

CONFIDENTIAL

Shettleston Housing Association

Standing Orders

Issue 7/Nov 2021



**SHETTLESTON
HOUSING
ASSOCIATION**

Shettleston Housing Association Ltd
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Shettleston Housing Association

Standing Orders

Purpose of these Standing Orders

1. These are the Standing Orders for the Shettleston Housing Association Group i.e. the Association and its subsidiaries. The Standing Orders set out the Group's governance structures and procedures. They provide a framework for the effective management of the Group's business.
2. The Standing Orders are part of a wider governance framework which includes:
 - The Association's Rules (latest version adopted October 2021).
 - The remit of the Board of Management and other committees (**Appendix 1**)
 - The Association's Scheme of Delegated Authority (**Appendix 2**)
 - The Code of Conduct for Board Members
 - The Policy on Payments and Benefits and arrangements for declaring interests
 - The Intra Group Agreements between the Association and its subsidiary companies
 - The Memorandum and Articles of Association for the Association's subsidiary companies
 - The terms under which the remuneration of the Association's, and the Group's, Senior Officer are governed
 - The annual review process for Board Members.

(These documents all form part of the Board Members Handbook and/or can be viewed on Decision Time).
3. The Board of Management of the Association may not exercise any powers which are reserved to the Association either by these Rules or by statute.
4. Nothing in these Standing Orders (or any subsequent alteration or amendment) shall be taken to permit Board Members or staff to act in contravention of the Rules, Memorandum and Articles of Association or any statutory obligations.
5. The Association is subject to the Regulatory Standards of Governance and Financial Management as published by the Scottish Housing Regulator from time to time. The Association will strive to ensure compliance at all times with these Standards through the formulation and implementation of these Standing Orders and other parts of our governance framework.

Election and Appraisal of Board Members

6. The Association's Rules set down that Members of the Board of Management shall be elected by the Association's share-holding members or co-opted by the Board in accordance with paragraphs 37 - 42 of the Rules.
7. The Board will annually review the skills, knowledge, diversity and objectivity that it needs to be effective and through an annual appraisal process involving all Board Members will assess their contribution and effectiveness. The Board will have regard to the outcome of this process in identifying future recruitment needs and agreeing its succession, learning and development plans.
8. The way in which this assessment is carried out will be subject to regular review by the Board. It will though operate to a timetable that will complete by the end of May each year. That will ensure that there is sufficient time for the outcome to inform the promotion of Board Membership and the identification of potential new Members in the lead up to the annual deadline for nomination for election to the Board. The Association's past practice has been to hold its Annual General Meeting (AGM) in the second last week in September. On that basis the following timetable will apply:

Stage	Event	Date
1	Annual review of Board composition and effectiveness and Board consideration of outcome and agreement on future action required and Board recruitment objectives.	By end of May
2	Promotion of Board membership to members and tenants and recruitment for co-optees where applicable. To include opportunities to attend awareness/taster sessions.	June - August
3	Notice of Election and call for nominations to the Board sent to all members	At least 42 days before AGM
4.	Deadline for nominations	7 days following above
5.	Board review of nominations received (in accordance with Rule 39.6)	August Board meeting
6	Issue of Ballot Papers by independent election agent (where required)	28 days prior to AGM
7.	Formal notice of AGM	14 days prior to AGM
8.	Return of Ballot papers	7 days prior to AGM
9.	Annual General Meeting	Normally second last week in September

Role and Remit of the Board of Management

9. The Board is the Association's governing body. Its central role is to set the Association's strategic direction, policies and financial plans. It is responsible for establishing and overseeing the control and risk management framework and for overseeing the Business Plan to ensure that the Association achieves its aims and objectives. The Board's remit is provided at **Appendix 1**.

Delegation to Sub-committees

10. To ensure that the Association's business is managed efficiently, the Board will delegate some of its powers to Sub-committees, as described in the Rules and these Standing Orders.
11. The following standing Sub-committees have been established to carry out such functions as referred or delegated to them by the Board:
 - Housing and Community Services Committee
 - Property Services Committee
 - Audit and Corporate Committee
12. The remit of each Sub-committee shall be agreed by the Board. Sub-committee remits shall be reviewed as decided by the Board. The Sub-committee remits are provided at **Appendix 1**.
13. The Board may also appoint special Sub-committees or short-life working groups to carry out such functions as may be referred or delegated to them.

Board and Sub-committee Membership

Board of Management

14. Members of the Board will be elected or co-opted in accordance with the arrangements described in the Association's Rules.
15. If an elected Committee Member leaves the Board, a casual vacancy will be created. The Association's general policy will be to leave casual vacancies unfilled, unless filling the vacancy is essential for the overall operation of the Board.
16. If a Board Member requires a leave of absence for personal or other reasons, this must be approved by the Board and duly recorded in the Minutes. Such an absence may not extend for more than three months, at the end of which it must be reviewed by the Board. Any further extension may not exceed three months.
17. Three places on the Board are reserved for co-optees who do not have to be Association members or resident in the area. The Board will annually agree what particular skills, knowledge or other qualities it wishes to target through the recruitment of co-optees to fill these places.

18. If there are vacant places for elected Members on the Board, the Board can also decide to fill them through co-option where appropriate. The Board may seek to use co-options in this way to recruit specific skills or knowledge which are relevant to the Association's work and/or to make the Board more representative of the local community.
19. Co-optees can take part in discussions and vote at Board and Sub-Committee meetings on all matters except those which directly affect the Rules, the membership of the Association or the election of the Association's Office Bearers.

Sub-committees

20. The membership of each Sub-committee shall be decided by the Board at its first meeting following the AGM. The Board may adjust Sub-committee membership during the course of the year as necessary for the proper conduct of the Association's business.
21. Under normal circumstances there is an expectation that Members will serve on at least one of the three main Sub-committees. This expectation is subject to the personal circumstances of individual Board Members which may be taken into account by the Board over the course of the year.
22. 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. Any member of the Board who is a member of the Sub-Committee can be elected as its Chair – including co-optees.
23. At least one of the Office Bearers will serve as a Member on each of the three sub-committees, in addition to any other committees that the Board agrees.

