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| **Policy** | **Standing orders and Delegated Authorities** |
| **Date due for review** | **April 2017** |
| **Date approved by Management Committee** | **27th June 2019** |
| **Next Review Date** | **June 2022** |

**Ruchazie Housing Association**

**Standing Orders**

**Section One**

**1. Scope**

* 1. These Standing Orders describe the roles, responsibilities and powers of the governing body, sub-groups and individuals that make up the governance framework of Ruchazie Housing Association (RHA).

* 1. They take account of its Rules, relevant legislation and regulatory requirements. In the event of a conflict being identified between the terms of the Standing Orders and the Rules of RHA, the Rules shall prevail.
  2. They also provide a formal framework for the conduct of meetings, delegation of authority and reporting arrangements, so that RHA can ensure that it is well governed and operates its business in an orderly and efficient way. They apply to all meetings of the RHA management committee and any approved sub-committees.
  3. These Standing Orders were approved in June 2019, will be reviewed at least every three years, and cannot be amended without the approval of RHA’s management committee.

**Section Two**

**2. Governance Framework**

**2.1 Role of governing body**

The management committee of RHA 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 management committee will agree the terms of its remit (attached as **Appendix 1**) to ensure that it exercises good governance over the affairs of RHA, and meets legislative and regulatory requirements.

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

**2.2 Responsibilities of governing body members**

It is the responsibility of all governing body members, in exercising their role as committee members, to act in the best interests of the Association, and not to place any personal or other interests ahead of their primary duty to the organisation. They must seek to ensure that the Association acts in a manner which is in accordance with its objects, 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.

The RHA management committee has agreed a role description for its members (**Appendix 3a**). 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. Each year the management committee will assess the range of skills, knowledge, diversity and objectivity that it requires to govern effectively, and will seek to recruit any additional management committee members needed so as to fill identified gaps.

**2.3 Office Bearers**

According to its Rules, 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.

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. RHA has decided that for the time being, the office of Secretary will be held by an elected committee member.

At its first meeting following the AGM, the management committee will elect a Chair and Vice-Chair to act for the year ahead. If there is a gap 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 RHA is not interrupted.

There is no requirement to re-elect the Secretary from year to year. Where the office is held by a committee member, it will be subject to election every 3 years, at the first meeting following the AGM, or following resignation of the current Office Bearer.

The administration of the annual election of Chair will be carried out by the Secretary 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.

**2.4 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 to ensure that:

* management committee meetings are conducted effectively;
* the management committee works effectively with the senior staff;
* decisions and actions arising from meetings are implemented;
* where necessary, urgent decisions are made under delegated authority for the effective operation of RHA between meetings;
* RHA is represented appropriately at external events;
* the management committee receives external 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.

The management committee has agreed a role description for the Chair (**Appendix 3b)**, setting out the particular duties and responsibilities of the role. The Chair must agree to accept the responsibilities and act in accordance with the expectations set out therein. The Chair can only be required to resign if a majority of the remaining committee members present at a special meeting agree to this.

Whenever the Vice-Chair is required to deputise or stand in for the Chair, he/she will have the authority and responsibilities of the Chair, and should apply the requirements of the Chair’s role description. The Chair and Vice-Chair should liaise to ensure that the Vice-Chair is available to step in during known periods of absence by the Chair (e.g. planned holidays).

**2.5 Role of Secretary**

Themain duties of the Secretary are set out in Rule 59.3, and include:

* callingand attendingall general meetings of the Association, and all management committee meetings;
* keeping the minutes of all meetings of the Association and management committee, including confidential minutes;
* sending out letters, notices calling meetings and relevant documents to members before a meeting;
* preparing and sending all necessary reports to the Financial Conduct Authority (FCA) and the Scottish Housing Regulator (SHR);
* ensuring compliance with the Rules;
* keeping the Register of Members and other registers required under the Rules;
* supervision of the Association’s seal.

At the last committee meeting before the AGM the Secretary must confirm in writing to the committee that Rules 62 to 67 have been followed or, if they have not been followed, the reasons for this. The Secretary’s confirmation must be recorded in the minutes of the committee meeting.

