official business
  - Implement RHA's agreed emergency procedures and disaster recovery policy:
  - Take decisions on specific issues between meetings, as delegated to one or more office bearers by the management committee.

The Director, in consultation with senior staff, has authority to:

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

## **5. RHA FINANCIAL REGULATIONS**

- a)** Management committee and staff responsibilities with respect to the financial management of RHA's affairs are set out in the approved Financial Regulations.
- b)** RHA's Financial Year runs from 1 April-31 March.
- c)** The Finance Manager 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.

- d)** 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.
- e)** Processes describing arrangement for certification that expenditure is arithmetically correct, approving invoices for payment and signing cheques, BACS payment schedules, etc. are set out in RHA's financial procedures.

## **Appendix 1**

# **Remit of Management Committee and Sub-committees**

# 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.
- 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.
- 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.
- Ensure that the Association meets all its statutory obligations and acts in accordance with regulatory and accepted good practice standards.
- Ensure that the Association acts in accordance with its Rules.
- Assess the Management committee's own effectiveness, periodically, and how well members are following the Association's Code of Conduct.

# Housing Services Sub-committee

## Terms of Reference

The Housing Services Sub-committee is responsible for overseeing the Association's housing management, and maintenance services.

## Role of the Sub-committee

The sub-committee will be responsible for:

- Approving and implementing housing management and repairs and maintenance services.
- Monitoring the efficiency and effectiveness of these services, based on the feedback from tenants and residents, and the Association's policies, budgets and performance targets.
- Agreeing and monitoring plans for service development and improvement.
- Approving the Association's annual programme for planned and cyclical maintenance and for component replacement/major repairs, within the budget set by the Management Committee.
- Ensuring that the Association meets the duties and requirements set out in the law, including equal opportunities legislation, Scottish Housing Regulator's Regulatory Framework and Standards and related good practice of guidance.
- Agreeing procedures for managing factoring service.
- Recommending to Management Committee policies for all factoring services.
- Monitoring the efficiency of the factoring service based on feedback from owners, the Association's policies and procedures.

This is a summary of the sub-committee's main areas of responsibility. The Association's Scheme of Delegated Authority describes the specific decisions for which the sub-committee is responsible.

All members of the Management Committee are automatically members of the Housing Services Sub-Committee.

# Finance Sub-Committee

## Terms of Reference

The Finance Sub-committee is responsible for the financial running of the Association and ensuring viability within the housing association finance framework.

- To ensure that the Association's systems for management and internal control are effective.
- To oversee the Association's finances, as delegated by the Management Committee.

## Role of the Sub-committee

The sub-committee will be responsible for:

- Overseeing the Association's offices and other facilities
- Advising the Management Committee on the effectiveness of the Association's systems for ensuring value for money, propriety, efficiency and accountability.
- 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.
- Recommendation of annual budget for approval by Management Committee.
- Ensuring that matters within its remit are conducted in accordance with the law, Scottish Housing Regulator's Regulatory Framework and Standards and other good practice guidance.
- Consideration and approval of periodic reports on the Association's financial performance against budget.
- Consideration of quarterly management accounts for recommendation to the Management Committee.
- Recommendation to Management Committee of financial policies.
- Authorisation of expenditure, where required by the Financial Regulations or Standing Orders.
- Recommendations to Management committee of write-off of irrecoverable debts.

This is a summary of the sub-committee's main areas of responsibility. The Association's Scheme of Delegated Authority describes the specific decisions for which the sub-committee is responsible.

Membership of the Finance Sub-Committee is drawn from the membership although members of the Association can be co-opted. At least four committee members must serve on the sub-committee and committee members must be in the majority if there are co-optees.

# Staff and Training Sub-Committee

## Terms of Reference

The Staff and Training Sub-committee has been established to oversee the Association's role in relation to staffing, staff development, health and safety management and training issues.

The sub-committee is responsible for:

- Overseeing the human resources and staff development aspects of the Association's business.
- Dealing with grievance and disciplinary matters requiring committee involvement.
- Monitoring staff absence.
- Arranging and monitoring staff and committee training.
- Monitoring the training budget.
- Managing overall staffing structure.
- Arrangements for the advertising and interviewing candidates for filling vacancy.