Delegation to the Chief Executive and other Members of Staff

24. As a matter of policy, the Association has decided that no member of staff may be a member of the SHA Board. This is reflected in the Association's Rules.
25. The role of the Association's Chief Executive Officer, supported by the other members of the Executive Team of senior officers, is to act as the Board's principal adviser, and to be responsible and accountable to the Board for the effective implementation by the staff team of the Board's decisions and policies.
26. The Scheme of Delegated Authority and the Board and Committee Remits that form part of these Standing Orders set out the levels of authority and responsibility that apply to the:
 - Board of Management
 - Sub-committees
 - Management Team
27. Subject to these reservations and restrictions, the Chief Executive is authorised and empowered to manage the Association and to direct its operations. The Chief Executive is responsible and accountable to the Board for the work of the Association's staff team.

Board Meetings

Frequency of Meetings

28. The Board will agree, and keep under review, a Meeting Calendar for the year ahead. The frequency and timing of Board and sub-committee meetings will be determined by the anticipated volume of business to be dealt with in that period. The Calendar will be agreed at the first meeting following the AGM and then subject to review when the Business Plan Delivery Plan is being agreed in the Spring.
29. The Board itself will normally meet at least ten times per annum. The Association's Sub-committees will meet at least quarterly and more often as required.
30. Other Sub-committees, or short-life working groups, of the Association which may be established from time to time in accordance with the Rules and these Standing Orders, will meet in accordance with their remit and delegated authority.
31. Meetings of the Board and standing sub-committees will normally be held on Tuesday evenings, starting at 6pm. Meetings will normally be held in the Association's office but will be held fully through video-conferencing (e.g. Zoom) when necessary. "Hybrid" or "blended" meetings which allow for Members to participate either in person at the meeting or through video-conferencing will also be used where this is felt to be effective.
32. There will be a summer recess that will generally correspond with the school summer holidays.
33. There will be a winter recess generally covering the period extending from roughly two weeks before Christmas until mid-January.
34. Special Meetings of the Board may be convened in accordance with Rule 56.

Notice of Meetings/Agendas

35. The Secretary will normally give written notice of all standard meetings where agreed by the Board on an annual basis at the outset of the Board year.
36. Meetings in addition to the normal schedule, or where the programme of meetings has not been set down, will require seven days' notice to Committee Members.
37. The Agendas and reports will normally be issued no less than seven days prior to any meeting. The Association will generally issue papers in electronic format through the Decision Time system. While every effort will be made to ensure that reports are circulated within these timescales, late circulation of a report will not prevent the agenda item being discussed, if a majority of the Board or Sub-committee Members present agree to this.
38. No business, other than on the Agenda, will be considered without the consent of two-thirds of those present.

39. Items for discussion/motions should be intimated to the Chief Executive or Secretary, seven days prior to the meeting.
40. The Chief Executive will meet with the Chair and where possible the other Office Bearers in advance of the issue of Board papers to agree the agenda for the next meeting and the draft minute of the last one. A similar meeting will be held between the relevant senior staff member and the Chair of each Sub-Committee.

Sub-committees

41. All of procedures set down at 35 - 39 above shall apply to the meetings of all Sub committees.

Attendance by Staff Members

42. Staff will attend Board meetings or submit written reports as required by the Board, Chair, Secretary or Chief Executive. The Chief Executive will normally be in attendance.
43. Executive Team members will normally attend the relevant Sub-committee along with other staff as deemed appropriate by the relevant Executive Team member and/or Chief Executive.

Admission of Members of the Public to Meetings

44. Members of the public will not be admitted to Board or Sub-committee meetings.

Proceedings at Board and Sub-committee meetings

Quorum Requirements

45. For Board meetings, four Members (excluding co-optees) will form a quorum. Where a meeting becomes inquorate after the start, the meeting shall be adjourned.
46. The quorum for all Sub-committees shall be three Members (excluding co-optees). Where the meeting becomes inquorate after the start, the meeting will be adjourned.

Voting and Decisions

47. Where a motion is proposed and seconded by two Board Members present at a meeting, and where another Board Member indicates a direct negative, the matter shall be decided by vote of those Board Members present.
48. Voting shall be by a show of hands, unless otherwise directed by the Chair.
49. The number of votes cast for and against the motion or amendment shall be recorded in the minute as shall the number of abstentions.
50. In the event of a tie, the Chair will have a casting vote, in addition to his/her own vote.
51. Resolutions duly moved and seconded that do not attract a direct negative shall be deemed passed without dissent.

52. Decisions made by the Board will stand on record for at least six months and will not be discussed, questioned or put to a second vote within that period unless there are exceptional circumstances and only then with the consent of two-thirds of those present.

Adjournment

53. The Board may adjourn meetings. A motion for adjournment, which will follow the procedure set down above, will take precedence over all other motions.
54. When an adjourned meeting is resumed, proceedings will commence at the point at which they were broken off at the adjournment.
55. The time of a reconvened meeting may be agreed as part of the adjournment motion, failing which it shall be decided by the Secretary.

Time Management of Meetings

56. The decision of the Chair, Vice Chair or other person presiding at a meeting, on length of speeches, debate and closure of debate, is final. The Chair, Vice Chair or other person presiding at a meeting will seek to ensure that all Board Members are given adequate opportunity to debate all items on the agenda.
57. All Board or Sub-committee meetings should not normally exceed two hours.
58. A meeting may be extended by a motion for suspension of Standing Orders supported by two thirds of those present. Any extension shall be for a maximum of 30 minutes.

Any other Competent Business

59. Any other competent business should be intimated to the Chair prior to the start of the meeting, if possible giving 24 hours' notice.
60. The Chair will rule on whether the business is competent for discussion and/or decision at the meeting. The Chair will report this decision to the meeting concerned. It will be open to the meeting, on the basis of a majority decision, to reverse this decision or allow immediate discussion and/or decision. Other business will be referred to a future meeting or delegated to the appropriate Sub- committee or staff member.