When the role of Secretary is held by an elected committee member, the Secretary’s duties are delegated to the Director, and the Secretary is responsible for ensuring that they are carried out in an effective manner.

**2.6 Business strategy**

It is the responsibility of the RHA management committee to develop a strategic plan and set medium-term objectives for the Association, supported by financial projections, and to ensure that RHA achieves these aims and objectives. This business plan will be reviewed and updated annually.

**2.7 Policies and procedures**

It is the responsibility of the RHA management committee to determine which policies are required to underpin effective governance and financial management, the delivery of excellent services, and the achievement of its strategic objectives, and the frequency with which they are to be reviewed, and to approve those policies. A list of all policies, and their agreed review cycles, is set out in the Schedule of Policies, and a programme of updating and review will be approved by the RHA management committee each year.

It is normally the responsibility of the Director, working with the staff, to set out any necessary processes and procedures necessary to ensure the effective implementation of agreed policy.

**2.8 Code of Conduct and declarations of interest**

The RHA 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 RHA management committee, and any agreed sub-committees. Appendices to this policy set out guidance on declaring and managing personal interests, and a protocol for dealing with any breaches of the Code.

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

Any management committee (or sub-committee) member must declare any personal or other external interests on an annual and ongoing basis. It is the duty of all affected by this policy to ensure that private or personal financial or other interests never influence their consideration of Association business.

If any committee member has any conflict of interest or loyalties 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.

No two RHA management committee members, who are closely connected, can become members of the same sub-committee, or serve as office bearers at the same time.

**2.9 Entitlements, payments and benefits**

RHA’s management committee has approved a policy on Entitlements, Payments and Benefits, applicable to all governing body members, sub-committee members and staff, who 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, RHA shall act at all times with transparency, honesty and propriety.

**2.10 Confidentiality and external representation**

All governing body and staff members must respect and maintain confidentiality, and must ensure that no information about RHA 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 RHA, but must not speak in public on behalf of the Association without specific authorisation to do so.

**Section Three**

**3. Ruchazie Housing Association Meeting Arrangements**

**3.1 Governance structure**

RHA’s management committee may delegate some of its responsibilities to sub-committees, and may also establish other sub-groups to support the work of the management committee, as required. Remits should be promptly agreed for any such sub-groups or working groups, clearly specifying any authority delegated to them. Any undischarged remits will automatically lapse after 12 months unless the management committee directs otherwise.

Delegated authority can also be conferred on the staff team employed at the behest of the management committee, led by the Director, and on its office bearers.

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. It is the responsibility of the Director 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, if appropriate, other members of the staff team.

**3.2 Sub-Committees**

For the time being, the management committee has decided that it will operate without sub-committees, but will review the need for any sub-committee from year to year.

Any sub-Committees which are established will report to the RHA management committee. Their remits will be approved by the management committee and cannot be altered without its approval.

The Chair and members of any sub-committee will be appointed by the RHA management committee at its first meeting following the AGM. Sub-Committee Chairs must be full members of the management committee, and no individual committee member may be appointed as Chair of more than one sub-committee at the same time.

The Chair of the management committee cannot be appointed as Chair of any Sub-Committee.

**3.3 Meetings**

The management committee must meet at least six times in each calendar year, in accordance with Rule 48. In practice it has chosen to meet monthly. The committee will agree a schedule of all meetings in January each year for the following financial 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. Meetings will only be convened during this period 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.

**3.4 Minutes**

The Director 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. Draft minutes will be agreed with the Chair of the meeting before being distributed to members.

Responsibility for the preparation of draft minutes of any approved sub-committee will lie with the agreed staff 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 7 days prior to the next meeting. Where they have been previously circulated, they will be treated as read. Where they have not been previously circulated, members shall be given time to read them before being asked to approve them.

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 any sub-committee meeting will be made available to the next following meeting of the RHA management committee, provided the sub-committee meeting takes place more than 10 days prior to the date of the next scheduled management committee meeting.

**3.5 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 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.

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 Director will liaise over the preparation of the agenda for meetings of the management committee, and any sub-committee Chair with the relevant staff member for meetings of sub-committees.

Members of the management committee and any sub-committee 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.

**3.6 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 RHA’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.

**3.7 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.

**3.8 Length of meetings**

Meetings will not last for more than two-and-a-half 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-and-a-half 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.

