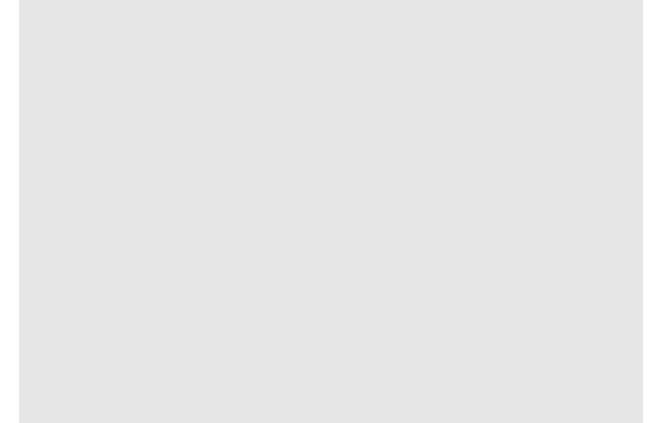
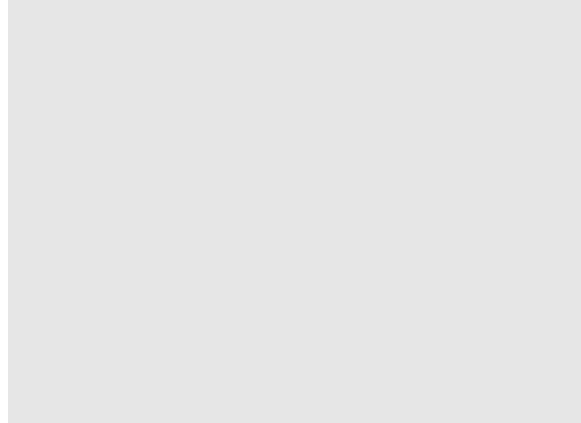


1. GOVERNANCE

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Sub-Committees</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Deciding applications for shareholding membership 2. Approving cancellations of shareholding membership in line with the Rules of the Association. 3. Appointment of the Association’s Office Bearers 4. Establishment and dissolution of sub-committees, and approval of their membership, remits, terms of reference and delegated powers 5. Approval of the Association’s Scheme of Delegated Authority, Standing Orders and Financial Regulations 6. Approval of the Association’s codes of conduct for committee members and employees, and all related group governance policies 7. Appointment of co-opted committee members and filling of casual vacancies 8. If required, removal of members of committees, sub-committees or boards of any Group Member. 9. Approval of use of the seal (where the seal is used rather than signing/witnessing to execute documents) 10. Approval of the Association’s regulatory and financial returns 		<ol style="list-style-type: none"> 1. Processing of applications for membership and maintaining the Association’s register of shareholders. 2. Administration and cancellation of shares, as provided for in the Rules. 3. Maintaining the Association’s governance registers including the register of interests; register of payments and benefits; and register of gifts and hospitality. 4. Payment of committee members’ expenses in accordance with the Association’s procedures 5. Performance of those functions of the Secretary that have been delegated to staff, as stated in the Secretary’s role description. 6. Submission of Notifiable Events to Scottish Housing Regulator (reporting of same to the next available Management Committee) 7. Preparation of reports for Management Committee/Sub-Committee consideration and approval in relation to payments or benefits in accordance with the Group Policy on Payments and Benefits.

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

11. Ensuring compliance with all of the Association’s legal and regulatory duties and requirements.



2. STRATEGY, POLICY AND PERFORMANCE

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Sub-Committees</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Setting group objectives and strategy for the Association. 2. Approval and monitoring of the Association’s business plan 3. Approval of any other plans, policies, projections or documents that fall within the strategic role of the Management Committee, unless delegated to sub-committee. 4. Determining the Association’s policy on business growth or diversification, and on any matters involving material changes/departure from existing policy. 		<ol style="list-style-type: none"> 1. Implementation of the Association’s 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. Revision of policies, strategies and frameworks and development of new policies, strategies and frameworks for consideration and approval of the Management Committee or the body with delegated authority to approve.