Confidential and commercially sensitive items

61. Where Board business is of a confidential or commercially sensitive nature, the business may be conducted in closed session and a separate confidential minute will be produced where necessary. Staff members other than the Chief Executive and/or his substitute will normally leave the meeting during any confidential items. If the agenda item directly concerns the Chief Executive and/or it would be inappropriate for him/her to be present, the Chief Executive will also withdraw from the meeting.

Conduct of Members at Board and sub-Committee Meetings

62. Board Members must observe the Code of Conduct when attending meetings. In particular, all Members must:
- Conduct themselves in a courteous and business-like manner.
 - Show respect for the authority of the Chairperson of a meeting.
 - Show respect and consideration towards other Board Members, the Association's staff, and anyone else attending a meeting.
63. During meetings, the Chairperson of the meeting is responsible for determining if a Board Member, or a number of Board Members, is acting in a way contrary to the Association's code of conduct for Board Members. The Chairperson, at his/her discretion, or in response to a request from another Board Member can censure a Board Member, or Members, on account of his/her/their behaviour at the meeting and request that the inappropriate behaviour ceases.
64. In the event of a failure to comply with such a request, or where the breach of the code of conduct, in the opinion of the Chairperson, is sufficiently serious, the Chairperson at his/her discretion, or in response to a request from another Board Member, can propose a resolution to the Board that the Member or Members in question be excluded from the remainder of the meeting. Such a resolution, if seconded, will be voted on immediately by the remaining Board Members who are not the subject of the resolution and shall be decided by a majority vote of such remaining Members. If the motion is carried, the Board Member or Members concerned must then leave the meeting.

Minutes of Meetings

Board of management

65. A minute of the Board meeting will be taken under the authority of the Secretary. The Secretary will normally delegate the task of preparing the minute to a member of staff.
66. A minute of the Board meeting will be prepared as a draft and submitted to its next meeting for adoption.
67. To be approved as a correct record of the meeting, the minute must be accepted by the Board 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 Association's Chair and retained as the official record of the Association.

Sub-committees

68. Minutes of Sub-committees will be taken by staff members.
69. Minutes of meetings of all Sub-committees will be prepared as draft minutes and submitted for adoption to the first meeting of the relevant Sub-committee held thereafter.

70. Sub-committee minutes may only be moved and seconded by Members who were present at that meeting.

All Meetings

71. Only Members in attendance for the full meeting may move adoption of the minute. A motion for the approval of a minute of a meeting, or any part of such a minute will be considered as an original motion. Any motion involving alteration or rejection of such a minute shall be dealt with as an amendment.

Circulation of Minutes

72. All minutes shall take the form of 'draft minutes' until they have been passed by the Board or relevant Committee.
73. All minutes subsequently passed by the Board or relevant Sub-Committee shall be recorded as such and shall form the official record of the Association.
74. A draft Minute of the Sub-Committee meeting will be reported for information to the meeting of the Board immediately following the Sub-Committee meeting in question. The Minute shall not be considered as the official record of the Association however until it has been formally adopted at the next meeting of the Sub-Committee.
75. In the event of there being any items of business discussed which are confidential or commercially sensitive, a confidential and a non-confidential version of the Minute will be separately produced where necessary. Both sets of draft Minutes will be subject to the usual approval process. The confidential version of the Minute will only be available to Board Members, and to any members of staff who need to have access to them.

Publication of Minutes

76. The non-confidential minutes of Board and Sub-Committee meetings will be published on the Association's website following their adoption and shall be available to all members of the public.

Office Bearers

77. The Association shall have three office bearers elected from the Board.
- Chairperson
 - Vice Chairperson
 - Secretary
78. These office bearers shall be elected by the Board at the first meeting after the Annual General Meeting. Only elected Members (and not co-optees) can be elected as Office Bearers.

Remit of Chairperson

79. The Chairperson is elected by the Board from among its membership after each AGM to serve until the next AGM in terms of Rules 59.5 and 59.6. The Rules set down the role of the Chair and the Association has also adopted a *Role Description of the Chairperson* policy. What is set out below should be read alongside those documents.
80. The role of the Chairperson is to uphold the Rules of the Association, to chair meetings of the Association, to defend the right of the Members, to act as the main spokesperson and representative of the Association and to sign official documents.
81. The Chairperson has a major role in relation to the conduct of meeting of the Board.
- To preserve order and ensure each Member has a fair hearing.
 - To ensure that no Member may speak more than once on any motion until certain every Member has had an opportunity to speak.
 - To impose a time limit on any business.
 - To determine the order in which Members may speak.
 - To rule on any point of order unless challenged by at least three Members and the challenge is endorsed by a vote of two thirds of those Members present.
 - To ensure that proceedings operate within the standing orders.
 - To ensure that time is spent on items of significance rather than on managerial minutiae.
 - To allow or otherwise the discussion of items not on the agenda for any particular meeting.
82. The Chairperson may speak to any particular motion. However, where challenged as set out above, he/she may be required to leave the Chair until the matter has been dealt with.
83. The Chairperson has, in addition to his/her own vote, a casting vote in the event of a tie.
84. The Chairperson can be a Member of any and every Sub-committee. The Chairperson shall not, however, be entitled to election as Chair of a Sub-committee.
85. The Chairperson has power in an emergency situation to take decisions subject to reporting to the first meeting thereafter. If in the view of the Chairperson the matter in question is of major importance to the Association, the decision shall be referred to an Emergency Committee comprising those office bearers who are available within the required timescale. Any such decision shall be reported to the first meeting thereafter for ratification.
86. The Chairperson has power in an emergency situation to interpret the delegated authority functions of a Sub-committee.

