

1. GOVERNANCE		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Approval of Associations Rules. 2. Deciding applications for shareholding membership. 3. Approving cancellations of shareholding membership in line with the Rules of the Association. 4. Appointment of the Association's Office Bearers. 5. Establishment and dissolution of subsidiaries and sub-committees, and approval of their membership, remits, terms of reference and delegated powers. 6. Approval of the Association's Scheme of Delegated Authority, Policy Delegation, Standing Orders and Financial Regulations. 7. Approval of the Association's codes of conduct for committee members and employees, and all related group governance policies. 8. Appointment of new members, co-opted committee members and filling of casual vacancies to ensure effective succession planning. 	<ol style="list-style-type: none"> 1. Process of recruiting for governing body members for recommendation to the Management Committee to be managed by the Audit and Risk Sub Committee. 2. Review governance policy as determined by the Delegated Authority Policy Register 3. Monitoring performance for legal and regulatory compliance. 	<p>Director:</p> <ol style="list-style-type: none"> 1. Fulfilling the duties of Secretary in relation to membership and other required matters (If appointed at previous AGM. 2. Submission of statutory returns, following approval by Management Committee, where required. 3. Providing advice, support and reports as well as external validation on legal, regulatory and constitutional obligations. 4. Must submit any Notifiable Events to SHR in relation to performance and service delivery issues or financial and funding issues and report to Management Committee promptly. Must also notify SHR of any disposals, constitutional and organisational changes. 5. Operational management of the relationship with the SHR. <p>Corporate Services:</p> <ol style="list-style-type: none"> 1. Processing and administration of applications and cancellation for membership and maintaining all registers as allowed for within the rules. 2. Maintaining the associations governance registers including register of interests, payments and benefits, gifts and hospitality

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<p>9. Removal of members of committees, sub-committees or boards of any Group Member, where permitted by our Rules.</p> <p>10. Ensure effective compliance with Rule 37.6 – Nine Year Rule.</p> <p>11. Approval of use of the seal (where the seal is used rather than signing/witnessing to execute documents).</p> <p>12. Approval of the Association's regulatory and financial returns.</p> <p>13. Ensuring compliance with all of the Association's legal and regulatory duties and requirements for staff, tenants, charity and company laws and the financial conduct authority.</p> <p>14. Approval of payments and/or benefits where required in accordance with our Entitlements, Payments & Benefits Policy.</p> <p>15. Annual inspection of all required Registers.</p> <p>16. Approval of Annual Assurance Statement (AAS). Chair must notify SHR of any changes to the AAS.</p> <p>17. Implementation of the process for the investigation of a serious complaint or</p>		<p>and disposals and providing any associated reports to the management committee.</p> <p>3. Recording and preparation of minutes of sub committee meeting and also management committee meetings for approval and publishing management committee meeting minutes redacted where appropriate.</p> <p>4. Operational support to the Chair and the MC for annual appraisals, training and recruitment for the management committee.</p>

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<p>grievance against the Senior Officer.</p> <p>18. Ensure compliance with whistleblowing policy and implementation of necessary investigations for allegations concerning governing body and senior officer.</p> <p>19. Approval of all leases and disposals.</p>		

2. STRATEGY, POLICY & PERFORMANCE		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<p>1. Setting group objectives and strategy for the Association including mission, vision, values and culture</p> <p>2. Approval and monitoring of the Association's business plan and all other plans, policies or documents that fall within the strategic role of the Management Committee, unless delegated to sub- committee</p> <p>3. Approval of 30 year projections and annual budget</p> <p>4. Monitoring and overview of the financial and organisational performance.</p>	<p>1. Monitor compliance with legal and regulatory requirements (including the standards of governance and financial management). Reporting any issues/recommended action to the Management Committee</p> <p>2. Review and approve policies for service delivery as outlined in Delegated Authority: Policy Register</p> <p>3. Scrutinise and review service performance and refer for information to Management Committee highlighting any matters of concern.</p>	<p>1. Implementation of the Association's Business Plan and other strategies approved by the Management Committee.</p> <p>2. Provision of regular reports to the Management Committee and sub committees in relation to all aspects of the Association's performance.</p> <p>3. Revision of policies, strategies and frameworks and development of new policies, strategies and frameworks for consideration and approval of the Management Committee</p>

2. STRATEGY, POLICY & PERFORMANCE

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<ul style="list-style-type: none"> 5. Determining the Association's policy on business growth or diversification, and on any matters involving material changes/departure from existing policy. 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 	<ul style="list-style-type: none"> 4. Approval of ICT and major purchasing decisions relating to infrastructure, hardware and software. Referring to Management Committee for information. 5. Monitoring customer complaints data at an aggregate level (as opposed to individual cases) 6. Review and approval of individual projects relating to growth in line with budget provisions and business strategy. 	<ul style="list-style-type: none"> or the body with delegated authority to approve. 4. Monitor compliance with legal and regulatory requirements (including the standards of governance and financial management). Reporting any issues/recommended action to the Management Committee. 5. Operational delivery of mission vision, values and strategic objectives through individual learning and development plans and in line with organisations culture.