This is a summary of the sub-committee's main areas of responsibility. The Association's Scheme of Delegated Authority describes the specific decisions for which the sub-committee is responsible.

The sub-committee consists of the Office Bearers plus Chairs of other sub-committees or their deputies.

# Community Development Sub-Committee

## Terms of Reference

The Community Development Sub-committee is responsible for overseeing the Association's role in undertaking or supporting Wider Role and community regeneration issues.

## Role of the Sub-committee

The sub-committee is responsible for:

- All matters relating to the Association's relationships with other community groups.
- Community activities instigated by the Association.
- Monitoring and implementation of Community Development and Regeneration policies and strategies approved by the Management Committee.
- Any new initiatives decided on by the sub-committee so long as it is within the Community Regeneration Budget.
- The implementation of the Education and Community Awards system and any changes made to it.
- Monitoring the tenants rewards as decided by the Management Committee.
- The making of small grants from the social fund to local groups or individuals.
- Monitoring the Community Development and Regeneration Budgets.
- To approve any communication sent to residents ie. newsletters, publications

This is a summary of the sub-committee's main areas of responsibility. The Association's Scheme of Delegated Authority describes the specific decisions for which the sub-committee is responsible.

Membership of the Community Development Sub-Committee is drawn from the membership although members of the Association can be co-opted. At least four committee members must serve on the sub-committee and committee members must be in the majority if there are co-optees.

## Appendix 2

# Delegated Authority

## 1. Strategy, Policy and Performance

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Approval of the policies of the Association, including material changes to existing policy and any new activities.</li> <li>2. Approval of the Association's Business Plan and all other plans or documents that fall within the strategic role of the Management committee.</li> <li>3. Monitoring the financial, organisational and service performance of the Association at an overall level.</li> <li>4. Ensuring that the Association meets its legal obligations.</li> <li>5. Monitoring, development and review of the Association's Business Plan.</li> <li>6. Responsibility for compliance with the Scottish Housing Regulator's Regulatory Framework.</li> <li>7. Approval of all Regulatory Returns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitoring service/business performance for matters within each sub-committee's remit.</li> <li>2. Review and approval of policies for service delivery/business management for matters falling within each sub-committee's remit. <i>(Note: this shall not prevent the Management Committee specifying that a particular policy shall be referred to it for approval)</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of the Business Plan and other strategies approved by the Management Committee. Provision of regular reports to the Management Committee and sub-committees in relation to all aspects of the Association's performance.</li> <li>2. Management Committee and sub-committees in relation to all aspects of the Association's performance.</li> <li>3. Preparation and issue of all information and publicity materials regarding service standards and performance.</li> </ol>

## 2. Governance

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Approval of the Association's membership policy.</li> <li>2. Approval/refusal of applications for membership of the Association.</li> <li>3. Appointment of the Association's office bearers.</li> <li>4. The establishment and dissolution of sub-committees; approval of their remits and delegated powers; and appointment of their members.</li> <li>5. Filling of any casual vacancies, and the appointment/replacement of co-opted members of the Management Committee or sub-committees.</li> <li>6. Removal of committee members, where required.</li> <li>7. Approval of the Association's delegated authority arrangements, Standing Orders and Financial Regulations.</li> <li>8. Approval of payments and/or benefits in order to comply with SHR's Regulatory Standard 5.4 and Good Practice Guidance</li> <li>9. Approval of use of the Association's seal.</li> </ol>		<ol style="list-style-type: none"> <li>1. Processing of applications for membership</li> <li>2. Maintaining the Association's register of shareholders.</li> <li>3. Administration and cancellation of shares, as provided for in the Association's Rules.</li> <li>4. Maintaining the Association's register of payments/benefits in order to comply with SHR's Regulatory Standard 5.4 and Good Practice Guidance</li> </ol>