**3.9 Staff attendance**

The Director will attend all meetings of the management committee to advise committee members on the matters under discussion. Other staff members may also attend, where there is an appropriate reason to do so. Staff members (including the Director) cannot vote on any matter being considered by the committee and may be asked to leave by the Chair during confidential discussions.

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

**3.10 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.

**3.11 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 unanimously, 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. A motion which contradicts a previous committee decision shall not be competent within 6 months from the date of that decision unless it receives the support of at least two-thirds of members present. 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.

**3.12 Openness and confidentiality**

RHA is open about the way it conducts its affairs, and positive about how it responds to requests for information, including ensuring compliance with Freedom of Information Act requirements. In line with this approach, minutes of the meetings of the management committee will be available to the public, via the website, 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 RHA policies. The Director will consult 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 Director to ensure that for all confidential items considered by the management committee there is a clear audit trail of reports, 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.

**3.13 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 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, the Finance Officer or most senior staff member 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 £10,000), or unbudgeted expenditure; or actions judged to be high risk.
* Matters to be decided by Chair’s Action will be set out in writing by the Director or relevant staff member, 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, whether by Chair’s Action or by written committee approval, will be referred to the next following management committee meeting for noting and recording in the minutes.

**3.14 Emergencies**

RHA has approved a Disaster Recovery Policy and 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 RHA’s responsibilities to service users or partners. All such decisions and actions must be reported to the management committee at the earliest opportunity.

**3.15 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.

**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 any sub-committees which are subsequently established will be set out in sub-committee remits (to be found at Appendix 2, if required) 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 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 RHA’s Financial Procedures.

4.2 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 RHA’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 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.

**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 and the Secretary - have delegated authority to:

* represent RHA on official business
* implement RHA’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 RHA conferred on the Chair may also be exercised by the Vice-Chair in the Chair’s absence.

4.6 **Director and other staff**

The Director, in consultation with other staff where appropriate, 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

The Director 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. RHA Financial Regulations**

5.1 Management committee and staff responsibilities with respect to the financial management of RHA’s affairs are set out in the approved Financial Regulations.

5.2 RHA’s Financial Year runs from 1 April – 31 March.

5.3 The Finance Officer is responsible for the preparation of a draft budget for consideration by the management committee. Overall responsibility for compliance with the agreed budget, and delivery of its requirements, rests with the Director.

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 RHA’s financial procedures. These procedures are the responsibility of the Finance Officer, 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 Housing and Corporate Services Officer will assume the same levels of authorisation and cheque signing / payment delegated authority as the Director.

**APPENDIX 1**

**Management Committee Remit**

**1. Role of the management committee**

1.1 The management committee of Ruchazie Housing Association (RHA) 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 RHA
* Ensuring that RHA achieves its aims and objectives, and good outcomes for its tenants and other service users
* Ensuring that RHA 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 RHA’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 shareholding member of RHA, and be elected at an AGM of the Association.

2.3 In the event that the maximum number of committee members is not appointed following any AGM, the management committee may co-opt additional persons to fill any vacancies, subject to the total number of any 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 normally exceed 3 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 and Vice-Chair 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**

* 1. **Purpose and values:**

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

The management committee will:

* Develop and keep under review RHA’s vision, statement of purpose, 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. Any new management committee must sign the Code of Conduct to confirm their acceptance and intention to comply with its requirements before taking up their position, and annually thereafter.
* Ensure that RHA conducts its affairs honestly and with integrity and that the principles of equality and diversity are promoted.
  1. **Strategic development and operational planning**

The management committee will:

* Develop, agree and oversee the implementation of RHA’s strategic plans, including the business plan and annual operational plans.
* Ensure that RHA contributes to and influences the development of relevant strategies and policies developed by other bodies which may impact on RHA’s aims and objectives.
* Contribute to and oversee the development of effective links between RHA and other bodies to assist in achieving the Association’s aims and objectives.
* Approve any formal partnerships or alliances between RHA and another body.
  1. **Policy development**

The management committee is responsible for approving, monitoring and keeping under review a suitable range of policies required to achieve RHA’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 RHA’s aims and objectives. It will ensure that policy development, implementation and review are informed by the views of tenants, service users and other stakeholders where appropriate and by recognised good practice advice.