Remit of the Vice Chairperson

87. The Vice Chairperson is elected by the Board from among its membership after each AGM. The Association has also adopted a *Role Description of the Vice-Chairperson* policy. What is set out below should be read alongside those documents.
88. The general role of the Vice Chairperson is, in the absence of the Chairperson, to uphold the Rules of the Association, to chair meetings of the Association, to defend the right of the Members, to act as the main spokesperson and representative of the Association and to sign official documents.
89. The Vice Chairperson shall have the authority and responsibilities of the Chairperson in relation to the Association and specifically to the Board in all respects in the temporary absence of the Chairperson.

Remit of the Secretary

90. The Secretary shall be elected by the Management Committee at the first meeting following the AGM. The Rules set down the role of the Secretary and the Association has also adopted a *Role Description of the Secretary* policy. What is set out below should be read alongside those documents.
91. The general role of the Secretary is to ensure that the work of the Management Committee is properly conducted and to publicly represent the Association.
92. The formal duties of the Secretary are as set out in Rule 59.3. The Board has agreed, however, that some of the undernoted tasks shall be delegated to the Association's Chief Executive on behalf of the Secretary:
 - To call meetings Chief Executive
 - To prepare agendas Chief Executive
 - To keep minutes Chief Executive
 - To maintain register of Members, seal register etc Chief Executive
 - To sign documents on behalf of the Association Secretary
 - To take charge of the Seal Chief Executive
 - To issue share certificates to new Members Chief Executive
 - To ensure that statutory returns are made Chief Executive
93. The Secretary can be a Member of any and every standing Sub-committee. The Secretary shall not, however, be entitled to election as Chair of a Sub-committee.
94. The Secretary has authority in an emergency situation, where the Chairperson is unavailable, to make decisions subject to reporting to the first meeting thereafter.

Confidentiality

95. To ensure equality of treatment amongst tenants and/or residents, and to protect their confidentiality, information presented at Board and Sub-Committee meetings shall not divulge personal information (such as name, address, property reference etc) relating to an individual tenant.
96. Board Members should ensure that confidential information acquired as a result of his/her position as a Board Member:
 - Is not disclosed to anyone except those with a right to know.
 - Is not used for the personal advantage of either himself/herself or of others known to them.
97. Such use of confidential information would constitute a grave betrayal of trust and a serious breach of the Code of Conduct.

Code of Conduct

98. The Code of Conduct, as adopted by the Board of the Association.
99. The Association expects the highest standard of integrity in the management of its affairs. All Board Members are required to sign and adhere to the Association's Code of Conduct and to disclose any relevant interests in the Register of Board Members' Interests, which will be maintained by the Chief Executive.
100. All Board Members shall register any direct or indirect financial or other interest which might influence judgement or give the impression that a Member was acting for personal motives.
101. Where an interest has previously been declared and it is intended that an issue pertaining to that interest will be discussed by the Board, the Chief Executive should advise that Member prior to the meeting that there could be a conflict of interest. The Member should withdraw from the meeting while that matter is being considered.
102. Where an issue is being discussed by the Board and a Member realises there could be a conflict of interest the Member should declare that interest and withdraw from that part of the meeting.
103. The Register of Committee Members' Interests and the Payments and Benefits Register will be available for public inspection at the Association's offices.

Breaches of the Code of Conduct

104. The Code of Conduct for Board Members provides guidance about actions which are likely to represent a breach of the Code, and the possible consequences of any such action.

105. Any allegation, including anonymous allegations, made about an alleged breach of the Code by a Board Member or Members should be reported to the Chair of the Association or, where the complaint relates to the Chair, to another office-bearer. The Chair or office-bearer, in consultation with the other office-bearers, will appoint three Board Members to carry out an investigation. The investigation panel may instruct further external investigation, commission reports and receive evidence.
106. No one who has any involvement in the complaint or the circumstances surrounding it may serve on the investigation panel. The panel will be supported in the conduct of the investigation by the Senior Officer.
107. A potential breach of the Code of Conduct will be notified to the Board by the Secretary within seven working days either of occurring or of receipt of the complaint. The notice will include a report on the proposed arrangements for investigation.
108. Where the potential breach relates to the Chair or other office bearer, an independent investigation will always be carried out.
109. Any investigation of a potential breach should be notified to the individual concerned within seven days of the decision to investigate. The Board Member must be notified in writing of the nature of the complaint and the arrangements proposed for investigation.
110. The Board Member whose conduct is being investigated will not be party to any of the discussions relating to the investigation. Any Board Member who is the subject of a complaint is expected to co-operate with any investigation carried out. The Board should agree to grant leave of absence to a Member who is the subject of a complaint whilst an investigation is carried out. Rule 37.8 grants the Board discretionary power to impose a leave of absence on any Board Member that is being investigated for a potential breach of the Code of Conduct, until consideration of the potential breach is complete.
111. The Board Member or Members being the subject of the allegation will be entitled to receive notice of any investigation panel meetings at which the matter is being considered and to attend such meetings as the investigation panel deems appropriate so that they may present their views and answer any case being made against them.
112. The Board will report the findings of the investigation and the proposed action to the Member concerned within seven days of the meeting at which the report of the investigation was considered.
113. A meeting of the Board will be held to consider the report and recommendations from the investigation panel and to determine what action should be taken against any individual who is found to have been in breach of the Code.
114. Following the work of the investigation panel, if the remaining Members of the Board consider that the Code of Conduct has been breached, they will determine an appropriate course of action.

- 115.** Depending on the nature of the breach of the Code of Conduct, possible courses of action may include:
- Informal action including discussion and/or advice
 - The offer of training or other form of support
 - Formal censure
 - Removal of the Board Member from any or all Sub-committees as set down in Standing Orders.
 - Removal of the Board Member from the Board of Management.
- 116.** This final course of action can only occur in accordance with Rule 44.5 of the Association's Rules.
- 117.** Formal action as set out above will be regarded as a Notifiable Event and as such must be reported to the Scottish Housing Regulator at the commencement of any proceedings.
- 118.** All of the above shall not preclude informal censure/advice by the Chair resulting from action or behaviour at a Board meeting that, in the view of the Chair, requires such action but which falls short of formal proceedings.
- 119.** The decisions of the Board are not subject to appeal within the Association.