### 3. Financial Management

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. The Management Committee is responsible for all financial policies and all other policies reflect this.</li> <li>2. Approval of the Association's annual budget, and any subsequent revisions.</li> <li>3. Ensuring that the Association is meeting its obligations to funders.</li> <li>4. Approval of financial projections and the Association's business plan including overall private borrowing limits and levels.</li> <li>5. Approval of spending levels beyond those allowed for by sub-committees and staff, including additional private borrowing outwith the business plan and/or existing borrowing limits.</li> <li>6. Approval of the annual financial statements, prior to the Association's AGM.</li> <li>7. Approval of private funding and the granting of security over the Association's assets.</li> <li>8. Disposal of any property/assets.</li> <li>9. Signing of cheques by authorised signatories as set out in the Financial Regulations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Authorisation of expenditure, where permitted by the Standing Orders and Financial Regulations.</li> <li>2. Consideration and approval of periodic reports on the Association's financial performance against budget.</li> <li>3. Approval of financial policies.</li> <li>4. Authorisation of expenditure, where required by the Financial Regulations or Standing Orders.</li> <li>5. Approval of quarterly Management Accounts.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interpretation and implementation of the financial policies, plans and strategies approved by the Management Committee and relevant sub-committees.</li> <li>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.</li> <li>3. Authorisation of expenditure in excess of the Association's approved budget, in emergency situations.</li> <li>4. Authorisation of expenditure and the making of payments, in accordance with the standing orders and financial regulations/procedures.</li> <li>5. The collection, security, banking and recording of all income received by the Association.</li> </ol>

### 3. Financial Management (Cont'd)

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<p>10. Approval of write-offs of unrecoverable debts.</p>		<p>7. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with the Association's financial regulations.</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

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Approval of the Association’s Risk Management Strategy.</li> <li>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.</li> <li>3. Monitor and review of the Association’s Risk Management Strategy and Risk Register on a quarterly basis.</li> <li>4. Receipt of the external auditor’s Management Letter and approval of the Association’s formal response.</li> <li>5. Receipt and approval of a report from the sub-committee on the annual outcome of the internal audit process.</li> <li>6. Approval of Internal Auditor responses.</li> <li>7. Responsible for the development and regular monitoring of Corporate Risk.</li> </ol>	<ol style="list-style-type: none"> <li>1. Responsibility of Management Committee on quarterly basis as per Governance Review.</li> <li>2. Appointment of the Association’s external and internal auditors.</li> <li>3. Issue of external auditor’s Letter of Engagement and approval of proposed programme/approach.</li> <li>4. Approval of internal audit needs assessment and programme of internal audit.</li> <li>5. Review external/internal auditor recommendations and the external auditor’s Management Letter, make recommendations to the Management Committee regarding the response to that Letter, and monitor implementation of agreed recommendations.</li> <li>6. Keep under review the effectiveness of internal control systems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of the Association’s Risk Management Strategy and procedures.</li> <li>2. Routine liaison with the external and internal auditor.</li> <li>3. Implementation of auditors’ recommendations and submission of reports to the Management Committee.</li> </ol>

**4. RISK MANAGEMENT (Cont'd)**

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team	
	<ul style="list-style-type: none"> <li>7. Monitor the effectiveness of external and internal audit services.</li> <li>8. Instruct investigations into any irregularities or failures in the Association's management and control systems.</li> <li>9. Approval of procurement/renewal of the Association's insurance cover and policies.</li> </ul>		

## 5. STAFFING, EMPLOYMENT AND HEALTH AND SAFETY

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Appointment of the Association's Director and Management Team members.</li> <li>2. Hearing of appeals on staffing/employment matters as required by the Conditions of Service.</li> <li>3. Make arrangements for annual performance appraisal of the Association's Director.</li> <li>4. Approve the Association's policies and action plans for committee member development and training.</li> <li>5. Approve any proposed permanent increases or reductions in staffing.</li> <li>6. Approve the Association's Conditions of Service and pay structure.</li> <li>7. Approve regrading of staff within management team.</li> <li>8. Responsible for severance payments and entering into settlement agreements, having taken appropriate legal advice. These are notifiable events.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommendation of any proposed permanent increases or reductions in staffing.</li> <li>2. Recommendation of the Association's conditions of service and pay structure.</li> <li>3. Approve regrading of staff below management team level.</li> <li>4. Approval of Health and Safety Policy and monitoring of compliance with the Association's obligations.</li> <li>5. Monitoring of the Association's compliance with equalities legislation on staffing/employment matters.</li> <li>6. Form a staffing committee, when required, to consider grievance or disciplinary cases needing committee involvement.</li> <li>7. Selection of staff (other than the Association's Director and Management Team members), including arrangements for interview panels and for promotions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Employment of temporary staff (provided costs are within the approved staffing budget).</li> <li>2. Advertising job vacancies (established and temporary posts).</li> <li>3. Recruitment and selection of staff (other than the Association's Director and Management Team members), including promotions and temporary posts.</li> <li>4. Recruitment of temporary posts below the level of Management Team where costs will sit within the overall staffing budget.</li> <li>5. Issuing of employment contracts.</li> <li>6. All operational human resources management issues which fall within the conditions of service and the Association's established policies.</li> <li>7. Payroll and pensions administration and payment of staff expenses.</li> <li>8. Grievances and disciplinary action (excluding matters relating to the Director and individual cases requiring committee involvement).</li> </ol>