**3.4 Resources**

The management committee is responsible for:

* Ensuring that RHA 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 RHA’s name.
* Ensure the availability of adequate finance, both grants and loans, on appropriate terms to support the delivery of RHA’s objectives.
* Agree the annual rents and service charges for RHA properties and services, after appropriate consultation with tenants and service users.
* Agree an appropriate staff structure to enable the aims and objectives of the Association to be achieved.
* Undertake all the functions associated with RHA’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 RHA’s agreed systems and procedures. If required, it will take disciplinary action against the Director.
  1. **Service delivery**

The management committee is responsible for all aspects of RHA’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.
  1. **Risk assessment and management**

The management committee is responsible for:

* Identifying and assessing risks associated with RHA’s activities and for overseeing a framework for the effective management of these risks. It will monitor the implementation of its risk management policy and practice on a regular basis.
  1. **Compliance, control and accountability**

The management committee is responsible for:

* Ensuring that RHA 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, including ensuring that comparative reviews of performance are carried out with its peers and other relevant organisations.
* 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 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 internal audit arrangements are kept under review so that they remain appropriate to RHA.
* 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 RHA’s activities.
* Approve any legal action to be pursued by RHA, 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 safeguards its assets and is not put at risk. It will monitor the implementation of these systems by receiving reports from staff, and by internal audit.
* Monitor the Association’s income and expenditure against budget on a regular basis. It will ensure, through monitoring, that expenditure is controlled, income targets are met, and value for money achieved. It will agree action to address short term cash flow difficulties.
  1. **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 the committee and the Director, and other members of the staff team.
  1. **Support and Evaluation**

The management committee is responsible for:

* Ensuring that its own effectiveness, both collectively and individually, is regularly evaluated, normally once a year.
* Ensuring that committee members and staff are adequately trained and supported to fulfil their roles and responsibilities.

The management committee will ensure that:

* An annual review of committee member skills, knowledge, diversity and objectivity required by RHA to fulfil its activities and functions effectively, including those relating to governance, is carried out.
* 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 RHA 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. The approved version should be signed the Chair.

**6. Attendance and servicing**

6.1 The Director will normally attend management committee meetings, along with other staff with a role to play at the meeting. 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 minute-taking protocol.

**7. Review**

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

7.2 It will be reviewed not later than June 2022.

**APPENDIX 3a**

**Governing Body Member: Role Description**

### **1. Introduction**

*“The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.”*  Standards of Governance and Financial Management for RSLs, Standard 1

1.1 This role description has been prepared to set out the responsibilities that are associated with being a management committee member of Ruchazie Housing Association (RHA). It should be read in conjunction with RHA’s Rules and Standing Orders.

1.2 RHA 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 Scottish Housing Regulator’s (SHR’s) Standards of Governance and Financial Management for RSLs, and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).

1.3 RHA encourages people who are interested in the Association’s work to consider seeking election as a committee member and is committed to ensuring broad representation from the communities that it serves. Management committee members do not require ‘qualifications’ but we will seek to appoint people with relevant skills and experience to add to or expand the existing range of skills and experience available to ensure that the committee 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.

1.4 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**

2.1 As a management committee member your primary responsibilities are, with the other members of the committee, to

* Lead and direct RHA’s work
* Promote and uphold RHA’s values
* Set and monitor standards for service delivery and performance
* Control RHA’s affairs and ensure compliance with its legal and regulatory requirements, and its own constitution and approved policies

2.2 The management committee operates under the leadership and guidance of the Chair, and works in partnership with the Director. Responsibility for the operational implementation of RHA’s strategies and policies is delegated to the Director.

**3. Key Expectations**

3.1 RHA has agreed a Code of Conduct for Governing Body Members which every committee member is required to sign when they are appointed (and cannot take up their duties as a committee member until they have done so), and on an annual basis thereafter.

3.2 Each committee member must accept and share collective responsibility for the decisions properly taken by the management committee. Each committee member is expected to contribute actively and constructively to the work of RHA. All members are equally responsible in law for the decisions made.

