



Policy Title: Standing Orders

Policy Manual Section: Governance

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STANDING ORDERS

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Foreword

This document sets out the terms under which the Governance Structure (Management Committee and Sub-Committees) operate to ensure that the Association is run both effectively and in accordance with its Rules. The Standing Orders amplify the Association's Rules, but do nothing to reduce their force. It is not possible to provide guidance to deal with every contingency, but the Standing Orders provide a framework within which decisions can be taken.

This document also includes details of the roles and responsibilities of key members of the Management Committee and staff team to achieve the provisions of the Rules or Standing Orders.

Section 1: Remit and Authority of the Management Committee

1.0 Role

- 1.1 The Management Committee is responsible for ensuring that the Association carries out its affairs in accordance with its Rules, relevant legislation and regulatory requirements.

2.0 Membership and Composition

- 2.1 The Management Committee shall be elected in accordance with sections 39-43 of the Association's Rules. The Management Committee will comprise of no fewer than 7 and not more than 12 members, inclusive of co-optees. In the event of the number falling below 7, vacancies will be filled in accordance with the Rules to allow the Committee to continue to function

- 2.2 The Management Committee may fill casual vacancies and co-opt persons who shall normally be stakeholders to serve on the Committee.

- i) Any residual places on the Management Committee not filled at the Annual General Meeting can be filled by co-options, which will seek to enhance the knowledge and skills of the Committee and their ability to lead, manage and direct the Association. Co-opted persons shall not occupy more than one-third of the Committee at any one time and attendance of such persons at meetings of the Committee shall not count towards determining a quorum as defined in Rule 42.3 of the Association's Rules.
- ii) A vacancy occurring on the Management Committee during the year due to a member vacating office may be filled under Rule 41 as a casual vacancy. A casual vacancy will have the same powers as elected Committee members but will have to stand down at the next Annual General Meeting.

3.0 Election of Office Bearers

- 3.1 A meeting of the Management Committee shall take place immediately after the Annual General Meeting to elect the Office Bearers.
- 3.2 This meeting shall be presided over by the Director or, in his absence, the most senior Staff Member present will chair the meeting.
- 3.3 Order of Business for the meeting would normally be as follows:
 1. Election of Chairperson
 2. Election of Vice-Chairperson
 3. Election of Secretary
- 3.4 The Chairperson elected cannot hold office continuously for more than 5 years as outlined in Rule 59.10.
- 3.5 The Chairperson and other Office Bearers may be removed from office only in accordance with the procedures included in the Rules.
- 3.6 All members of the Management Committee, including casual and co-opted members, will have equal voting rights with the exception of the Chairperson who will also hold a casting vote for use as required. However, in accordance with Rule 42.2 of the Association's Rules co-opted members are ineligible to vote on matters directly affecting the membership of the Association or election of its Officer Bearers.

4.0 Meetings

- 4.1 The Management Committee will normally meet on a monthly / bi-monthly basis throughout the year to execute Committee business, but no less than six times in each year. Committee dates will be agreed by the Management Committee in September each year, following the Association's Annual General Meeting. Any special meetings must be called in accordance with Rule 56.1.
- 4.2 The Secretary in conjunction with the Director will call meetings of the Management Committee. Notice of ordinary meetings of the Committee shall be sent to Members not less than seven calendar days before the date of the meeting. The Chairperson will set the Agenda in conjunction with the Director and he/she will chair all Management Committee meetings.

- 4.3 With reference to Rule 59.7, if the Chairperson is not present or unwilling to act, the Vice Chairperson would deputise in these situations. If the Chairperson and Vice Chairperson were absent from the meeting then the Committee present shall elect one of the members to Chair the meeting. Normally we would expect members to elect in the following order:
- a) Secretary; or
 - b) A member elected from the members present.
- 4.4 Any Management Committee Member, who absents him/herself from four consecutive meetings of the Management Committee without special leave of absence shall cease to be a member of the Committee. Any Committee Member wishing to resign will do so in writing to the Secretary. The Director will issue correspondence to Committee Members following non attendance at a second or third consecutive meeting, advising the member of their attendance and the implications for their membership of breaching the 4th meeting rule. It will also invite a leave of absence request should there be any reason for the non-attendance, for example personal circumstances or medical reason.
- 4.5 Four Committee Members shall form a quorum (Rule 48). In the event of a quorum not being present by 30 minutes after the scheduled start of the meeting, the meeting will be reconvened. In the event of a meeting becoming inquorate after the start, the meeting shall be adjourned. Co-opted members shall not count towards determining a quorum.
- 4.6 No business shall be transacted at any re-convened meeting other than the business not reached or left unfinished at the meeting from which the adjournment took place. Every re-convened meeting shall be deemed a continuation of the original meeting and any resolution passed at the re-convened meeting shall be treated as having been passed on the date on which it was in fact passed. Notice of any adjournment and of any business to be transacted at a re-convened meeting, shall be given to all members.
- 4.7 If any point arises that is not covered by the Association's Rules, the Chairperson will give his/her decision, which will be final.
- 4.8 To assist the efficient conduct of Committee's business: -
- a) Respect and regard should at all times be paid to the authority of the Chairperson. When he/she speaks, the member shall cease to do so. It shall be the duty of the Chairperson to preserve order and to ensure that members obtain a fair hearing.

- b) The Chairperson shall decide upon all matters of order, competency and relevancy and each ruling shall be final and shall not be open to discussion. The Chairperson shall also decide between two or more members wishing to speak by calling on the member whom he/she observed first.
 - c) The Chairperson shall be entitled, in the event of a disorder arising, to adjourn the Meeting to a time he/she may then or afterwards determine, and his/her leaving the Chair shall indicate that the Meeting is adjourned.
 - d) The Chairperson will have both a deliberate vote and a casting vote in the event of a tied vote.
 - e) The Chairperson may restrict the amount of time spent on any item of business.
- 4.9 In discharging his/her responsibilities, the Chairperson should at all times act in a fair and reasonable manner.
- 4.10 If a member is obstructive, offensive or disregards the authority of the Chairperson, a vote may be taken to exclude him/her from the meeting.
- 4.11 In performing their duties and in their dealings with other Committee Members and Staff, Committee Members are required at all times to comply with the Association's Code of Conduct.
- 4.12 If while serving on the Committee a Member believes that he/she may have a conflict of interest, such as a financial or other interest in any contract or other agreement that is about to be discussed at a meeting, he/she must declare it to the Committee under the agenda item, 'Declarations of Interest. The Member will be required to leave the meeting while the matter is being discussed.
- 4.13 If a Member fails to disclose an interest described in paragraph 4.12, the majority of the remaining Committee Members voting at a Committee Meeting specially convened for the purpose may require that Member to leave the Committee.
- 4.14 It is the duty of every Committee Member to declare on an annual basis any interests that they may have by completing a standard pro-forma, which will be placed in their personal file. The declarations of interest form will be issued for members' completion in September of each year. Where a member has failed to declare an interest and attends and votes on a matter such circumstances will not necessarily invalidate the decision reached.

- 4.15 Members are required to submit their apologies for non-attendance at a Management Committee meeting, where possible, a minimum of twenty-four hours prior to the time of the meeting. A request for leave of absence should be submitted in writing to the Secretary and the Management Committee will give due consideration for approval. If approved they will also determine a timescale for the Special Leave, at which date it will be reviewed by the Committee.
- 4.16 The Management Committee will have the opportunity of a discussion with the external auditors without staff being present.