3. FINANCIAL MANAGEMENT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committee	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. 	<ul style="list-style-type: none"> 1. Scrutiny and review of annual accounts and financial statements and recommending for approval of adoption of the annual accounts to the Management committee 2. Review the association's financial regulations and financial reporting procedures. 3. Review and scrutiny of draft annual budget to support the delivery of the association 	<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.

3. FINANCIAL MANAGEMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committee	LEVEL 3 Delegated to Management (Staff)
<p>4. Approval of concerns within quarterly management accounts</p> <p>5. Approval of all loans, overdrafts or granting of security.</p> <p>6. Approval to open or close bank accounts. Delegated to officer bearers in line with treasury management policy in between meetings.</p> <p>7. Approval of investments delegated to officer bearers in line with treasury management policy in between meetings.</p> <p>8. Approval of financial regulations.</p> <p>9. Approval of annual rent review.</p> <p>10. Approval to dispose of any of the Association's property assets (excluding right to buy and LCHO sales).</p> <p>11. Approval of Director's expenses (Chairperson).</p> <p>12. Signatories, per the Financial Regulations.</p>	<p>business strategy making recommendations to the management committee.</p> <p>4. Approval of mid-year budget review where the surplus is not reduced against the approved annual budget approved by the management committee and recommending for approval any review that does deviate from the budgeted surplus.</p> <p>5. Review and approve the quarterly management accounts and refer any matters of concern to the management committee.</p> <p>6. Monitoring compliance with loan covenants and ensuring the Association is meeting its obligations to other funders. Referring any variance of concern to the management committee for approval.</p> <p>7. Approval of Treasury Management Policy</p> <p>8. Review and approval of the associations banking borrowing and investment arrangements making recommendations to the management committee.</p> <p>9. Review, give scrutiny and approval of annual rent review and rent affordability for</p>	<p>4. Signatories as per the Financial Regulations.</p> <p>5. Maintenance and control of the Association's bank accounts (including payments and the moving of monies by electronic means) Treasury management transactions and executive decisions relating to investments and cash management, in accordance with the Association's financial regulations.</p> <p>6. Payroll administration, control of petty cash and the payment of expenses to the Association's employees.</p> <p>7. Administration of taxation payments, including those relating to VAT, PAYE and national insurance.</p> <p>6. 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.</p> <p>7. Provision of financial advice and support to the management committee and sub committees</p>

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	<p>recommendation to the management committee.</p> <p>10. Approve write offs including, Former Tenant Arrears/Credits and rechargeable repair debts, referring any over approved budget to Management Committee for Approval</p> <p>11. Review and approve policies as outlined in Delegated Authority: Policy Register</p>	<p>8. Review and ensure policies are up to date and in line with legislation for approval in accordance with the Corporate Policy Schedule.</p> <p>9. Engagement of appropriate advice and support, including the procurement of such advice.</p> <p>10. Development and implementation of relevant procedures to support compliance in financial management.</p> <p>11. Operational maintenance of loan covenant, loans, borrowing and investment compliance.</p> <p>12. Preparation of regulatory returns for approval.</p> <p>13. Maintenance of lenders relationships and key documents.</p>

(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, ORGANISATIONAL MANAGEMENT AND EMPLOYMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Staffing Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<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 Director. 5. Approval/roll-out of staff code of conduct. 6. Approval of Director and Heads of Service re-grading and salary increases. 7. Arrange performance appraisal of Director. 8. Approves the remuneration of the Director. 9. Approval of staff pension arrangements and monitoring compliance with pensions legislation. 10. Management and monitoring of the Association's membership of Employers in 	<ol style="list-style-type: none"> 1. Appointment of Staffing Committee Chair. 2. Contribute to reviews of the Association's workforce plans, prior to Management Committee decision. 3. Review and recommend for approval to the management committee any structure changes. 4. Disciplinary, Grievance and Recruitment issues. 5. Approval of Job Descriptions and person specifications. 6. Representation on the recruitment panel of Heads of Service. 7. Approval of creation and continuation of additional temporary posts exceeding 3 months duration. 8. Approval of changes to staff roles and grades (with the exception of Heads of Service and Director). 9. Serious complaints against the Director (incur any reasonable expenditure related to independent professional advice, guidance and/or investigation.) 	<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. 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.