3.3 Each committee member must always act only in the best interests of RHA and its customers, and not on behalf of any interest group, constituency or other organisation. 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 RHA’s values, strategic aims and performance standards
* To monitor RHA’s performance
* To ensure that RHA 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 RHA is adequately resourced to achieve its objectives and meet its obligations
* To act, along with the other members of the governing body, as the employer of RHA’s staff

**5. Duties**

* Act at all times in the best interests of RHA
* Accept collective responsibility for decisions, policies and strategies
* Attend and be well prepared for meetings of the management committee and any sub-committees to which you may be appointed
* 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 RHA’s governance and of your individual contribution to RHA’s governance
* Maintain and develop your personal knowledge of relevant issues and the wider housing sector
* Represent RHA positively and effectively at all times, 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 committee and staff
* Be aware of and comply with our policy on Entitlements, Payments and Benefits
* Register any relevant interests as soon as they arise and comply with RHA’s policy on managing conflicts of interest

**6. Commitment**

6.1 An estimate of the annual time commitment that is expected from committee members is:

|  |  |
| --- | --- |
| Activity | Time  (hours) |
| Attendance at up to 10 regular meetings of the Governing Body | 2.5 hours per meeting |
| Reading and preparation for meetings of the committee and any sub-committees | 2 hours per meeting |
| Attendance at annual planning and review events (including individual review meeting) | ½ to 1 day |
| Attendance at internal briefing and training events | Ad hoc (evenings and  “Away Days”) |
| External Training and conference attendance (may include overnight stay or weekend) | Ad hoc |

7. **What RHA Offers Management Committee Members**

7.1 All committee members are volunteers and receive no payment for their contribution. RHA has policies which prevent you or someone close to you from benefiting personally from your involvement with RHA, although these policies also seek to ensure that you are not unfairly disadvantaged by your involvement with RHA. Out of pocket expenses associated with your role as a committee member are fully met and promptly reimbursed.

7.2 In return for your commitment, RHA offers:

* A welcome and introduction when you first join the management committee
* A mentor from the management committee and a named staff contact for the first six months, with ongoing support
* Clear guidance, information and advice on your responsibilities and on RHA’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**

8.1 This role description was approved by the management committee in June 2019, and will be reviewed at least every 3 years. It will be used as part of the annual review of the effectiveness of your contribution to our governance.

**Role of Management Committee Chair**

**1. Introduction**

1.1 This role description sets out the particular duties and responsibilities that attach to the Chair of RHA. The responsibilities described here are additional to those set out in the Governing Body Members’ role description (see Appendix 3a). They are consistent with, and should also be considered alongside RHA’s Rules and Standing Orders.

1.2 This role description will be used to support the annual review of management committee effectiveness. It will be used to appoint the Chair after each AGM. Committee members who wish to be considered for this office will be invited to say how, if elected, they will carry out the duties that are set out here before the election takes place.

1.3 In the event that the Chair is absent or otherwise unable to fulfil these responsibilities, the Vice-Chair will carry out the duties of the Chair.

1.4 As set out in the Standing Orders, the Chair of RHA may not also serve as the Chair of any sub-committee.

1.5 An overview of the Role of the Chair is outlined in Rule 59.5 of RHA’s Rules.

1.6 The Chair will be elected by the management committee each year at the first committee meeting following the AGM. Whilst the Chair of RHA can be re-elected, in accordance with Rule 59.10 of RHA’s Rules, they cannot serve a continuous term of more than five years. There is no expectation that the Chair must serve the full five-year maximum term.

**2. Key Responsibilities**

2.1 The Chair must act, and be seen to act, at all times on behalf of the management committee. The Chair’s key responsibilities are:

* To lead the management committeeconstructively, provide direction and manage meetings effectively
* To develop and maintain a constructive and positive working relationship with the Director and senior staff
* To uphold RHA’s Code of Conduct and promote good governance
* To ensure that RHA’s business is conducted effectively between meetings and that emergency decisions are taken appropriately when required