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

- 5. Monitoring customer complaints data at an aggregate level (as opposed to individual cases)
- 6. Approval to instigate legal proceedings (except for actions relating to rent arrears or other tenancy breaches which are delegated to the relevant staff member)
- 7. Deciding the Association's response to regulatory reports

3. FINANCIAL MANAGEMENT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Sub- Committees	LEVEL 3 Delegated to Management (Staff)
<ul style="list-style-type: none"> 1. Commitment of expenditure, without limit (Note 1) 2. Approval/monitoring of the Association's Business Plan including cash flows and financial projections. 3. Approval/monitoring of the Association's annual budget 4. Approval of quarterly management accounts 5. Approval of all loans, overdrafts or granting of security . 6. Monitoring compliance with loan covenants and ensuring the Association is meeting its obligations to other funders. 7. Approval to open or close bank accounts. 		<ul style="list-style-type: none"> 1. Commitment/authorisation of budgeted expenditure, subject to the limits set out in the Financial Regulations and departmental policies and procedures. 2. Administration of all insurance claims 3. Approval of committee member/staff expenses 4. Signature of cheques, per the Financial Regulations 5. Maintenance and control of the Association's bank accounts (including payments and the moving of monies by electronic means) 6. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

8. Approval of investments (Note 2)
9. Approval of financial regulations
10. Approval of annual rent review
11. Approval to dispose of any of the Association's property assets (excluding right to buy and LCHO sales)
12. Approval of Director's expenses (Chairperson)
13. Signature of cheques, per the Financial Regulations

the Association's financial regulations

7. Payroll administration, control of petty cash and the payment of expenses to the Association's employees
8. Administration of taxation payments, including those relating to VAT, PAYE and national insurance
9. Director/Management Team authorised a virement of budgets up to £10,000 within a similar budget heading, such decision must be subsequently reported to Management Committee.

Notes

- (1) Director and Chairperson have authority to commit expenditure in emergency situations and/or in excess of approved budget (subject to Committee reporting)

4. STAFFING AND ORGANISATIONAL MANAGEMENT

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Staffing sub Committee</p>	<p>LEVEL 3 Delegated to Management</p>
<ol style="list-style-type: none"> 1. Approval of annual budget for staffing, ICT and other organisational management costs 2. Approval of any major restructuring of staffing or organisational resources 3. Appointment of Legal, Data Protection and Financial Agents. 4. Appointment of the Association's senior managers 5. Scrutiny and approval of the Association's HR policies, including annual updates to the EVH terms and conditions. 6. Approval/roll-out of staff code of conduct 7. Approval of staff re-grading and salary increases. 8. Arrange performance appraisal of Director. 9. Approves the remuneration of the Director. 10. Approval of staff pension arrangements and monitoring compliance with pensions legislation 	<ol style="list-style-type: none"> 1. Contribute to reviews of the Association's workforce plans, prior to Management Committee decision 2. Disciplinary, Grievance and Recruitment issues. 3. Approval of Job Descriptions and person specifications 	<ol style="list-style-type: none"> 1. Subject to budget, recruitment for all established posts (other than senior management posts) and temporary posts 2. Staff performance appraisals, other than for the Director 3. Issuing of employment contracts on behalf of the Management Committee 4. Administration/implementation of staff training and development 5. Payroll, approval of staff expenses and overtime, administration of pensions 6. First stage grievance and disciplinary matters 7. Operational management of the Association's responsibility as an employer with regard to Health and Safety

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

10. Management and monitoring of the Association's membership of Employers in Voluntary Housing (EVH), Scottish Federation of Housing (SFHA), TPAS etc
11. Approval of the Association's policies and workplans for Management Committee and sub-committee recruitment, development and training.
12. Overall responsibility for ensuring the Association complies with its legal and regulatory employer duties with regard to Health and Safety.