5.0 Dealing with Business

- 5.1 All items of business on the agenda shall normally be the subject of a written report, prepared by staff, and circulated with the agenda in advance of the meeting. Such written reports shall contain the information necessary for the Committee Members to scrutinise and understand the matter and inform discussion to enable the Management Committee to make decisions.
- 5.2 The business at Committee meetings shall normally follow the order of the agenda, but the Chairperson shall have power to alter the order of business at any stage. With the consent of the Members present, urgent business not on the agenda may be transacted. The term "urgent" shall be interpreted by the Chairperson who shall have due regard to the reasonable intent of this standing order.
- 5.3 Committee members wishing to raise matters under 'any other competent business', should inform the Chairperson prior to the commencement of the meeting. The Chairperson will decide whether or not they are appropriate and/or can be considered within the time available.
- 5.4 All business arising from the meetings of the previous Management Committee or Sub-Committee will be dealt with within thirty minutes from the scheduled start, unless a motion to suspend Standing Orders in this respect is approved by a two-thirds majority of those present.
- 5.5 The draft minutes of the previous meeting will be presented to Chairperson for agreement as an accurate record of the meeting. The minutes will then be circulated to members in advance of the meeting where they will be considered for approval at the meeting. Minutes of previous Sub-Committee meetings will also be circulated in advance for member's information and consideration of recommendations and decisions. No decision of a Sub-Committee shall be binding on the Management Committee unless the Management Committee has granted authority to the Sub-Committee to make particular decisions.

- 5.6 The Committee by a majority vote shall have the power to adjourn any meeting to such date and time as it, or the Chairperson, may determine, and, when any adjourned meeting is resumed, the proceedings shall commence at the point at which they were adjourned, and shall extend only to items on the Agenda for the original meeting.
- 5.7 Meetings will close not more than three hours from the scheduled start, unless a motion to suspend Standing Orders in this respect is approved by a two-thirds majority of those present. Suspension of Standings Orders will last no longer than 30 minutes beyond the allotted time.
- 5.8 In situations of an urgent nature in between meetings of the Management Committee there may be a requirement to attend to Committee business. The Association will at the discretion of the Chairperson, issue information, documents or reports in an electronic format to inform a decision on urgent Committee business, which will be overseen by the Chairperson and reported to the subsequent Management Committee meeting.

6.0 Minutes

- 6.1 The Minutes of the Management Committee meeting shall be printed under the supervision of the Director.
- 6.2 At all Management Committee meetings the Minutes of the previous Management Committee and other relevant meetings shall be submitted for approval. Sub-Committee minutes will be submitted for information only.
- 6.3 The Minutes shall be held as a correct record of the decisions taken at the meeting, subject to any amendments approved by the Committee.
- 6.4 No longer than thirty minutes will be spent on the approval of the previous minutes (refer to section 5.4 on page 8).
- 6.5 Once approved, the minute of the Management Committee meeting will be signed by members of Committee who proposed and seconded the minute as an accurate record of the meeting and the Chairperson as being approved. Thereafter, the Minutes will be retained on file.
- 6.6 In the event that a quorum is not present, then no business will be transacted and all business only noted on the agenda

7.0 Attendance by Staff

- 7.1 Staff will attend the Management Committee meetings or submit written reports, as required by the Committee, Chairperson, Secretary or Director. The Director, and as directed or required, Departmental Managers or staff from each Department will be in attendance. The Management Committee will normally consider written reports only when circulated in advance.
- 7.2 The role of staff is to provide advice and information to inform discussion by the Management Committee to make their decision. Staff should not take part in any decision making.

8.0 Decisions

- 8.1 Decisions taken by the Management Committee will be by a majority of the members present, unless as otherwise specified below. In the event of a tied vote, the Chairperson will have a second or casting vote. Unless a poll or recorded vote is demanded, a declaration by the Chairperson that a resolution on a show of hands has been carried, or by a particular majority or lost, or not carried by a particular majority and an entry made to the effect in the Minutes of the meeting, shall be conclusive evidence of the fact, without proof of the number or proportion of the votes recorded in favour of, or against a resolution.
- 8.2 A poll or recorded vote may be demanded (either before or immediately after a vote) by two Committee Members present, or may be directed by the Chairperson. The result of such a poll or recorded vote shall be recorded in the Minutes of the meeting.
- 8.3 In situations where decision is made based on papers, reports or documents issued in an electronic format, this will be based on the majority of respondents.
- 8.4 Decisions taken by the Management Committee will stand on record for 6 months and shall not be discussed, questioned, or put to a second vote within that period unless on a resolution moved and seconded and supported by two-thirds of the Committee Members present.
- 8.4 All motions and amendments must be relevant to the subject under discussion and conditions are as follows:
- a) Motions may be moved by a member of the Committee. A motion shall fail unless it is seconded. If a motion fails to be

seconded it will not be discussed or put to the meeting nor will it be printed in the minutes.

- b) Amendments which are not seconded shall not be discussed or put to the meeting or printed in the Minutes.
- c) Where an amendment has been seconded and discussed, members will vote on the amendment first. If the amendment does not receive a majority vote it will fail. Members will then vote on the motion. If the motion fails to receive a majority vote it will fail and the status quo will prevail.
- d) After a Motion has been made and seconded, any member wishing to move an opposing motion, may do so by stating its terms to the Meeting (this also needs to be seconded or fall).
- d) A member has the right to have their dissent recorded in the minutes.

The Chairperson of any meeting shall have the power to rule out of order any motion or amendment.

9.0 Remit & Responsibilities

9.1 General Remit

9.1.1 The Management Committee must demonstrate and achieve responsibilities in the leadership, strategic direction and control of the Association with the aim of delivering good outcomes for tenants and other service users, which is in accordance with Regulatory Framework and standards and guidance from the Scottish Housing Regulator

9.1.2 The Management Committee shall in terms of Rules 45-47 manage the business of the Association, i.e. shall take responsibility for the direction, conduct and control of the affairs of the Association in accordance with its aims and objectives, its Rules, statute, regulatory guidance and best practice.

9.1.3 The Management Committee shall have regard to guidance on good practice and codes of conduct published by The Scottish Housing Regulator, Charities Regulator, Scottish Federation of Housing Associations, Central and Scottish Governments and other appropriate bodies.

9.2 Powers & Responsibilities

9.2.1 The Committee may exercise all the powers of the Association defined by the Rules, except those which require to be exercised at a general meeting of members. Rule 47.1 sets out the Committee's powers, including the powers to:-

- buy, sell, build upon, lease or exchange any land and accept responsibility for any related contracts and expenses.

- agree the terms of engagement and remuneration of anyone employed in connection with the business of the Association.
- grant heritable securities over land owned by the Association and floating charges over all or any part of property and assets both present and in future owned by the Association. This includes accepting responsibility for any related expenses.
- decide, monitor and vary the terms and conditions under which the Association's property is to be let, managed, used or disposed of.
- appoint and remove our solicitors, surveyors, consultants, managing agents and employees, as required in the Association's business.
- refund such necessary expenses as are wholly necessary incurred by Committee Members and sub committee members in connection with their duties.
- compromise, settle, conduct, enforce or resist either in a Court of Law or by arbitration any suit, debt, liability or claim by or against the Association
- accept donations in support of the activities of the Association.

9.2.2 The Management Committee shall adopt the Standing Orders and the conduct of the affairs of the Management Committee and Sub-Committees shall be in accordance with these Standing Orders.

9.2.3 The Management Committee shall oversee, control and direct the duties and actions of the Chairperson, Vice Chairperson, Secretary and any other Officers of the Association to ensure that these are undertaken in accordance with the Rules, the aims and policies of the Association. The Committee may also delegate responsibilities to office bearers, members or staff and shall ensure that they conform to the instructions given to them.

9.2.4 The Management Committee shall ensure that it receives appropriate information and advice to carry out its duties.

9.2.5 The Management Committee shall determine admission to membership of the Association. It shall consider individual applications in accordance with its membership policy.

9.2.6 The Management Committee is responsible for any recruitment and resignation of Management Committee members arising under Rule 43 and 44, respectively.

9.2.7 The Management Committee is also responsible for determining co-options to the Committee subject to the restriction on numbers and the powers of co-optees set out in Rule 42. In considering an application for co-option the Committee shall take into account the skills, knowledge and experience on the Committee, as well as its

representation based on the demographic and ethnic profile with the tenants and shareholders it serves..