4. STAFFING, ORGANISATIONAL MANAGEMENT AND EMPLOYMENT		
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<p>Voluntary Housing (EVH), Scottish Federation of Housing (SFHA), TPAS etc.</p> <p>11. Approval of the Association's policies and workplans for Management Committee and sub-committee recruitment, development and training.</p> <p>12. Overall responsibility for ensuring the Association complies with its legal and regulatory employer duties with regard to Health and Safety</p>	<p>10. Cases relating to dismissal of any employee.</p> <p>11. Staff Grievances.</p> <p>12. Implementation of process for investigating breach of code of conduct by governing body members or Senior Officer (Chair plus 2 members of Staffing Committee only).</p> <p>13. Monitor Forth's compliance with H&S requirements including reviewing all H&S audits and monitoring progress with any action plans. Report outcomes to Management Committee.</p> <p>14. Scrutiny and approval of the Associations HR policies, including annual updates to the EVH terms and conditions. Policies are as outlined in Delegated Authority: Policy Register</p>	<p>10. All operational human resources management issues falling within the conditions of service and the Association's established policies.</p> <p>11. Approval of internal secondments.</p> <p>12. Approval of courses of study and associated costs.</p>

5. AUDIT AND RISK MANAGEMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Approval of appointment of external and internal auditors (including re-appointment and removal). 2. Formal approval of annual financial statements. 3. Receipt of the external auditor's Management Letter and approval of the Association's formal response. 5. Approval of the Association's overall risk management strategy. 6. Decision-making on matters raised by the Audit & Risk Sub 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 	<ol style="list-style-type: none"> 1. Appointment of Audit Committee Chair (cannot be Chair of Management Committee). 2. 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). 3. Issue of external auditor's Letter of Engagement and approval of proposed programme/approach. 4. Approval of internal audit needs assessment and 3 yearly & annual programme of internal audit. 5. Review external/internal auditor reports and recommendations and the external auditor's Management Letter and advise the Management Committee on agreed recommendations and actions required. 6. Monitor the effectiveness of external and internal audit services. 7. Oversee tendering process e.g. conduct 	<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. 4. Implementation of the Association's Risk Management Strategy and procedures. 5. Carryout a tendering exercise for the appointment of external and internal auditors in line with the Purchasing, Procurement and Tendering Policy. 6. Preparation of internal audit needs assessment and implementation of internal and external audit programme.

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<p>Association's Risk Management Strategy</p> <p>2. Oversee ICT strategy, policies and recovery plans.</p> <p>3. Instruct investigations for the purposes of reviewing service/activity areas, or to examine suspected irregularities or failures in management and control systems</p>	<p>interviews with prospective companies for external and internal auditors</p> <p>8. Monitor and oversee strategic and material risks assurance assessment</p> <p>9. Advise the management committee on material changes to risk annually and biannually for red rated risks.</p> <p>10. Monitor and oversee our assurance processes to ensure compliance with legal, regulatory and constitutional requirements.</p> <p>11. Approve business continuity policy/plans.</p> <p>12. Approval of office/business insurances when the policy is re-tendered.</p> <p>13. Review and approve policies as outlined in Delegated Authority: Policy Register</p> <p>14. Advise the Management Committee (a) quarterly, on material changes to strategic risks, and (b) annually, following an overall review of the risk register.</p>	

6. HOUSING SERVICES		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit & Risk Sub-Committee	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Approval of the Association's budgets for housing services and for tenant consultation and participation as part of the annual budget process. 2. Overall responsibility for the organisation-wide performance in relation to housing management service standards and targets (quarterly). 3. Approval of the granting of tenancies or other service-related issues, where required by the Association's Policy on payments benefits and entitlements. 4. 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) in line with the Corporate Policy Schedule Appendix 1. 5. Oversee the Association's local approach to tenant consultation and resident involvement. 6. Approve enforcement of decrees for eviction. 	<ol style="list-style-type: none"> 1. Monitor and report overall performance in relation to the Scottish Social Housing Charter. 2. Monitor and report by exception to the management committee organisation wide performance in relation to all housing services. 3. 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. 4. Review and comment on the Association's proposed annual reports on the Charter and other communications about services. 5. Monitoring the implementation of the association's policy on Payments Benefits and entitlements. 6. Review and approve policies as outlined in Delegated Authority: Policy Register 	<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

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

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		Association in line with the Allocations Policy.