8. Management of the Association's offices and other facilities
9. Management of the Association's ICT systems, including purchasing within the limits specified in the Financial Regulations
10. All operational human resources management issues falling within the conditions of service and the Association's established policies

5. AUDIT AND RISK MANAGEMENT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit Sub Committee	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Appointment of Audit Committee members and Chair 2. Approval of appointment of external and internal auditors (including re-appointment and removal) 3. Formal approval of annual financial statements 4. Receipt of the external auditor's Management Letter and approval of the 	<ol style="list-style-type: none"> 1. Advise the Management Committee on the appointment and remuneration of external and internal auditors (including any circumstances involving the resignation or termination of the auditor's appointment) 2. Issue of external auditor's Letter of Engagement and approval of proposed programme/approach 	<ol style="list-style-type: none"> 1. All routine liaison with the external and internal auditors 2. Liaison with the external auditors on the audit of the draft annual financial statements 3. Implementation of external and internal auditors' recommendations, and submission of reports to the Audit Committee and Management Committee

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit Sub Committee	LEVEL 3 Delegated to Management (Staff)
<p>Association's formal response.</p> <ol style="list-style-type: none">5. Approval of the Association's overall risk management strategy6. Decision-making on matters raised by the Audit Committee or the Association's auditors that involve substantive and material risks to the Association's financial position, reputation or ability to meet its statutory and contractual obligations.7. Make budgetary provision to support the Audit Committee's work, including assurance reporting as well as audit services. <p>Risk Management and Assurance</p> <ol style="list-style-type: none">1. Monitor implementation of the Association's Risk Management Strategy2. Advise the Management Committee (a) quarterly, on material changes to strategic risks, and (b) annually, following an overall review of the risk register.3. Approve business continuity policy/plans.4. Approval of office/business insurances when the policy is re-tendered.5. Oversee ICT strategy, policies and recovery plans.6. Instruct investigations for the purposes of reviewing service/activity areas, or to examine suspected irregularities or failures in management and control systems	<ol style="list-style-type: none">3. Approval of internal audit needs assessment and annual programme of internal audit4. Review external/internal auditor recommendations and the external auditor's Management Letter and advise the Management Committee on agreed recommendations and actions required.5. Monitor the effectiveness of external and internal audit services.	<ol style="list-style-type: none">4. Implementation of the Association's Risk Management Strategy and procedures

6. HOUSING SERVICES

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Sub-Committees</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Approval of the Association’s policies and budgets for housing services and for tenant consultation and participation 2. Approval of the annual rent increase 3. Monitor and report overall performance in relation to the Scottish Social Housing Charter 4. Monitor organisation-wide performance in relation to housing management service standards and targets (quarterly) 5. Approval of the granting of tenancies or other service-related issues, where required by the Association’s Policy on payments and benefits. 6. Monitor and contribute to policy reviews on all aspects of the Association’s housing services, including tenant experience and outcomes and partnerships with other agencies (e.g. on anti-social behaviour) 7. Monitor quality of outcomes, value for money and tenant satisfaction with the Association’s service performance, including overall complaints issues/remedies and possible service improvements. 		<ol style="list-style-type: none"> 1. Interpretation and implementation of all approved policies and service plans 2. Management of empty properties, including abandoned properties 3. The allocation of properties (unless prior Committee approval is required under the Policy on Payments and Benefits) 4. The provision of accommodation for homeless persons, including referrals under Section 5 of the Housing (Scotland) Act 2001 5. The granting of tenancies and occupancy agreements 6. All tenancy management matters, including the provision of tenancy support services, tenancy successions, and all applications for landlord permissions. 7. Initiating and managing legal actions in respect of rent arrears and other breaches of tenancy conditions, up to the stage of enforcing decrees for eviction 8. The management of leases and management agreements with third parties

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

8. Decide and oversee the Association's local approach to tenant consultation and resident involvement.
9. Review and comment on the Association's proposed annual reports on the Charter and other communications about services
10. Approve enforcement of decrees for eviction.
11. Bring forward new ideas and suggested improvements for all matters covered by the Neighbourhood Committee's role and remit

9. Making all statutory payments to tenants and any discretionary payments provided for in the Association's policies.
10. Promote tenant involvement in work relating to the Scottish Social Housing Charter
11. The collection of rents, service charges and factoring charges, including arrears recovery
12. Implementation of the Tenant Participation Strategy
13. All matters relating to neighbour relations and anti-social behaviour.
14. Implementation of the Estate Management Policy and all budgeted expenditure
15. Assessment and resolution of tenant complaints under the Model Complaints Policy
16. Hearing of appeals made by customers against a decision made by the Association in line with the Allocations Policy.