9.2.8 The Management Committee may delegate any of its powers to standing or special Sub-Committees, consisting of such Committee members or other persons as the Committee thinks fit as stated in Rule 58. The remit and delegated authority for standing or special Sub-Committees shall be put in writing, approved and reviewed periodically by the Committee. There will be occasions when issues will arise between meetings whereby decisions will require to be made without the opportunity of having had Management Committee delegation in advance e.g. emergency situations. On these occasions the Chairperson, Office Bearers and Senior Staff will have that authority to attend to matters either through an Office Bearers meeting, electronic format or decisions. There will be exceptions to this rule, for example in the case of the approval to implement a decree and possible eviction of a tenant, whereby an emergency Management Committee meeting will be called for full Committee approval. Other exceptions will be at the discretion of the Chairperson and Director.

9.2.9 The Chairperson in consultation with the other Officer Bearers will consider the proposed action where there is a conduct or performance issue involving the Director. In doing so the Chairperson should normally take independent advice to inform the action or decision by the Office Bearers

9.2.10 In the event of an emergency Office Bearers meeting or decision a report will be given to the next Committee meeting detailing action taken.

9.2.11 The Management Committee delegates' specific functions to the following Sub-Committees:

- Audit & Staffing Sub Committee; and the
- Cadder Community Centre Sub-Committee

Committee Members are required to join at least one Sub-Committee to ensure there is sufficient attendance at the meetings for a quorum and to transact the business of the Association. No Committee member should be a member of all Sub-Committees.

9.2.12 The Committee shall determine policy and procedures for dealing with complaints and appeals from tenants, members of the public or any other person or body having a direct interest in the business of the Association.

9.2.13 The Committee shall determine policies and procedures to ensure compliance with Equal Opportunities and Health and Safety Guidance and Legislation to protect those having an interest in the Association.

- 9.2.14 The Management Committee shall determine Policies and Procedures in the Management of Risk to the Association in order to minimise losses and maximise opportunities. They shall accept risks and legal responsibilities arising from its control.
- 9.2.15 The Management Committee shall ensure that there is a mechanism for regular performance reviews.
- 9.2.16 The Management Committee shall ensure that the Association's borrowings are undertaken in accordance with the Rules.
- 9.2.17 The Management Committee shall ensure that the Annual General Meeting and any General Meetings of the Association are called and conducted in accordance with the Rules 20-23 and 50-51 of the Association's Rules.
- 9.2.18 The Management Committee is responsible for ensuring compliance against the Scottish Housing Regulator's Regulatory Framework and its standards for Governance and Financial Management. They should periodically be reassured the Association is complying with the Regulatory Standards through self-assessment or independent audits to inform an annual assurance statement to the Regulator.
- 9.2.19 The Management Committee should ensure compliance against the provisions of the Regulatory Framework through its reporting, management and monitoring arrangements of the Association's business and activities.
- 9.2.20 The Management Committee shall establish, and maintain, for Committee Members and employees, a Code of Conduct, which ensures that all conduct, is in accordance with the Rules, guidance, legislation governing the affairs of the Association and the aims and policies of the Association. The Code of Conduct will be issued annually to Committee and Staff Members following the Annual General Meeting.
- 9.2.21 The Management Committee is responsible for the appointment and removal of staff and for fulfilling the Association's legal and contractual obligations as an employer. The Management Committee may affiliate to the Employers in Voluntary Housing (EVH), or such other body having objects, in respect of responsibilities as an Employer, similar to the objects of the Association.
- 9.2.22 Where the Management Committee have exercised their powers under section 9.2.21, they shall ensure that any disciplinary action taken towards staff is in accordance with the Disciplinary & Grievance Procedures, as outlined in the Terms and Conditions of Employment as agreed by Employers in Voluntary Housing/Unite. Those procedures state "the Management Committee will elect annually a Staffing Sub-

Committee with full delegated powers to administer appropriate stages of the Disciplinary Procedure. So far as practicable, membership of the Sub-Committees should remain constant throughout the period of office to ensure stability, consistency of treatment for employees and to enable members to gain experience in dealing with Staffing matters”.

9.2.23 The Management Committee may affiliate to any organisation representing the interests of the housing association sector, where their objects similar to those of the Association e.g. S.F.H.A, C.I.H or G.W.S.F.

9.2.24 The Management Committee is responsible for ensuring the recommendations or directions made by The Scottish Housing Regulator in the course of Inspections, Spot or Verification Audits, or its other functions are implemented.

9.2.25 The Management Committee may appoint any of its members or any employee to act as signatories or mandatories on its behalf for clearly specified functions.

9.2.26 The Management Committee may appoint any person to serve as the Association’s representative on any outside body or attend any outside event. Any such appointments can be terminated at any time and in any event will be reviewed on an annual basis. Any reasonable expenses incurred by representatives attending outside bodies or events will be reimbursed by the Association in accordance with its expenses policies.

9.2.27 The Management Committee is responsible for ensuring that the Association provides high quality services and properties at affordable rent, management fee and service charges for its tenants and owner-occupiers.

9.2.28 The Management Committee may recommend amendments to the Rules of the Association for approval by a Special General Meeting of the Association, Scottish Housing Regulator, the Officers of the Scottish Charity Regulator (OSCR) and the Financial Conduct Authority.

9.2.29 The Management Committee shall regularly review its Strategic Aims through the Association’s Business Planning process, which will be the subject of a comprehensive review every 3 years and interim assessment annually. The Committee will approve, monitor and evaluate the strategic aims, key tasks and targets, which will contribute to the achievement of the Association’s aims and objectives as outlined in the Business Plan.

9.3 Core Functions of the Management Committee

9.3.1 The core functions of the Management Committee are:-

- (a) Establishment of business and financial objectives;
- (b) Protection of the assets of the Association;
- (c) Recognition of the Association's duties to tenants, applicants and other service users;
- (d) Development, operation and reviewing of policies and procedures designated to facilitate achievement of the Association's objectives;
- (e) Approval of budgets, exercising of financial management and managing responsibility of both, financial and non-financial risks;
- (f) Overseeing and exercising control over the Association's work and services; and
- (g) Supervision of the Management of the Association

10.0 Policy and Decision Powers

10.1 In accordance with Rule 47 the following powers rest with the Management Committee:

Governance

- (a) Development and review of the Business Plan.
- (b) Development and review of the Corporate Risk Register
- (c) Development and review of governance policies
- (d) Review subscriptions to consultants and service organisations who support the Association's work and place in the housing sector.
- (e) Approval of the Annual Report on the Charter for submission to the Scottish Housing Regulator.

- (f) Ensure the review of the Residents Satisfaction Survey at least every 3 years to comply with the Scottish Social Housing Charter and requirements of the Scottish Housing Regulator.
- (g) Approve the Committee Succession Plan to recruit, retain and renewal of Committee.
- (h) Oversee the Committee appraisal process to ensure members have the appropriate skills, knowledge and support to lead, manage and direct the Association. Assess the objectivity, challenge and effectiveness of members with 9 or more consecutive years' service to inform the Committee's decision on whether they should be eligible for re-election or continue to remain on the Committee.
- (i) Approval and review of the Committee Training plan
- (j) Annually review the representation of the Management Committee based on the demographic and ethnic profile of the Committee compared against the shareholders and tenants it serves.
- (k) Develop systems and action plans to ensure compliance with new General Data Protection Regulations.

Staffing & General Purposes

- (a) The determination and review of staff complement and structure and recruitment policies of the Association. The determination and review of staff wages, gradings, conditions, job descriptions and training programmes.
- (b) The recruitment of staff of Grade 7 upward. The Management Committee will delegate the appointment of the recruitment panel or representative to the Staffing Sub-Committee to undertake this role. A panel for a Senior Manager's post will normally include the Chairpersons of the Management Committee and Audit & Staffing Sub-Committee.
- (c) The Management Committee will delegate to the Staffing Sub-Committee requests from Staff members for re-grading and staff grievance and disciplinary matters in accordance with the procedures stated in the Conditions of Service.
- (d) Review of staff pension arrangements through the Association's membership of the Pension Trust
- (e) Appointment of Legal Advisors.

- (f) Appointment and review of the Association's Internal Auditors. The Management Committee will delegate the appointment of its auditors to the Audit & Staffing Sub-Committee.
- (g) Health & Safety ensuring the Association meets statutory requirements.