Emergency Business

- 120.** Any matter out-with the authority of the Association's officials, which requires urgent or immediate action but which cannot wait until the next meeting, may be referred to the Chair for decision, or in his/her absence or unavailability, the Vice Chairperson or Secretary, as set out in paragraph 86 above.
- 121.** Any such matter and the action taken shall be reported to the first meeting thereafter.
- 122.** Any question as to the interpretation of the delegated authority functions of a subcommittee will be determined in an emergency situation by the Chair or in his/her absence by the Chair of the appropriate Sub-committee.

Execution of Documents

- 123.** Deeds and other legal documents may be subscribed either:
- By the use of the Association's Seal and signature by an authorised person.
 - By signature by an authorised person and witnessing, as described in the Requirements of Writing (Scotland) Act 1995.

124. Where the Seal is used, the Board's prior approval is required under the Rules. The deed or document should be signed by the Chairperson or Secretary. If an office bearer is not available, the document may be signed by another Board Member, as provided for in the Association's Rules.
125. Where signature and witnessing is used to execute documents, the document may be signed by any Board Member, or by a member of staff who has authority to do so under the Scheme of Delegated Authority.

Revision of Standing Orders

126. The Standing Orders may only be altered or revoked by the Board if the motion for alteration or revocation is supported by two-thirds of those present, excluding co-options.
127. The Standing Orders will be reviewed by the Board at least once every three years.

Subsidiary Companies

128. The Association operates two subsidiary companies:
- Upkeep Shettleston Community Enterprises
 - East End Housing Development Company
129. It is agreed that these Standing Orders, and any variations approved by the Board, shall be the Standing Orders for all Members of the Group.
130. For each of these companies the following key documents are in place and have relevance to the governance arrangements within the Group.
- Memorandum and Articles of Association
 - Intergroup Agreements
 - Service Sharing Agreements
131. The preceding sections within these Standing Orders relating to the management of the Association's business shall be taken as also applying to the Association's subsidiary companies unless expressly excluded or amended by this section.

Role and Remit of the Boards

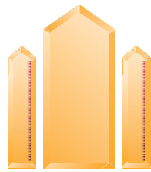
132. The subsidiary company Boards are the governing bodies for their respective companies. As the Association is the sole shareholder for the subsidiaries, the Board Members are subject to appointment by the Association's Board of Management and serve at the Board's pleasure. The remit and responsibilities of the Boards are set out in their respective Memorandum and Articles of Association.
133. As a matter of policy, the Board has decided that the subsidiary companies will not establish or operate sub committees or delegate authority to any other standing committee.

Delegation to the Chief Executive and other Members of Staff

- 134.** The Chief Executive of the Association is the Chief Executive of the overall Group. The Association's Chief Executive will act as the principal adviser to all subsidiary Boards and may serve as a Board Member of any of the subsidiary companies at the Association Board's pleasure. The Chief Executive will be responsible and accountable to the Association Board and the subsidiary Boards for the effective implementation by the staff teams of the subsidiary Boards' decisions and policies.
- 135.** The Chief Executive is authorized and empowered to manage the subsidiary companies and to direct their operations. The Chief Executive is responsible and accountable to the subsidiary Boards for the work of the subsidiary companies staff team(s). The subsidiary company Boards may delegate responsibilities to individual senior staff but such staff are subject to line management by the Association's Chief Executive, acting as the Group Chief Executive.

Board Meetings and Codes of Conduct

- 136.** The subsidiary company Boards will meet at least quarterly and more often as required. The quorum for meetings shall be as set out in each company's Memorandum and Articles. All other matters relating to the proceedings at meetings shall be as set out for the Association in these Standing Orders.
- 137.** Alleged breaches of the Code of Conduct by subsidiary Board Members shall be investigated by the respective company Board as set out in paragraphs 105 to 119 of these Standing Orders.
- 138.** Actions which are found to be in breach of the Code following investigation, as set out in these Standing Orders, shall be reported to the Association's Board of Management who may:
- Censure the Board Member
 - Remove the Member from the Board of the company
- 139.** In all matters relating to the membership of the Boards, the Board's decisions shall be final.



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Shettleston Housing Association

Remit of Board of Management and Sub-committees

Issue 7/Nov 2021



**SHETTLESTON
HOUSING
ASSOCIATION**

Shettleston Housing Association Ltd
Helen McGregor House, 65 Pettigrew Street,
GLASGOW G32 7XR Tel: 0141 763 0511

Shettleston Housing Association

Remit of the Board of Management and Sub-committees

Board of Management Core Responsibilities

Strategy and Leadership

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

Control and Compliance

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

- 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 Board’s own effectiveness, periodically, and how well Members are following the Association’s Code of Conduct.

The Board has established a sub-committee structure. The sub-committees have delegated authority to oversee key areas of activity, and take key decisions in accordance with their formal remits and the Schedule of Delegated Authority.

Notwithstanding this the Board retains the right to take a decision on any matter where delaying this until the sub-committee is able to do so would have adverse consequences.

Housing and Community Services Sub-committee

Terms of Reference

The Housing and Community Services Committee is responsible for overseeing the Association’s housing management, tenancy sustainment, advice services and “wider role”/community regeneration activities.

Role of the Sub-committee

The Sub-committee will be responsible for:

- Approving the Association’s policies and strategies for all housing management, tenancy sustainment, advice services and wider role/community regeneration activities.
- Monitoring the efficiency and effectiveness of these services, based on the Association’s performance management framework (e.g. in relation to feedback from tenants and residents, and the Association’s policies, service standards, budgets and performance targets).
- Approving the Association’s policies for factoring services and monitoring the efficiency and effectiveness of the factoring service
- Ensuring that the Association meets the duties and requirements set out in the law, the Tenant’s Charter, equal opportunities and other related good practice guidance.
- Agreeing and monitoring plans for service development and improvement.
- Monitoring the implementation of the Wider Role and community regeneration strategies approved by the Board.
- Scrutiny of proposals for individual wider role/regeneration projects, included in the Association’s overall programme.