7. REPAIRS AND MAINTENANCE SERVICES

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Sub-Committees</p>	<p>LEVEL 3 Delegated to Management(Staff)</p>
<ol style="list-style-type: none"> 1. Approval of the Association’s policies, budgets and programmes for repairs and planned/cyclical works. 2. Approval of the Association’s main contracts for repairs and cyclical works 3. Monitor compliance with the Association’s legal obligations for stock/tenant safety 4. Monitor overall performance in relation to the Scottish Social Housing Charter 5. Monitor organisation-wide performance in relation to repairs service standards and targets (quarterly) 6. Monitor quality of outcomes, value for money and tenant satisfaction with the Association’s repairs and maintenance services, including overview information about complaints reasons, remedies and potential service improvements. 		<ol style="list-style-type: none"> 1. Interpretation and implementation of all approved policies and service plans 2. All budgeted property expenditure, up to the limits specified in the Financial Regulations. 3. Instructing works of an emergency nature in excess of the approved property budget and/or the limits stated in the Financial Regulations (Director and Chairperson) 4. Implementing/monitoring all cyclical works 5. Managing/monitoring works for stock/tenant safety, including gas servicing, asbestos management, water hygiene and lifts maintenance 6. Quality management and inspections 7. Decision-making on tenant re-charges 8. Approval of payments under the statutory Right to Repair scheme 9. Approval of decoration allowances 10. Approval of permissions to carry out alterations or improvements and of compensation payments at tenancy end 11. Ensuring compliance with the Association’s health and safety obligations

8. DEVELOPMENT AND ASSET MANAGEMENT

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Sub-Committees</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Approval of the Association’s Development Strategy and Asset Management Strategy 2. Approval of the Association’s Strategy and Development Funding Plan (SDFP) submission 3. Approval of the Association’s annual budget (and associated programme proposals relating to development, major works and adaptations) 4. Approval to purchase land or buildings for development. Approval of borrowings and of security to be offered for approved development projects or major works project. 5. Approval of cost over-runs following contract acceptance in excess of £50,000. 6. Approval to settle any contractual claims. 7. Approval of design guides, technical briefs and policies for development and procurement 8. Approval of project procurement methods, where single stage competitive tendering is not used. 		<ol style="list-style-type: none"> 1. Operational management of the Association’s programmes for development, major works and property adaptations 2. Tender acceptance of planned maintenance projects in programme and budget, up to £50,000 3. Authorise payment of pre-contract expenditure for approved development projects in programme and budget, up to £50,000 4. Signing of building contracts 5. Supervision and performance review of professional consultants and contractors 6. Issuing client instructions to consultants and contractors 7. Approval of home loss payments and statutory disturbance payments 8. Approval of non-statutory disturbance payments or compensation payments up to the limits stated in the Association’s procedures.

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED

9. Approval of housing mix and project briefs for approved projects
10. Review and approval of individual projects at the following key stages: project proposal stage, cost plan, tender, contract management, post-completion
11. Appointment of technical consultants and contractors, within approved budget, based on staff selection recommendations.
12. Monitor the Association's performance in relation to the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing
13. Approval of applications from repairs and maintenance contractors to join the Association's approved standing list, and reviews of the approved contractors' list

9. Approval of contract cost over-runs up to £20,000 following contract acceptance stage
10. Submission of applications for Scottish Housing Regulator consent where required under Part 9 of the Housing (Scotland) Act 2010.

STANDING ORDERS, APPENDIX C: SCHEME OF DELEGATED