Finance

- (a) The approval and management of annual budgets, management accounts and financial plans.
- (b) The approval of Annual accounts and Auditor's management letters.
- (c) Review of External Auditors at least every five years, which therefore demonstrates continuing independence of the Auditor and periodic review of the audit function. The Management Committee will delegate to the Audit & Staffing Sub-Committee the process to re-tender External Auditors, as determined by the Committee and Membership where there is a decision to review External Auditors as outlined in Rule 20.4..
- (d) Review the Association's Treasury Management Policy.
- (e) Approval of key documents for submission to the Scottish Housing Regulator:
 - Loan portfolio annual return;
 - 5 / 30 Year Financial Plans
 - Annual Accounts
- (f) Approval of other key documents for issue to financial institutions and regulatory organisations e.g. Financial Conduct Authority (FCA), Scottish Housing Regulator (SHR), Office of Scottish Charitable Regulator (OSCR).
- (g) Review the Financial Regulations and Operating Procedures.
- (h) Review an annual statement on compliance with Loan Covenants.

Development & Regeneration

- (a) Approve the Strategic Developing Funding Plan (SDFP) for submission to Glasgow City Council Development & Regeneration Services to reflect the Association development and regeneration aspirations and claim for Housing Association Grant.

- (b) Rehabilitation, new build and environmental improvement programme of the Association.
- (c) Programme of new project areas (rehabilitation) outwith the programme.
- (d) Registration of new build sites out with the programme.
- (e) Approval of wider role / regeneration programme
- (f) Approval of legal / contract documentation for wider role
- (g) Approval of tenders for development, wider role and regeneration projects above the Director's authorised spending level
- (h) Monitor and review expenditure and progress of development, wider role and regeneration projects
- (i) Strategically manage the Cadder Community Centre through a Community Centre Sub-Committee.
- (j) Approve the key strategic documents i.e. Community Centre Business Plan, Risk Action Plan, Annual Budget and other key strategies.
- k) Appointment of Consultants and approval of list of Consultants and Contractors.

Customer Services

- (a) Review of Allocation Policy for the Association's housing stock including transfers, exchanges and waiting lists.
- (b) Approval of annual letting targets for each access route in to housing.
- (b) Approval of Control of Payment and Benefits cases relating to the Allocation process as outlined in the Association's policies and Regulatory guidance.
- (c) New special projects and project referrals.
- (c) Finalisation and revision of homeless protocol and other nomination arrangements and protocols relating to the Allocations process.

- (e) Review and approval of rent; rent arrears and factoring arrears policies, including:
 - i) annual review of rent, management fee and service charge increases;
 - ii) write off of bad debts
- (f) Review Welfare Reform Action Plan to mitigate the impact of the U.K Government's welfare reform agenda on the Association, its tenants and other residents of Cadder
- (g) Formulation and review of estate management, insurance, common factoring policies.
- (h) Review the Empty Homes Policy for the minimisation of rent loss, including the inspection, repair, and re-letting of empty properties.
- (k) Approve the implementation of a decree and eviction of a tenant for a breach of the Scottish Secure Tenancy Agreement
- (j) Approval and review of stock condition surveys and annual and cyclical maintenance programmes.
- (k) Approval of the 5 year investment strategy for cyclical and major repair programmes
- (l) Approval of maintenance specification standards.
- (m) Approval and review of agency/service agreements between the Association and other organisations of service providers.
- (n) Attend and oversee tender openings for contracts in accordance with the Association's Formal Execution of Documents Policy and Procurement Policy.
- (o) Develop and review Customer Services Policies to reflect our service or as outlined in the Policy Review Schedule.

General

- (a) Approval of the Resident Participation Policy ensuring effective participation with stakeholders in the activities of the Association.
- (b) Approval of the Equal Opportunities and Diversity Policy which promotes equality of opportunity and embraces diversity in relation to all the Association's activities. Review of the Equality & Diversity Action Plan

11.0 Rules

- 11.1 This remit must be read in conjunction with the Rules of Cadder Housing Association Limited. Nothing stated, or omitted in this remit diminishes or supersedes the Rules or statutory provisions governing the Association.

Section 2: Purpose, Powers and Pitfalls of Sub Committee Structure

1.0 Purpose

1.1 The Association wishes to comply with good practice and as such has identified the need for separate sub-committees to deal with:-

- Audit Services
- The Association's role as an Employer.
- Cadder Community Centre

1.2 The Association will have 2 sub-committees to attend to the business noted in Section 1.1:-

- Audit & Staffing Sub-Committee; and the
- Cadder Community Centre Sub-Committee

1.3 The Association's Sub-Committees will:-

a) Enable individual Committee Members to specialise in an area of the Association's work and to build up skills and experience in a particular subject, e.g.

- Audit & Staffing Sub-Committee
 - Internal & External Audits;
 - (a) Approval and monitoring of Internal Audit Programme;
 - (b) Assess the findings of Internal Audit reports and monitor achievement of recommendations for improvement;
 - (c) Approval of the annual Self-Assessment Programme;
 - (d) Convene private discussion with the auditor to inform their role to positively challenge and hold to account the Director and Senior Staff; and
 - (e) Approval and review of External Audit.
- Staffing Sub Committee
 - the Association as an Employer will undertake the following:
 - (a) Recruitment;
 - (b) Disciplinary, Grievance and Appeals Cases;
 - (c) Annual Salary Increase, subject to a recommendation to the Management Committee;

- (d) Review of Staffing Policies; and
 - (e) Other Staffing issues including Absence Management, monitoring of overtime, etc.
- Cadder Community Centre Sub-Committee
 - Strategically manage the Cadder Community Centre
 - (a) Implement and monitor achievement of key tasks associated with the Business Plan, Risk Action Plan and other key strategic documents.
 - (b) Management and staffing arrangements for the centre;
 - (c) Review of the fee structure for the hire of rooms and other activities, which are affordable to users, competitive with other community facilities and viable for the centre.
 - (d) Ensure appropriate licenses and insurances associated with the use of the centre.
 - (e) Approve, monitor and review the budget for the centre
 - (f) Approve and review a programme of lets and activities in the centre.
 - (g) Assess performance against a suite of key performance indicators on financial and service areas of the centre.
 - (h) Assess funding opportunities and arrangements to maximise the success of key themed uses of the centre.
 - (i) Develop the centre to meet the needs and aspirations of local residents and users of the centre.
- b) Allow strategic issues to be dealt with in greater depth, from which follows greater accountability to the Association's Members.
 - c) Provide a more efficient use of time for both Staff and Committee Members, a more efficient means of Staff/Committee discussion, reporting and easier implementation of decisions made.
 - d) Provide an easier means for new members to learn, participate and understand the workings of the Audit and Employment aspects of the Association.

2.0 Overview of Sub-Committee Remit & Powers

- 2.1 The Remit of a Sub Committee is the definition of all the areas of Association business to be dealt with by the Sub Committee. The powers of the Sub Committee are those issues on which the Sub-

Committee can make and implement a decision without reference to the main Management Committee.

- 2.2 The Sub Committee powers and remits are laid out in detail in Sections 3 and 4 of this document for the Audit & Staffing; and Cadder Community Centre Sub Committees, respectively.
- 2.3 A Sub-Committee must have substantial decision making powers, otherwise the purpose of having Sub-Committees is defeated.
- 2.4 A Sub-Committee remit should be as comprehensive as possible in defining all areas of responsibility. Areas of overlap between Sub-Committees and how these are dealt with should also be clearly defined.
- 2.5 For effective operation it is vital that both Staff and Committee Members are clear on levels of responsibility between Management Committee to Sub-Committee to Staff.
- 2.6 Effective reporting by the Sub-Committee to the main Management Committees is essential. The minutes of the Sub-Committee meetings will be provided to the Management Committee for information only. The Senior Manager servicing the Sub-Committee will provide a report highlighting those areas where a decision by the Management Committee is required.
- 2.7 There may be occasions where business delegated to the Sub-Committee is transacted by the Management Committee. This will be in situations where it is out with the Sub-Committee cycle and /or it urgently requires to be discussed or agreed with Committee. In these situations it is agreed with the Chairpersons of the Sub-Committee and Management Committee. The alternative is to attend to business through an electronic format to be decided by the Chairperson.
- 2.8 The Management Committee should not normally debate decisions reached by the Sub-Committee within its remit and powers.