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.

Property Services Sub-committee

Terms of Reference

The Property Services Sub-committee is responsible for overseeing the Association's role in delivering repair services, maintaining and improving the housing stock, developing new housing projects and the asset management strategy.

Role of the Sub-committee

The Sub-committee will be responsible for:

- Ensuring that the Association meets the duties and requirements set out in the law, including, equal opportunities legislation, the Tenant Charter, Regulatory Standards and related good practice guidance in relation to property management services.
- Approving the Association's policies and strategies relating to property maintenance services.
- Monitoring the efficiency and effectiveness of repair services based on the Association's performance management framework (e.g. in relation to feedback from tenants and residents, and the Association's policies, service standards, budgets and performance targets).
- Approving the Association's development strategy and programme, within the parameters set by the Association's Business Plan.
- Scrutiny of proposals for individual development projects, both for new build and major modernisation, included in the Association's overall programme.
- Monitoring the delivery of the development programme in relation to the Association's budgets, grant allocations, policies and performance targets.
- Approving the Association's Asset Management Strategy and the annual programme for planned and cyclical maintenance and for component replacement/major repairs, within the budget set by the Board.

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.

Audit and Corporate Sub-committee

Terms of Reference

The Audit and Corporate Sub-committee will act as the Association's audit committee and ensure that the Association's systems for management and internal control are effective. It will support the Board's oversight of the financial management of the Association. It will also oversee the Association's role in relation to staffing, organisational development, health and safety management and the promotion of equal opportunities in its role as an employer.

Role of the Sub-committee

The Sub-committee will be responsible for:

- Overseeing the Association's risk management strategy and policies and monitoring their implementation.
- 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.
- Approving the Association's policies on financial and treasury management.
- Giving detailed consideration to, and making recommendations in respect of, financial matters and issues of performance as requested by the Board.
- Overseeing the human resources and organisational management aspects of the Association's business.
- Setting the Association's policies on health and safety management and equal opportunities in employment, and monitoring compliance with these.
- Forming an ad hoc committee, as and when required, to deal with grievance and disciplinary matters requiring Board Member involvement.
- Overseeing the Association's offices and other facilities.
- Advising the Board on the effectiveness of the Association's systems for ensuring value for money, propriety, efficiency and accountability.
- Authorisation of expenditure, where required by the Financial Regulations or Standing Orders.
- Approval of write-off of irrecoverable debts.
- Responsibility for the remuneration of the Chief Executive, within the terms of the Senior Officer remuneration policy.

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.

CONFIDENTIAL

Shettleston Housing Association
Scheme of Delegated Authority

Issue 7/Nov 2021



**SHETTLESTON
HOUSING
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Shettleston Housing Association Ltd
Helen McGregor House, 65 Pettigrew Street,
Glasgow G32 7XR Tel: 0141 763 0511

1. Strategy, Policy and Performance

Reserved to the Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the policy of the Association, including material changes to existing policy and any new activities. 2. Approval of the Association’s Business Plan or documents that fall within the remit of the Board. 3. Monitoring the financial, organisational and service performance of the Association at an overall level. 4. Ensuring that the Association meets its legal obligations. 5. Ensuring that the Association is compliant with Regulatory Standards and approval of the Association’s Annual Assurance Statement. 6. Approval of the Association’s Procurement Strategy. 	<ol style="list-style-type: none"> 1. Monitoring service/business performance for matters within each Sub-committee’s remit. 2. Review and approval of policies for service delivery/business management for matters falling within each Sub- committee’s remit. <p>(Note: this shall not prevent the Board specifying that a particular policy shall be referred to it for approval).</p>	<ol style="list-style-type: none"> 1. Implementation of the Business Plan and other strategies approved by the Board. 2. Provision of regular reports to the Board and Sub- committees in relation to all aspects of the Association’s performance. 3. Preparation and issue of all information and publicity materials regarding service standards and performance.

2. Governance

Reserved to the Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association’s membership policy. 2. Approval/refusal of applications for membership of the Association. 3. Appointment of the Association’s office bearers. 4. The establishment and dissolution of Sub-committees; approval of their remits and delegated powers; and appointment of their Members. 5. Filling of any casual vacancies, and the appointment/replacement of co-opted Members of the Board or Sub-committees. 6. Removal of Board 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 payments and/or benefits in accordance with the Payments and Benefits Policy. 10. Approval of use of the Association’s seal. 		<ol style="list-style-type: none"> 1. Processing of applications for membership. 2. Maintaining the Association’s register of shareholders. 3. Administration and cancellation of shares, as provided for in the Association’s Rules. 4. Maintaining the Association’s register of payments/benefits and other governance registers.

3. Financial Management

Reserved to the Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's annual budget, and any subsequent revisions. 2. Approval of quarterly management accounts. 3. Ensuring that the Association is meeting its obligations to funders. 4. Approval of financial projections and the Association's business plan including overall private borrowing limits and levels. 5. Approval of spending levels beyond those allowed for by Sub-committees and staff, including additional private borrowing out-with the business plan and/or existing borrowing limits. 6. Approval of the annual financial statements, prior to the Association's AGM. 7. Approval of private funding and the granting of security over the Association's assets. 8. Signing of cheques by authorised signatories as set out in the Financial Regulations. 	<ol style="list-style-type: none"> 1. Authorisation of expenditure, where permitted by the Standing Orders and Financial Regulations. 2. Consideration and approval of periodic reports on the Association's financial performance against budget. 3. Consideration of financial plans and issues for recommendation to the Board, as requested by the Board. 4. Approval of financial policies 5. Authorisation of expenditure, where required by the Financial Regulations Standing Orders. 6. Approval of write-off of irrecoverable debts. 	<ol style="list-style-type: none"> 1. Interpretation and implementation of the financial policies, plans and strategies approved by the Board and relevant Sub-committees. 2. Expenditure within the Association's approved budget (subject to the limits specified in the Association's standing orders and financial regulations, policies and procedures). 3. 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. Signing of cheques up to the value of £1,000 and 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.