**5. STAFFING, EMPLOYMENT AND HEALTH AND SAFETY (Cont'd)**

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
		9. Operational management of the Association's responsibilities as an employer in relation to health and safety management.

## 6. HOUSING SERVICES

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Approval of annual rent increases.</li> <li>2. Approval of the granting of tenancies or other tenancy-related matters which are Special Exceptions in order to comply with SHR's Regulatory Standard 5.4 and Good Practice Guidance.</li> <li>3. Scrutiny of performance across all areas of activity of the Association.</li> <li>4. Hearing of appeals and complaints submitted by all service users.</li> <li>5. Approval of Housing Management Service Policies.</li> <li>6. Approval of the overall terms of the Association's tenancy agreement and other agreements to occupy its properties.</li> <li>7. Approval of enforcement of decree for eviction.</li> <li>8. Approval of the Association's Policy in promoting equality in service delivery.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommendation of annual increases to service charges and management charges.</li> <li>2. Recommendation of housing management service policies.</li> <li>3. Scrutiny of performance, service quality and tenant satisfaction on behalf of the Management Committee.</li> <li>4. Approval and monitoring of strategies for service development and improvement (including those elements of the Business Plan that relate to housing management services).</li> <li>5. Recommendation of the overall terms of the Association's tenancy agreement and other agreements to occupy its properties.</li> <li>6. Approval to enter into management agreements or leases with third parties relating to housing properties.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interpretation and implementation of the policies and service plans approved by Committee.</li> <li>2. Management of empty properties.</li> <li>3. The allocation of properties, unless Committee approval is required in order to comply with SHR's Regulatory Standard 5.4 and Good Practice Guidance.</li> <li>4. The provision of accommodation for homeless persons, under Section 5 of the Housing (Scotland) Act 2001.</li> <li>5. The granting of Scottish Secure Tenancies, Short Scottish Secure Tenancies and any other forms of occupancy agreement approved by Committee.</li> <li>6. All matters relating to the management of tenancies.</li> <li>7. The provision of tenancy support services.</li> <li>8. The management of leases and management agreements with third parties.</li> </ol>

## 6. HOUSING SERVICES (Cont'd)

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
	<p>7. Approval and monitoring of the Association's strategies for resident information, involvement, consultation and participation.</p> <p>8. Monitoring of the Association's policies and action plans for promoting equality in service delivery, and scrutiny of results achieved.</p>	<p>9. Making all statutory payments to tenants and any discretionary payments within the terms of the Committee's policies.</p> <p>10. All matters relating to the collection of rents, service charges and factoring charges, including arrears recovery, and decisions to seek eviction, subject to prior Committee approval of the annual rent increase.</p> <p>11. Enforcement of decrees for eviction once approved by Management Committee.</p> <p>12. Implementation of the Tenant Participation Strategy.</p> <p>13. 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 Housing Services Sub-Committee.</p>

**6. HOUSING SERVICES (Cont'd)**

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
		<p>14. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Management Committee.</p> <p>15. Assessment of tenant complaints and appeals, including the preparation of reports where complaints and appeals are referred for consideration by the Management Committee.</p>

## 7. REPAIRS AND MAINTENANCE SERVICES

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Approval of the Association's annual budget for repairs and planned maintenance works.</li> <li>2. Approval of the Association's overall asset management strategy.</li> <li>3. Settlement of any contractual claims.</li> <li>4. Approval of repairs and maintenance service policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommendations of repairs and maintenance service policies.</li> <li>2. Approval of contract expenditure in excess of the contract sum, where such expenditure falls within the terms of the original contract and is therefore legally binding.</li> <li>3. Scrutiny of expenditure, performance, service quality and tenant satisfaction on behalf of the Management Committee.</li> <li>4. Approval and monitoring of strategies for service improvement (including those elements of the Internal Management Plan that relate to repairs and maintenance services).</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>1. Adding contractors to the Association's approved list on a trial basis pending full acceptance onto approved list.</li> <li>2. Preparation of reports and recommendations on additions to or removal from approved list of contractors.</li> <li>3. 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 Housing Services Sub-committee).</li> </ol>