3.0 Pitfalls in a Sub Committee Structure

- 3.1 Sub Committees are intended to make housing associations more efficient, particularly in better use of time and quality of decisions and to enable Committee members to contribute more and get more out of the organisation.
- 3.2 Badly organised and run Sub-Committees can have the opposite effect. The major problems are double debate by Management

Committees effectively doubling the workload or giving Sub-Committees very little power to make and implement decisions.

3.3 Too much power to Sub-Committees or in the wrong areas, whether real or perceived, can give rise to complaints from members on lack of information, lack of consultation and ignorance of what is going on.

3.4 Poor attendance at some or all of Sub-Committee Meetings can lead to inquorate meetings which can transact no business at all. This could be seen as a breach of section 9.2.11 of the Standing Orders and in turn sections E.4 and F.3 of the Code of Conduct (Committee members)

E.4 You must ensure that you fulfil your responsibilities as they are set out in the relevant role description; that you maintain relationships that are professional, constructive and that do not conflict with your role as a member of the Governing Body.

F.3 You should contribute positively to our activities by regularly attending and participating constructively in meetings of the Governing Body, its sub-committees and any working groups.

Section 3: Audit & Staffing Sub-Committee Duties, Constitution and Composition

1.0 Role

- 1.1 The Management Committee has overall responsibility for the Audit functions where they are accountable to the Association's members that there is sound management of its financial affairs. The Committee is assisted in discharging this duty by External Audit. The Committee seeks reassurance that the Association's staff team are complying with legislation, policies and regulatory guidance and good practices in the delivery of its services, this is achieved through the work of Internal Audit.
- 1.2 The Management Committee has overall responsibility for ensuring that the Association carries out its 'Role as an Employer'. The Employers in Voluntary Housing's Conditions of Service, states that the Association should have a Staffing Sub-Committee with full delegated powers for the purposes of administering Disciplinary & Grievance Procedures. They recommend that membership of the Staffing Sub-Committee should remain constant throughout the period of office to ensure stability, consistency of treatment for employees and to enable members to gain knowledge and experience with staffing matters.

2.0 Membership & Composition

2.1 The Audit & Staffing Sub-Committee:

- (a) is a formally constituted standing Sub-Committee of the Management Committee;
- (b) will be given sufficient resources, including the right of access to all information it considers necessary, to carry out its duties;
- (c) can include the Association's Chairperson, although he/she cannot be the Chairperson of the Sub-Committee or participate in any panel to initially attend to a discipline, grievance or appeal as he/she may chair any subsequent appeal on behalf of the Management Committee.;
- (d) has the right to report directly to the Management Committee;
- (e) will not participate in appeals to the Management Committee following on from any decision they have made;

- (f) will consist of up to 6 members of the Management Committee with three members forming a quorum. The Chairperson and/or the Director may attend the sub-Committee as necessary in relation to any governance matters by Committee members and staff, respectively. The Chairperson of the sub-Committee should report any governance or performance matters to the Chairperson or Director as appropriate to their role.
 - (g) All members including Co-optees and Casual members have equal voting rights with the exception of the Sub-Committee Chairperson who will hold a casting vote for use as required.
 - (h) shall be able to co-opt up to 2 additional members with particular expertise or interest;
- 2.2 Members of the Audit & Staffing Sub-Committee will be appointed by the Management Committee each year following the Annual General Meeting.
- 2.3 The Sub-Committee should elect a Chairperson at its first meeting following the AGM. The Chairperson will chair all meetings unless they are not present or unwilling in accordance with the Rules and in this situation the Sub-Committee members will elect a member present to preside over the meeting.
- 2.4 The Sub-Committee will review meeting arrangements at the first meeting following the AGM i.e. preferred time and day of the week. This will ensure that the meeting arrangements take account of Members' personal circumstances or commitments.
- 2.5 The Finance & Corporate Services Manager (F&CSM) will be the lead officer to support the work of the Audit & Staffing Sub-Committee. The F&CSM will be supported by the Director and other members of the Senior Staff, as required by the Director.
- 2.6 Members should submit their apologies for non attendance at the Sub-Committee meeting to the F&CSM or Admin staff at the earliest opportunity.
- 2.7 Members should agree to remain on the Staffing Sub-Committee for a period of at least one year from date of election.

3.0 **Meetings**

- 3.1 The Audit & Staffing Sub-Committee should meet on at least a quarterly basis (every 3 months). Any additional meetings to be agreed by the Sub-Committee.
- 3.2 The F&CSM shall give notice of all ordinary meetings of the Audit & Staffing Sub-Committee to Sub-Committee Members at least 7 days in advance of the meeting and shall specify the matters to be considered through issue of an Agenda for the meeting. The Agenda will be arrived at through liaison and consultation between the Director, F&CSM and Chairperson of the Sub-Committee. Should any member wish to raise an issue as an agenda item, they should inform the F&CSM 10 days prior to the scheduled date of the meeting. The Chairperson will consider any request for items to be discussed under Any Other Competent Business.
- 3.3 There may be a requirement for an emergency meeting, every effort will be made to give at least seven days written notice to members of the Audit & Staffing Sub-Committee, although the emergency situation may necessitate a meeting at an earlier date.
- 3.4 In situations of an urgent nature in between meetings of the Management Committee there may be a requirement to attend to Committee business. The Association will at the discretion of the Chairperson, issue information, documents or reports in an electronic format to inform a decision on urgent Committee business, which will be overseen by the Chairperson and reported to the subsequent Sub-Committee meeting
- 3.5 The F&CSM should normally be in attendance at meetings. In the F&CSM's absence the Director or another member of the Senior Staff Team will be in attendance as determined by the Director or Sub-Committee Chairperson.
- 3.6 Any member of the Sub-Committee wishing to speak at any meeting shall only do so when allowed by the Chairperson. He/she shall address the Chair confining his/her remarks on the matter i.e. by proposing, seconding or supporting a motion or any relative amendment or comment or to a point of order to ask a question.
- 3.7 To assist the efficient conduct of Committee's business
 - a) Respect and regard should at all times be paid to the authority of the Chairperson. When he/she speaks, the member shall cease to do so. It shall be the duty of the Chairperson to preserve order and to ensure that members obtain a fair hearing.

- b) The Chairperson shall decide upon all matters of order, competency and relevancy and each ruling shall be final and shall not be open to discussion. The Chairperson shall also decide between two or more members wishing to speak by calling on the member whom he/she observed first.
 - c) The Chairperson shall be entitled, in the event of a disorder arising, to adjourn the Meeting to a time he/she may then or afterwards determine, and his/her leaving the Chair shall indicate that the Meeting is adjourned.
 - d) The Chairperson will have both a deliberate vote and a casting vote.
 - e) The Chairperson may restrict the amount of time spent on any item of business.
- 3.8 In discharging his/her responsibilities, the Chairperson should at all times act in a fair and reasonable manner.
- 3.9 If a member is obstructive, offensive or disregards the authority of the Chairperson, a vote may be taken to exclude him/her from the meeting.
- 3.10 A vote may be taken through a show of hands or by poll and will be decided by a majority of those present and being entitled to vote, the Chairperson will have a casting vote. The Chairperson will ask those present their preferred method of voting to decide on the method of voting to be used
- 3.11 Motions and Amendments of the Sub-Committee should be dealt with as follows:
- a) Motions may be moved by a member of the Sub-Committee. A motion shall fail unless it can be seconded. If a motion fails to be seconded it will not be discussed or put to the meeting nor will it be printed in the minutes.
 - b) Amendments which are not seconded shall not be discussed or put to the meeting or printed in the Minutes.
 - c) Where an amendment has been seconded and discussed, members will vote on the amendment first. If the amendment does not receive a majority vote it will fail. Members will then vote on the motion. If the motion fails to receive a majority vote it will fail and the status quo will prevail.
 - d) After a Motion has been made and seconded, any member wishing to move an opposing motion, may do so by stating its terms to the Meeting (this also needs to be seconded or fall).