**3. Leadership and Direction**

3.1 The Chair is expected to:

* Represent RHA positively and effectively
* Set the style and tone of committeemeetings to ensure effective and participative decision making
* Promote and uphold the Code of Conduct for RHA’s management committee
* Ensure that the necessary arrangements are in place to enable RHA to honour its obligations, achieve its objectives and meet agreed targets
* Demonstrate and support the principles of good governance at all times
* Ensure that the Committee has access to the range of skills, knowledge and experience necessary for the achievement of RHA’s aims and objectives and for the fulfilment of the Committee’s responsibilities
* Ensure that the Committee has access to the necessary advice, information and support to fulfil its responsibilities and that, where appropriate, external and/or specialist advice is sought
* Provide support to new and experienced Committee members by promoting access to relevant induction, training and development opportunities

**4. Working with the Director**

4.1 The Chair should:

* Establish a constructive relationship with the Director and ensure that their respective roles of leading and managing are recognised and promoted effectively.
* Ensure that the conduct of RHA’s business continues effectively between meetings of the management committee and act under delegated or emergency authority when necessary
* In the event of a vacancy, ensure that effective arrangements are implemented for the recruitment and appointment of a Director, in accordance with RHA’s agreed recruitment practices
* Carry out the Director’s annual appraisal in accordance with the requirements of the Protocol for the appraisal, management and support of the Director, and report back to the management committee
* Ensure that appropriate arrangements are in place and implemented effectively for the support and remuneration of the Director
* In the event that it is necessary, be responsible for dealing with a grievance or disciplinary action in respect of the Director, in accordance with RHA’s agreed procedures

**5. Promoting Good Governance**

5.1 The Chair is required to:

* Promote and demonstrate the highest standards of ethical conduct and integrity
* Initiate any investigation under the terms of RHA’s Code of Conduct
* Chair all general meetings of RHA in accordance with the Rules
* Chair all management committee meetings of RHA, in accordance with the Rules and Standing Orders
* Ensure that all Committee members have access to appropriate information and have an opportunity to contribute to discussion and give proper consideration to all matters requiring their attention
* Manage meetings effectively to ensure that there is sufficient time for the consideration of all relevant issues; for performance to be monitored effectively and for risk to be assessed realistically
* Ensure that all delegated authorities are monitored and reporting arrangements are implemented effectively

**6. Conduct of HA’s Business**

6.1 The Chair is expected to:

* Maintain awareness that RHA’s business is efficiently and accountably conducted between committee meetings
* Sign cheques and documents requiring the Chair’s authorisation, in accordance with RHA’s Financial Regulations and Standing Orders
* Take decisions on behalf of the organisation in the event of emergencies that occur outside the regular meeting cycle and report these back to the management committee for ratification
* Ensure that the skills, knowledge and support available to the management committee are kept under periodic review

**7. Monitoring and Review**

7.1 This role description was approved by the management committee in June 2019. It will be reviewed not later than June 2022.

**Appendix 4**

**SCHEME OF DELEGATED AUTHORITY**

1. **Strategy, Policy and Performance**

**2**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee**  **Committee** | **Delegated to Sub-committees** | **Delegated to management** |
| 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. |  | 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. |

**3**

1. **Governance**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-committees** | **Delegated to management** |
| 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. 10. Approval of use of the Association’s seal. |  | 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 RHA’s Rules |

1. **Financial Management**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Audit/Risk Cttee** | **Delegated to management** |
| 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 out with 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. 10. Approval of Treasury Management Policy and Strategy. |  | 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. |

1. **Financial Management continued**

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| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-committees** | **Delegated to management** |
| 1. Approval of write-off of irrecoverable debt 2. Agreeing the opening and closure of bank or building society accounts, including details of authorised signatories 3. Approval of the Treasury Management Policy, and monitoring compliance with same. |  | 1. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with the Association’s Treasury Management Policy. 2. 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. 3. Administration of taxation payments, including those relating to VAT, PAYE and National Insurance. 4. General maintenance and control of the Association’s ledgers and books of account. |

1. **Risk Management and Audit**

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| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-Committee** | **Delegated to management** |
| 1. Approval of the Association’s Risk Management Policy, and monitoring its 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. Review the effectiveness of internal controls systems, including annual receipt and approval of a report on internal controls assurance.. 5. Formal appointment of the Association’s external and internal auditors, and annual re-appointment of external auditor, and monitoring of effectiveness of external and internal audit services. 6. Approve internal audit programme, review internal audit recommendations, agree management responses, and monitor implementation. 7. Instruct investigations into any irregularities or failures in control system |  | 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. |