## 7. REPAIRS AND MAINTENANCE SERVICES (Cont'd)

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
	<ul style="list-style-type: none"> <li>6. Approval and monitoring of the Association's Scottish Housing Quality Standard Delivery Plan and any revisions.</li> <li>7. Consider and recommend for Management Committee approval the Association's overall asset management strategy.</li> <li>8. Approval of procurement strategy for planned maintenance contracts.</li> <li>9. Approval of procurement/selection methods for individual contracts or appointments, if non-competitive methods are proposed.</li> <li>10. Recommendation of contract acceptance for works contracts appointments in excess of £10,000.</li> <li>11. Approval of contract acceptance for consultant appointments in excess of £5,000.</li> </ul>	<ul style="list-style-type: none"> <li>5. Implementation of gas servicing programme and all related matters, keeping the Housing Services Sub-Committee informed of any failure to meet the Association's legal obligations.</li> <li>7. Instructing all works for which the Association is responsible under the tenancy agreement, including those of an emergency nature.</li> <li>8. Tenant recharges for the cost of repairs.</li> <li>9. Quality management and inspections.</li> <li>10. Preparation and issue of all information and publicity materials regarding service standards and performance.</li> <li>11. Statutory and discretionary payments to tenants, within the policies approved by the Housing Services Sub-Committee.</li> </ul>

## 7. REPAIRS AND MAINTENANCE SERVICES (Cont'd)

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team	
	<p>12. Approval of applications from contractors to join the Association's approved standing list, and annual reviews of the approved contractors' list.</p> <p>13. Removal of contractors from approved list following reports from staff.</p> <p>14. Recommendations of tender acceptances for contracts valued in excess of £10,000.</p>	<p>12.</p> <p>13.</p> <p>14.</p>	<p>Approval/refusal of tenant requests to carry out alterations and improvements.</p> <p>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 informed of any failure to meet the Association's legal obligations.</p> <p>Assessment of tenant/service user complaints and appeals, including the preparation of reports where complaints and appeals are referred for Committee consideration.</p>

## 8. COMMUNITY DEVELOPMENT AND REGENERATION

Reserved to the Management Committee	Delegated to Sub-committees	Delegated to the Director & Management Team
<ol style="list-style-type: none"> <li>1. Approval of the Community Development and Regeneration Budgets</li> <li>2. Approval of all Community Development and Regeneration Policies.</li> <li>3. Approve the level of Tenant Reward to be paid.</li> <li>4. Approve the Education and Community Awards</li> <li>5. Approving and instigating any events involving tenants that the Association wishes to run.</li> </ol>	<ol style="list-style-type: none"> <li>1. All matters in relation to the Association's dealings with other community groups.</li> <li>2. Monitoring and implementation of community activities instigated by the Association.</li> <li>3. Agreeing any new initiatives decided by the sub-committee as long as it is within Community Development/Regeneration Budget.</li> <li>4. Monitoring the Tenants Rewards.</li> <li>5. Making small grants from the social fund to local groups and individuals.</li> <li>6. The implementation of the Education and Community Awards.</li> <li>7. Monitoring the Community Development Regeneration Budgets the Association wishes to run.</li> <li>8. Monitoring any event the Association is running.</li> <li>9. To approve any communication sent to residents ie. newsletters, publications</li> </ol>	<ol style="list-style-type: none"> <li>1. Managing Community Development and Regeneration Budgets.</li> <li>2. Co-ordinating activities with relevant groups and training providers.</li> <li>3. Setting up and managing all activities instigated by the Management Committee and the Community Development Sub-Committee.</li> <li>4. Liaison with and gathering all information from applications for small grants from social fund.</li> <li>5. Seeking out and bringing new initiatives to the Community Development Sub-Committee and the Management Committee.</li> <li>6. Overseeing and managing the Education and Community Awards.</li> <li>7. Organising any event.</li> </ol>