- e) A member has the right to have their dissent recorded in the minutes.

4.0 Minutes

- 4.1 The Minutes of the Sub-Committee meeting shall be printed under the supervision of the F&CSM. Draft minutes will be passed to the Chairperson to assess accuracy for issue to members ahead of the next meeting.
- 4.2 The Sub-Committee Minutes shall be submitted to the Management Committee for information only.
- 4.3 The Minutes shall be held as a correct record of the decisions taken at such meetings, subject to any amendments approved by members of the Sub-Committee present.
- 4.4 No longer than 15 minutes will be spent on the approval of the previous minutes.
- 4.5 Once approved, the minute of the Sub-Committee meeting will be signed by members of Sub-Committee and the Chairperson as being approved. Thereafter, the Minutes will be retained on file.

5.0 Principal Duties of the Audit & Staffing Sub-Committee

5.1 Audit

5.1.1 Overview of External Audit:

- (i) to consider whether or not the Association is getting good value for money from its external auditor;
- (ii) to review the external audit work on behalf of the Management Committee;
- (iii) to recommend to the Management Committee the re-appointment or otherwise of the external auditor;
- (iv) to recommend to the Management Committee the fee to be paid to the external auditor.

5.1.2 Overview of Internal Control:

- (i) to satisfy the Management Committee that there is a sufficient, systematic review of the internal control arrangements of the Association, both operational (relating to effectiveness, efficiency and economy) and of financial reporting controls;
- (ii) to ensure that weaknesses in control are being corrected and reported to the Management Committee accordingly;
- (iii) to consider the external auditor's management letter;
- (iv) to ensure that the recommendations from the internal audit function and self-assessment audits are followed through;
- (v) to ensure progress in the implementation of a Self- Assessment Audit programme aimed at identifying non compliance in the delivery of the Association's policies and procedures, also legislative and good practice guidance, to tenants and service users.
- (vi) to commission special investigations into matters of particular concern relating to internal control;
- (vii) to learn from the internal audit function of any major audit findings, and to advise thereon.

5.1.3 Overview of Internal Audit:

- (i) to ensure that the Association has appropriate internal audit arrangements and to approve the scope and/or limitations of such arrangements;
- (ii) to approve in advance the appointment, termination of changes to internal audit service;
- (iii) to review the planned programme of work of the internal audit function to ensure its appropriateness.
- (iv) to meet with the internal auditor and have private discussion on audit reports and matters from internal control arrangements.

5.1.4 The Audit & Staffing Sub-Committee will produce an annual report for the Management Committee in March each year on the adequacy and effectiveness of the Association's internal controls. The annual report should also include a review of:

- (a) the external auditor's management letter;

- (b) the internal auditor's reports;
- (c) the register of detected frauds or bribery maintained by the Association;
- (d) arrangements for promoting economy, efficiency and effectiveness within the Association; and
- (e) Member's Declaration of Interests

Staffing

5.2 To fulfil the Association's Role as Employer, the Sub-Committee will undertake the following:

5.2.1 To review and make recommendations to the Management Committee on the:

- a) annual review of salaries within the Association's full membership of EVH and the collective bargaining agreement.
- b) Association's staff structure review every 3 to 5 years.

5.2.2 To administer the Association's Disciplinary Procedures:

- (i) to ensure all stages of Association's policy and procedure, with respect to disciplinary matters, have been complied with;
- (ii) to hear appeals by staff against disciplinary action at the appropriate stage of the Disciplinary Procedure as outlined in section A12 of the Conditions of Service;
- (iii) to dismiss a staff member guilty of continuous serious misconduct or gross misconduct.

5.2.3 To administer the Association's Grievance Procedures:

- (i) to ensure all stages of the Association's policy and procedures, with respect to an employee's grievance, have been complied with;
- (ii) to hear an appeal from an employee who has a grievance relating to their employment at Stage 3 4 of the Grievance Procedure as outlined in section A13 of the Conditions of Employment. The Sub-Committee will give a written decision to

the employee and trade union, within five working days of the hearing.

5.2.4 To attend to the following duties and decisions associated with the Role as Employer:

- (i) To appoint the Director with independent assistance.
- (ii) To be involved in the Recruitment of Staff for all posts Grade 7 and above
- (iii) To review staffing related policies as per the Policy Review Schedule
- (iv) To authorise the advertisement of a post within the staff structure following a vacancy. This is seen as an opportunity to evaluate and review the requirements of the post and role i.e. job description, grade, etc.
- (v) To decide on any recommendation for an interim change of the staff structure due to the requirement for additional posts or regrading requests.
- (vi) To conduct the Appraisal of the Association's Director together with the Chairperson of the Management Committee. The Appraisal Panel should normally be the Chairperson of the Management Committee, Chairperson of the Audit & Staffing Sub-Committee and one other member of the Audit & Staffing Sub-Committee.
- (vii) To assess the effectiveness of the staff appraisal process following a report from the Director.
- (viii) To monitor progress with staff and Committee training plans and make recommendations on the annual training budget.
- (ix) To monitor Sickness Absence of staff members on a departmental and organisational basis, and consider the effectiveness of support initiatives.
- (x) To monitor overtime expenditure and accrued t.o.i.l levels.
- (xi) To consider any request for Flexible Working within the Association's Flexible Working Policy and the Association's responsibilities to create a Work Life Balance.
- (xii) To take account of legislation and good practice guidance to inform the Association's HR function and responsibilities.

Section 4: Cadder Community Centre Sub-Committee Duties, Constitution and Composition

1 Background

- 1.1 The Association owns the Cadder Community Centre and the Management Committee has overall responsibility for the management of the centre. They are accountable to ensure the community centre is viable and serves the needs of local residents and users to the centre in providing a range of activities and services.
- 1.2 The Cadder Community Centre Sub-Committee will be given delegated authority by the Management Committee to ensure there is a full programme of services and activities across its themed uses. The Sub-Committee will decide on matters relating to marketing, management and staffing; fee structure. They will also ensure that there are appropriate licenses and insurances and frequently assess the financial position associated with income and expenditure.

2.0 Membership & Composition

- 2.1 The Cadder Community Centre Sub Committee:
- (a) is a formally constituted standing Sub-Committee of the Management Committee;
 - (b) will be given sufficient resources, including the right of access to all information it considers necessary, to carry out its duties;
 - (c) has the right to report directly to the Management Committee;
 - (d) will consist of up to 6 members of the Management Committee with three members, of which two are local residents forming a quorum. The Chairperson and/or the Director may attend the sub-Committee as necessary in relation to any governance matters by Committee members and staff, respectively. The Chairperson of the sub-Committee should report any governance or performance matters to the Chairperson or Director as appropriate to their role.
 - (f) All members including Co-optees and Casual members have equal voting rights with the exception of the Chairperson who will hold a casting vote for use as required.
 - (g) There will always be a majority of members who are resident in properties owned or factored by Cadder Housing Association at

meetings of the Sub-Committee, otherwise it will be deemed to be inquorate and sections 3.11 / 3.12 will apply.

- (f) shall be able to co-opt up to 2 additional members with particular expertise or interest;

2.2 Members of the Cadder Community Centre Sub-Committee will be appointed by the Management Committee each year following the Annual General Meeting.

2.3 The Sub-Committee should elect a Chairperson at their first meeting following the AGM. The Chairperson will chair all meetings unless they are not present or unwilling in accordance with the Rules and in this situation the Sub-Committee members will elect a member present to preside over the meeting.

2.4 The Sub-Committee will review meeting arrangements at the first meeting following the AGM i.e. preferred time and day of the week. This will ensure that the meeting arrangements take account of Member's personal circumstances or commitments.

2.5 The Director will be the lead officer to support the work of the Community Centre Sub-Committee. The Director will be supported by the Community Centre Co-ordinator to report to Sub-Committee. The F&CSM or the Customer Services Manager will deputise for the Director, as required by the Director.