**7**

**5. Staffing, Employment and Health and Safety**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-Committee** | **Delegated to management** |
| 1. Appointment and appraisal of RHA’s Director. 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, and deciding on any discretionary entitlements. 5. Consider and decide grievance, disciplinary or appeal against redundancy selection cases requiring committee involvement, and imposing any appropriate sanctions, including dismissal. |  | 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. Recruitment and selection of staff (other than the Association’s Director). 4. Issuing of employment contracts. 5. All operational human resources management issues which fall within the conditions of service and the Association’s established policies. 6. Payroll and pension’s administration and payment of staff expenses and overtime payments. 7. Grievances and disciplinary action (excluding matters relating to the Director and individual cases requiring committee involvement). |

1. **Staffing, Employment and Health and Safety continued**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-Committee** | **Delegated to management** |
|  |  | 8. Operational management of the Association’s responsibilities as an employer in relation to health and safety management. |

1. **Housing Services**

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| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to sub-committees** | **Delegated to management** |
| 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. Approval of all housing management related policies and service standards. 4. Approval and monitoring of strategies for service development and improvement. 5. Approval of the overall terms of the Association’s tenancy agreement and other occupancy agreements. 6. Approval to enter into management agreements or leases with third parties relating to housing properties. 7. Scrutiny of performance and levels of tenant satisfaction in connection with the housing service. |  | 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 management** |
| 1. Approval of any proposal for eviction of any of the Association’s tenants.      1. Approval for the writing off of tenant or former tenant arrears, and rechargeable repair costs. |  | 9. All matters relating to the collection of rents, service charges and factoring charges, arrears recovery, including issuing NOSPs, applications for court hearings to seek eviction and recommending decisions to seek eviction to management committee for approval.  10. Enforcement of decrees for eviction.   1. Implementation of the Tenant Participation Strategy. 2. All matters relating to neighbour relations and anti-social behavior, in accordance with approved policies, including initiation of ASBOs or equivalent. 3. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Management Committee. 4. The management of leases and management agreements with third parties. |

1. **Housing Services continued**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-committees** | **Delegated to management** |
| 11. Authorisation of any property sales, whether as part of asset management strategy, or under right to buy arrangements |  | 1. Assessment of tenant complaints and appeals, including the preparation of reports where complaints and appeals are referred for consideration by the Management Committee. |

1. **Maintenance**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to sub-committees** | **Delegated to management** |
| 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 EESSH delivery plans. |  | 1. Preparation of reports and recommendations on additions to or removal from approved list of consultants and contractors.  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. |

1. **Maintenance**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to sub-committees** | **Delegated to the Management Team** |
|  |  | 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.   1. Quality management and inspections. 2. Preparation and issue of all information and publicity materials regarding service standards and performance. 3. Statutory and discretionary payments to tenants, within the policies approved by the management committee. 4. Approval/refusal of tenant requests to carry out alterations/improvements, in accordance with policy. 5. Ensuring compliance with the Association’s health and safety obligations, including keeping the management committee informed of any failure to meet legal obligations. 6. Assessment of tenant/service user complaints and appeals, including the preparation of reports where complaints and appeals are referred for Committee consideration. |

1. **Development**

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Sub-committees** | **Delegated to management** |
| 1. Approval of the Association’s development strategy and Strategy and any 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. |  | 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 HAG 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** |
|  |  | 1. Submission of applications for Section 66 consent from the Scottish Housing Regulator. 2. Ensuring compliance with the Association’s health and safety obligations, including the preparation of health and safety plans and files. 3. 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. 4. Approval of additional contract expenditure or other development-related expenditure, as provided for in Financial Regulations. 5. 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. |

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

|  |  |  |
| --- | --- | --- |
| **Reserved to Management Committee** | **Delegated to Chair/Office Bearers** | **Delegated to management** |
| 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 RHA | 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) | 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 Conduct Authority 4. Making statements to the press or other public statements on behalf of RHA (Director only) 5. Preparation and issue of general, committee and sub-committee meeting notices, agendas and papers, in consultation with meeting Chair |