3. Financial Management continued

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
		<ul style="list-style-type: none"> 7. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with the Association’s financial regulations. 8. Payroll administration, control of petty cash and the payment of expenses to the Association’s employees and Management Board Members within the terms of the relevant policy. 9. Administration of taxation payments, including those relating to VAT, PAYE and National Insurance.

4. Risk Management and Audit

Reserved to the Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Consideration of all matters involving substantive and material risks to the Association’s solvency, reputation and ability to meet its statutory and contractual obligations. 2. Receipt of the external auditor’s Management Letter and approval of the Association’s formal response. 3. Receipt and approval of a report from the Sub-committee on the annual outcome of the internal audit process. 	<ol style="list-style-type: none"> 1. Approval of the Association’s Risk Management Strategy. 2. Monitor implementation of the Association’s Risk Management Strategy, reporting on any substantive and material risks to the Board. 3. Appointment of the Association’s external and internal auditors. 4. Issue of external auditor’s Letter of Engagement and approval of proposed programme/approach. 5. Approval of internal audit needs assessment and programme of internal audit. 6. Review external/internal auditor recommendations and the external auditor’s Management Letter, make recommendations to the Management Board regarding the response to that Letter, and monitor implementation of agreed recommendations. 7. Keep under review the effectiveness of internal control systems. 8. Monitor the effectiveness of external and internal audit services. 9. Instruct investigations into any irregularities or failures in the Association’s management and control systems. 10. Approval of procurement/renewal of the Association’s insurance cover and policies. 	<ol style="list-style-type: none"> 1. Implementation of the Association’s Risk Management Strategy and procedures. 2. Routine liaison with the external and internal auditor. 3. Implementation of auditors’ recommendations and submission of reports to the Sub-committee and, where required, the Board.

5. Staffing, Employment and Health and Safety

Reserved to the Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Appointment of the Association’s Chief Executive 2. Hearing of appeals on staffing/employment matters as required by the Conditions of Service. 3. Make arrangements for annual performance appraisal of the Association’s Chief Executive. 4. Approve the Association’s policies and action plans for Board Member development and training. 	<ol style="list-style-type: none"> 1. Approval of any proposed permanent increases or reductions in staffing establishment, within the scope of the Business Plan. 2. Approval of the Association’s conditions of service and pay structure. 3. Staff re-grading and salary increases, out-with the Association’s established policies. 4. Approval of Health and Safety Policy and monitoring of compliance with the Association’s obligations. 5. Monitoring of the Association’s compliance with equalities legislation on staffing/employment matters. 6. Form a staffing committee, when required, to consider grievance or disciplinary cases needing Board involvement. 7. Responsibility for the remuneration of the Chief Executive and Executive Team within the terms of the Senior Officer remuneration policy. 	<ol style="list-style-type: none"> 1. Employment of temporary staff (provided costs are within the approved staffing budget). 2. Advertising job vacancies (established and temporary posts). 3. Recruitment and selection of staff but with Board member representation on the selection panel for all other appointments at Grade 9 and above, including promotions and temporary posts. 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 pensions administration and payment of staff expenses and overtime payments. 7. Grievances and disciplinary action (excluding matters relating to the Chief Executive and individual cases requiring Board involvement). 8. Operational management of the Association’s responsibilities as an employer in relation to health and safety management.

6. Housing and Community Services

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of annual rent and service charge increases. 2. Approval of the granting of tenancies or other tenancy-related matters in accordance with the Association’s Policy on payments and benefits. 	<ol style="list-style-type: none"> 1. Approval of housing management service policies. 2. Scrutiny of performance, service quality and tenant satisfaction on behalf of the Management Board. 3. Approval and monitoring of strategies for servicedevelopmentandimprovement. 4. Approval of the Annual Lettings Plan. 5. Approval of the overall terms of the Association’s tenancy agreement and other agreements to occupy its properties. 6. Approval to enter into management agreements or leases with third parties relating to housing properties. 7. Approval and monitoring of the Association’s strategies for resident information, involvement, consultation and participation. 8. Approval of the Association’s policies and action plans for promoting equality in service delivery, and scrutiny of results achieved. 9. Approval of wider role related policies (in accordance with the Sub-committee’s work plan, approved by the Management Board). 10. Review and approval of each individual wider role project at the key stages of their development. 	<ol style="list-style-type: none"> 1. Interpretation and implementation of the policies and service plans approved by the Board. 2. Management of empty properties. 3. The allocation of properties, unless prior Board approval is required in terms of the Payments and Benefits Policy. 4. The provision of accommodation for homeless persons, under Section 5 of the Housing (Scotland) Act 2001. 5. The granting of Scottish Secure Tenancies, Short Scottish Secure Tenancies and any other forms of occupancy agreement approved by the Board. 6. All matters relating to the management of tenancies. 7. The provision of tenancy support services. 8. The management of leases and management agreements with third parties. 9. Making all statutory payments to tenants and any discretionary payments within the terms of the Board’s policies. 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 Board approval of the annual rent increase. 11. Enforcement of decrees for eviction

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
	<ol style="list-style-type: none"> 11. Approval of purchase of land and buildings for wider role projects (if within the scope of the Business Plan and within budgeted cost). 12. Risk assessment at an individual project level of all wider action. 	<p>(subject to subsequent reporting of the enforcement decision to the sub-committee.</p> <ol style="list-style-type: none"> 12. Implementation of the Tenant Participation Strategy. 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 Sub-committee. 14. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Management Board. 15. Assessment of and response to tenant complaints and appeals. 16. Processing of Right to Buy sales. 17. Interpretation and implementation of the wider role policies, plans and strategies approved by the Management Board and Housing & Community Services Sub-committee. 18. Submission and acceptance of wider role funding bids for projects approved by the sub-committee.