2.6 Members should submit their apologies for non-attendance at the Sub-Committee meeting to the Director or Admin staff at the earliest opportunity.

2.7 Members should agree to remain on the Cadder Community Centre Sub-Committee for a period of at least one year from date of election.

3.0 Meetings

3.1 The Cadder Community Centre Sub-Committee should meet on at least a quarterly basis. Any additional meetings to be agreed by the Sub-Committee.

3.2 The Director should normally be in attendance at meetings. The F&CSM or the Customer Services Manager will deputise for the Director, as required by the Director.

3.3 The Director shall give notice of all ordinary meetings of the Cadder Community Centre Sub-Committee Members at least 7 days in advance of the meeting and shall specify the matters to be considered

through issue of an Agenda for the meeting. The Agenda will be arrived at through liaison and consultation between the Director and Chairperson of the Sub-Committee. Should any member wish to raise an issue as an agenda item, they should inform the Director 10 days prior to the scheduled date of the meeting. The Chairperson will consider any request for items to be discussed under Any Other Competent Business.

- 3.4 There may be a requirement for an emergency meeting, every effort will be made to give at least seven days written notice to members of the Community Centre Sub-Committee, although the emergency situation may necessitate a meeting at an earlier date.
- 3.5 In situations of an urgent nature in between meetings of the Management Committee there may be a requirement to attend to Committee business. The Association will at the discretion of the Chairperson, issue information, documents or reports in an electronic format to inform a decision on urgent Committee business, which will be overseen by the Chairperson and reported to the subsequent Management Committee meeting
- 3.6 Any member of the Sub-Committee wishing to speak at any meeting shall only do so when allowed by the Chairperson. He/she shall address the Chair confining his/her remarks on the matter i.e. by proposing, seconding or supporting a motion or any relative amendment or comment or to a point of order to ask a question.
- 3.7 To assist the efficient conduct of Committee's business:
 - a) Respect and regard should at all times be paid to the authority of the Chairperson. When he/she speaks, the member shall cease to do so. It shall be the duty of the Chairperson to preserve order and to ensure that members obtain a fair hearing.
 - b) The Chairperson shall decide upon all matters of order, competency and relevancy and each ruling shall be final and shall not be open to discussion. The Chairperson shall also decide between two or more members wishing to speak by calling on the member whom he/she observed first.
 - c) The Chairperson shall be entitled, in the event of a disorder arising, to adjourn the Meeting to a time he/she may then or afterwards determine and his/her leaving the Chair shall indicate that the Meeting is adjourned.
 - d) The Chairperson will have both a deliberate vote and a casting vote.

- e) The Chairperson may restrict the amount of time spent on any item of business.
- 3.8 In discharging his/her responsibilities, the Chairperson should at all times act in a fair and reasonable manner.
- 3.9 If a member is obstructive, offensive or disregards the authority of the Chairperson, a vote may be taken to exclude him/her from the meeting.
- 3.10 A vote may be taken through a show of hands or by poll and will be decided by a majority of those present and being entitled to vote, the Chairperson will have a casting vote. The Chairperson will ask those present their preferred method of voting to decide on the method of voting to be used
- 3.11 Motions and Amendments of Sub-Committee should be dealt with as follows:
- a) Motions may be moved by a member of the Sub-Committee. A motion shall fail unless it can be seconded. If a motion fails to be seconded it will not be discussed or put to the meeting nor will it be printed in the minutes.
 - b) Amendments which are not seconded shall not be discussed or put to the meeting or printed in the Minutes.
 - c) Where an amendment has been seconded and discussed, members will vote on the amendment first. If the amendment does not receive a majority vote it will fail. Members will then vote on the motion. If the motion fails to receive a majority vote it will fail and the status quo will prevail.
 - d) After a Motion has been made and seconded, any member wishing to move an opposing motion, may do so by stating its terms to the Meeting (this also needs to be seconded or fall).
 - e) A Member has the right to have their dissent recorded in the minutes.

4.0 Minutes

- 4.1 The Minutes of the Sub Committee meeting shall be printed under the supervision of the Director. Draft minutes will be passed to the Chairperson to assess accuracy for issue to members at the next meeting.
- 4.2 The Sub-Committee Minutes shall be submitted to the Management Committee for information only
- 4.3 The Minutes shall be held as a correct record of the decisions taken at such meetings, subject to any amendments approved by members of the Sub Committee present.
- 4.4 No longer than 15 minutes will be spent on the approval of the previous minutes.
- 4.5 Once approved, the minutes of the Sub-Committee meeting will be signed by the Sub-Committee Chairperson as being approved. Thereafter, the Minutes will be retained on file.

5.0 Principal Duties of the Cadder Community Centre Sub-Committee

5.1 Business Development

- (a) To monitor achievement of the Business Plan and associated work plans for the Community Centre
- (b) To monitor and review a Risk Action Plan for the Community Centre
- (c) To review medium and long term financial plans to inform the financial viability and sustainability of the centre.
- (d) To approve a maintenance strategy for cyclical and major repairs to ensure the centre is well maintained.

5.2 Financial Management:

- (i) to ensure the community centre is viable where the Association covers its costs;
- (ii) to assess the financial position through the quarterly accounts position

- (iii) to review the financial requirements for the annual budget and make recommendations to the Management Committee
- (iv) to develop a funding strategy.
- (v) to analyse the value for money of the themed uses of the centre and decide on how best value outcomes can be achieved.
- (vi) to review annually the fee structure to ensure room hire or use of the centre is affordable to users; is competitive with other community facilities; and contributes to the viability of the centre where income cover costs.
- (vii) To identify and pursue grants to maximise the use, effectiveness and viability of the centre.

5.3 Management of the Centre:

- (i) to establish and review the management and staffing arrangements for the centre within set financial parameters.
- (ii) to approve a volunteering strategy and monitor the effectiveness of volunteer, employment and training placements to support management and staff in the running of the centre
- (iii) to identify risks and opportunities annually and establish an action plan to mitigate these through set controls, as well as pursue opportunities to maximise the usage and effectiveness of the centre.
- (iv) To monitor achievement of the cyclical and major repair work to ensure the centre is in good order and the Association meets its legal and contractual requirements.
- (v) To identify training and development opportunities for centre staff, volunteers, training and employability placements aimed at enhancing the service and activities in the centre.
- (vi) To refer to the Audit & Staffing Sub-Committee any disciplinary, grievance or appeal associated with centre staff or others as listed in section 6.2 v in accordance with the Terms and Conditions of Employment.
- (vii) To take account the views of the Cadder Community Centre Action Group and their proposals and suggestions aimed at enhancing the centre and the activities and services on offer to users of the centre or local residents.

5.4 Use of the centre:

- (i) Approve a marketing strategy to maximise use of the centre across the themed uses:
 - i. Learning & Development
 - ii. Recreation & Leisure
 - iii. Café
 - iv. Functions & Events
 - v. Youth & Community Activities and Services
- (ii) Approve and review a programme of lets and activities in the centre.
- (iii) Ensure there are appropriate licenses and insurances associated with the use of the centre;
- (iv) Ensure at least one person working in the Café has a valid food hygiene certificate
- (v) To commission an audit every two year of Health & Safety, thus ensuring the centre meets legal requirements and good practice guidance. Monitor the achievement of key tasks recommended through a Health & Safety audit.
- (vi) To review user satisfaction surveys findings and complaints aimed at improving the centre to meet the needs and aspirations of centre users and local residents.
- (i) To ensure appropriate stakeholder involvement in the development of the Cadder Community Centre.

Section 5: Role, Duties and Authority of the Chairperson

1.0 Appointment/Resignation/Removal

- 1.1 The Chairperson shall be elected by the Members of the Committee at the first meeting after each Annual General Meeting, to hold office until the conclusion of the next Annual General Meeting unless he/she ceases in the meantime to be a Committee Member.
- 1.2 He/She shall be removable from office only by a vote of two thirds of those Committee Members present at a special meeting called for that purpose.
- 1.3 The Chairperson shall resign his/her office by notice in writing to the Secretary, or if for any reason he/she ceases to be a member of the Committee.