7 ASSET MANAGEMENT AND DEVELOPMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Asset & Development Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<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. 5. Approval of borrowings and of security to be offered for approved development projects or major works project. 6. Approval of cost over-runs following contract 	<ol style="list-style-type: none"> 1. Appointment of Asset & Development Committee Chair. 2. Approval of design guides, technical briefs and policies for development, assets management and procurement 3. Appointment of technical consultants and contractors, within approved budget, based on staff selection recommendations. 4. Monitor the Association's performance in relation to the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing 5. Approval of applications from repairs and maintenance contractors to join the Association's approved standing list, and reviews of the approved contractors' list 	<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

7 ASSET MANAGEMENT AND DEVELOPMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Asset & Development Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<p>acceptance in excess of £50,000.</p> <p>7. Approval to settle any contractual claims.</p> <p>8. Signing of formal building contracts.</p> <p>9. Approval of project procurement methods, where single stage competitive tendering is not used. Approval of housing mix and project briefs for approved projects.</p> <p>10. Review and approval of individual projects at the following key stages: project proposal stage, cost plan, tender, contract management, post-completion.</p> <p>11. Approval of the Association's policies in line with the Delegated Authority: Policy Register, budgets and programmes for repairs and planned/cyclical works.</p> <p>12. Approval of the Association's main contracts for repairs, planned and cyclical works.</p> <p>13. Monitor compliance with the Association's legal obligations for stock/tenant safety.</p> <p>14. Monitor overall performance in relation to the Scottish Social Housing Charter.</p>	<p>6. Review and approve policies as outlined in Delegated Authority: Policy Register</p>	<p>and contractors.</p> <p>7. Approval of home loss payments and statutory disturbance payments.</p> <p>8. Approval of non-statutory disturbance payments or compensation payments up to the limits stated in the Association's procedures.</p> <p>9. Approval of contract cost over-runs up to £20,000 following contract acceptance stage.</p> <p>10. Submission of applications for Scottish Housing Regulator consent where required under Part 9 of the Housing (Scotland) Act 2010.</p> <p>11. Interpretation and implementation of all approved policies and service plans.</p> <p>12. All budgeted property expenditure, up to the limits specified in the Financial Regulations.</p> <p>13. Instructing works of an emergency nature in excess of the approved property budget and/or the limits stated in the Financial Regulations (Director and</p>

7 ASSET MANAGEMENT AND DEVELOPMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Asset & Development Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<p>15. Monitor organisation-wide performance in relation to repairs service standards and targets (quarterly).</p> <p>16. 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.</p> <p>17. Approval of appointment of consultants and contractors based on Procurement Policy and Financial Regulations.</p>		<p>Chairperson).</p> <p>14. Implementing/monitoring all cyclical works.</p> <p>15. Managing/monitoring works for stock/tenant safety, including gas servicing, asbestos management, water hygiene and lifts maintenance.</p> <p>16. Quality management and inspections.</p> <p>17. Decision-making on tenant re-charges.</p> <p>18. Approval of payments under the statutory Right to Repair scheme.</p> <p>19. Approval of decoration allowances.</p> <p>20. Approval of permissions to carry out alterations or improvements and of compensation payments at tenancy end. Ensuring compliance with the Association's health and safety obligations</p> <p>21. Approve contractors on a trial basis (reactive repairs).</p> <p>22. Remove non performing contractors from approved list.</p>

7 ASSET MANAGEMENT AND DEVELOPMENT		
LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Asset & Development Sub-Committees	LEVEL 3 Delegated to Management (Staff)
		<p>23. Implementation of Asset Management Plan.</p> <p>24. Operational management of Stage 3 Adaption requests.</p> <p>25. Signing/approving grant offer of Stage 3 Adaptations.</p> <p>26. Selection and appointment of consultants and contractors based on Procurement Policy and Financial Regulations.</p> <p>27. Signing of works contracts.</p> <p>28. Additional contract expenditure in line with the limits detailed in the financial regulations. (where works already approved by the Management Committee).</p> <p>29. Approval / refusal of tenant alterations/ improvement requests.</p> <p>30. Authorising applications for statutory permissions and consents.</p>