7. Repairs and Maintenance Services

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association's annual budget for repairs and planned maintenance works. 2. Settlement of any contractual claims. 	<ol style="list-style-type: none"> 1. Approval of the Association's overall asset management strategy within the scope of the Business Plan. 2. Disposal of any property and assets (where within the scope of the Association's Business Plan). 3. Approval of repairs and maintenance service policies. 4. 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. 5. Scrutiny of expenditure, performance, service quality and tenant satisfaction on behalf of the Management Board. 6. Approval and monitoring of strategies for service improvement. 7. 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 Board. 8. Approval and monitoring of the Association's Scottish Housing Quality Standard Delivery Plan and any revisions. 9. Monitor performance and authorise works to ensure compliance with the Energy Efficiency Standard for Social 	<ol style="list-style-type: none"> 1. Adding contractors to the Association's approved frameworks on a trial basis pending full acceptance onto approved list. 2. Preparation of reports and recommendations on additions to or removal from approved frameworks of contractors. 3. Contractor selection and approval of contract acceptance for works up to a value of £25,000 provided within budget. 4. Selection and appointment of consultants up to a value of £10,000 provided within budget. 5. Instructing all repairs and maintenance works, within the budgets approved by the Board and in accordance with the Financial Regulations (includes authority to vary the annual programme of works within approved budget, subject to notifying the Operations Sub-committee). 6. Implementation of gas servicing programme and all related matters, keeping the Sub-committee informed of any failure to meet the Association's legal obligations. 7. Instructing all works for which the Association is responsible under the tenancy agreement, including those of an

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
	<p>Housing (ESSH and ESSH 2) where within the scope of the Business Plan.</p> <ol style="list-style-type: none"> 10. Approval of procurement strategy for planned maintenance contracts. 11. Approval of procurement/selection methods for individual contracts or appointments, if non-competitive methods are proposed. 12. Approval of contract acceptance for works contracts appointments in excess of £25,000. 13. Approval of contract acceptance for consultant appointments in excess of £10,000. 14. Approval of applications from contractors to join the Association's approved standing list, and annual reviews of the approved contractors' list. 15. Removal of contractors from approved frameworks following reports from staff. 16. Approval of tender acceptances for contracts valued in excess of £25,000. 	<p>emergency nature.</p> <ol style="list-style-type: none"> 8. Tenant recharges for the cost of repairs. 9. Quality management and inspections. 10. Preparation and issue of all information and publicity materials regarding service standards and performance. 11. Statutory and discretionary payments to tenants, within the policies approved by the Operations Sub-committee. 12. Approval/refusal of tenant requests to carry out alterations and improvements. 13. Ensuring compliance with the Association's health and safety obligations, including the preparation of health and safety plans and files, keeping the Operations Sub-committee informed of any failure to meet the Association's legal obligations. 14. Assessment of tenant/service user complaints and appeals, including the preparation of reports where complaints and appeals are referred for Board consideration.

Development

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APPENDIX 2 • SCHEME OF DELEGATED

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
<ol style="list-style-type: none"> 1. Approval of the Association’s development strategy. 2. Purchase of land and buildings for development (if not part of the approved SDFP and/or the purchase price exceeds the budgeted cost and/or the acquisition involves the Association’s own resources). 3. Approval of any development partnerships with other housing associations. 4. Settlement of contractual claims. 5. Approval of additional expenditure on individual contracts, if in excess of £1,000,000 of the approved contract sum. 	<ol style="list-style-type: none"> 1. Approval of development-related policies (in accordance with the Sub-committee’s work plan, approved by the Management Board). 2. Approval of the Association’s Strategy and Development Funding Plan (SDFP) submission to the City Council. 3. Review and approval of each individual development project at the following key stages: acquisition, project brief and tender acceptance. 4. Approval of purchase of land and buildings for development and/or wider role projects (if part of approved development programme and/or the purchase price is within budgeted cost). 5. Set and keep under review the Association’s design and specification standards. 6. Approval of housing mix and project briefs for development projects. 7. Approval of project procurement strategy and methods. 8. Authorise appointment of consultants and contractors (including development agents), based on staff selection recommendations. 9. Approval of tender acceptance. 10. Approval of additional expenditure on individual contracts, if between £100,000 and £1,000,000 of the approved contract sum provided such an extension is within the overall borrowing limits approved by the Management 	<ol style="list-style-type: none"> 1. Authorising applications for statutory permissions and consents. 2. Approval of procurement/selection methods for individual contracts or appointments where within the approved Strategy. 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 Glasgow City Council. 7. Acceptance of HAG offers (where in-line with agreed scheme costings/viability assessments) 8. Approval of home loss or disturbance payments. 9. Submission of applications for Section 66 consent from the Scottish Housing Regulator. 10. Ensuring compliance with the Association’s health and safety obligations, including the preparation of health and safety plans and files. 11. Notifying the Sub-committee of any failure to meet the Association’s statutory or contractual obligations. 12. Informing the Sub-committee of any circumstances where contracts are affected by material delays and/or cost increases in relation to the approved programme and contract sum.

Reserved to the Management Board	Delegated to Sub-committees	Delegated to the Management Team
	<p>Board.</p> <ol style="list-style-type: none"> 11. Signing of building contracts. 12. Consideration and approval of the SDFP submission to DRS provided it conforms to the overall private funding levels agreed by the Association as part of its Business Plan. 13. Regular monitoring of expenditure in line with the GPT. 14. Risk assessment at an individual project level of all Development projects. 	<ol style="list-style-type: none"> 13. Approval of additional contract expenditure up to a limit of £100,000 provided such an extension is within the overall borrowing limits approved by the Management Board (the Sub-committee to be advised if this authority is used). 14. Formal acceptance of the Grant Planning Target from the City Council (where in line with agreed SDFP). 15. Approval of all formal project submissions to the City Council eg project proposal, cost plan, tender submission