2.0 General Remit & Duties

- 2.1 The Chairperson is responsible for the leadership of the Committee and ensuring its effectiveness in all aspects of the Committee's role and to ensure that the Committee properly discharges its responsibilities as required by law and the Rules of the Association.
- 2.2 The Chairperson shall endeavour to ensure that the Management Committee fulfils and furthers the aims and objectives of the Association, and that it operates within its Rules and the Law.
- 2.3 The Chairperson shall ensure proper conduct of Committee Members, review of Committee Membership, full and adequate spread of duties, recruitment and training of members and retirement where appropriate.
- 2.4 The Chairperson shall ensure that there is an annual appraisal of all Committee members aimed at identifying any skills gaps of individual members or the Committee. The annual appraisal will also assess the objectivity, challenge and effectiveness of members with 9 or more consecutive years' service to inform Committee's decision on whether members in this category can stand for re-election or remain on the Committee.
- 2.5 The Chairperson shall provide support for, and establish a constructive working relationship with, the Director of the Association. He/She will be delegated to line manage the Director, where he/she will:
 - review the Director's work programme and performance ;
 - ensure there appropriate support and guidance to the Director in particular where flexibility is needed to attend to changing priorities and work commitments

- discuss the need for any training and development and/or consultancy arrangements to support the Director's achievement of the work programme.
- 2.6 The Chairperson in her/his line management of the Director will meet with the Director bi-monthly. The Chairperson will also provide a report to the Committee bi-annually (every 6 months) on any issues in his/her line management of the Director.

3.0 Calling and Conduct of Meetings

- 3.1 The Chairperson shall preside at all Management Committee, Annual General and Special General Meetings.
- 3.2 The Chairperson, in conjunction with the Director, and with any requested input from the Chairs of Sub-Committees or Committee Members, shall set the Agenda for and shall ensure notification of regular meetings.
- 3.3 The Chairperson shall ensure that the Management Committee meets as determined by the Management Committee and, in any event, no less than six times a year.
- 3.4 The Chairperson may call a Special Meeting of the Management Committee in accordance with Rule 56.1 of the Association.
- 3.5 The Chairperson shall ensure that meetings are conducted in an orderly fashion and resolutions and amendments are properly put forward and that procedure under the Rules and Policies of the Association are carried out.
- 3.6 The Chairperson shall ensure the effectiveness of meetings by:
- making sure those who wish to, are allowed to contribute;
 - allocating adequate time for contributors to speak;
 - ensuring that voting procedures are in place and that these are followed; and
 - announcing votes at general meetings.
- 3.7 The Chairperson shall ensure that voting at General Meetings is in accordance with Rules 28 to 31.2. Where there is a tied vote at a meeting, the Chairperson shall have a second, or casting vote.
- 3.8 The Chairperson shall sign the Minutes of all Management Committee and General Meetings once approved as evidence of a true record of proceedings.

3.9 Interpretation of Policy disputed at a meeting rests with the Chairperson, unless he/she calls for it to be put to a vote.

4.0 Delegated Authority

4.1 The Chairperson has delegated authority from the Management Committee as follows on:

(a) Decision Maker

- (i) Interim decisions clearly within Policy and established practice subject to ratification at the next Management Committee Meeting.
- (ii) Interim decisions for emergencies, or issues out with Policy and Practice that cannot wait for the next meeting of the Committee, or a Special Meeting of the Committee, subject to having held a meeting and consulted with the Secretary (or in his/her absence two of the Committee Members) and the Director, and subject to an immediate report to Committee for ratification.

(b) As a Signatory on Behalf of the Association

- (i) Acting in the absence of the Secretary as a signatory for all documents to which the Seal of the Association may be affixed, subject to a report on the use of Seal being made to the Management Committee.

(c) Representative of the Association as Employer

- (i) The Chairperson may appoint temporary Staff up to Grade 7 in the absence of the Director, or an immediate Committee Meeting, subject to it being reported to the next appropriate meeting for ratification.
- (ii) The Chairperson having held a meeting with, and consulted the Secretary (or in his/her absence with two of Members of the Management Committee) may suspend a Member of Staff on full pay in an alleged or known case of gross misconduct, where immediate action is required, subject to the immediate calling of a Special Meeting of the Management Committee.

(d) Miscellaneous

- (i) The Chairperson may call for written or verbal reports from Staff and attendance by Staff at Management Committee Meetings.
- (ii) The Chairperson may delegate duties or authority from time to time to another Office Bearer, or the Director.
- (iii) The Chairperson will be supported by the Vice Chairperson, Office Bearers or other Committee members, where necessary.
- (iv) The Chairperson is delegated to receive professional / independent advice when it is needed.
- (v) The Chairperson represents the Association at external events appropriately.

4.2 The above is not considered exhaustive and common sense and discretion must be applied to see that its spirit is adhered to in situations not specifically included. Reference should be made to the Role Description for the Chairperson for specific responsibilities and delegated authority from the Management Committee.

5.0 In the Absence of the Chairperson

5.1 In the absence of the Chairperson, his/her remit, duties and delegated authority shall fall to the Vice Chairperson, Secretary, or a member of the Committee of Management elected to take the place of the Chairperson.

5.2 The Vice Chairperson will in conjunction with the Secretary undertake the Chairperson's annual appraisal.

Section 6: Role, Duties and Authority of the Secretary

1.0 Appointment/Resignation/Removal

- 1.1 The Secretary shall be elected by the Members of the Committee at the first meeting after each Annual General Meeting, to hold office until the conclusion of the next Annual General Meeting, unless he/she ceases in the meantime to be a Committee Member.
- 1.2 He/She shall be removable from office only by a vote of two thirds of those Committee Members present at a Special Meeting called for that purpose.
- 1.3 The Secretary may resign his/her office by notice in writing to the Chairperson and shall vacate office if for any reason he/she ceases to be a Member of the Committee. Where the Secretary resigns, or vacates office, the Management Committee shall immediately elect one of the Members to be Secretary in his/her place.

2.0 General Role & Duties

- 2.1 The Secretary will be controlled, supervised and instructed by the Management Committee.
- 2.2 The Secretary shall ensure that proper records are kept of all incoming and outgoing mail. This responsibility will be carried out in conjunction with the Director.
- 2.3 The Secretary shall ensure the mailing of all necessary information to Shareholders (annual accounts, reports, etc.).
- 2.4 The Secretary shall receive membership applications and bring these to the attention of the Management Committee. He/She shall arrange for the proper issue of shares to persons accepted to membership by the Management Committee and notify those not accepted.

3.0 Secretarial Duties Relating to Meetings of the Association

- 3.1 The Secretary shall call all Annual General Meetings and Special General Meetings in accordance with Rules 20 to 23 .
- 3.2 The Secretary shall convene all meetings of the Management Committee, or Special Meetings of the Management Committee under Rules 50 and 51, in conjunction with the Chairperson and Director.
- 3.3 The Secretary shall ensure the taking, circulation and safekeeping of all Association minutes, in conjunction with the Director.

4.0 Secretarial Duties Relating to Returns and Keeping of Registers

- 4.1 The Secretary shall ensure the timeous preparation and submission of all returns to the Financial Conduct Authority and Scottish Housing Regulator, in conjunction with the Director and Finance & Corporate Services Manager.
- 4.2 The Secretary shall ensure that the following are maintained and in safe custody: Register of Members, Seal Register, Tender Register, Share Books and Accounts. The Secretary shall ensure the safe custody and proper use of the Seal of the Association. These duties will be carried out in conjunction with the Director.
- 4.3 The Secretary, in conjunction with the Director, shall ensure that all members and persons with an interest in the Association are allowed to inspect the registers and books of the Association, in accordance with Rule 81.

5.0 The Secretary as Signatory

- 5.1 The Secretary will countersign the affixing of the Seal, whose use must be reported to the Management Committee.

6.0 The Duties of the Secretary

- 6.1 The Secretary shall in accordance with Rule 68 report to the last Management Committee before the Annual General Meeting confirming that Rules 62-67 have been followed or if they have not been followed, the reason for this.
- 6.2 The Secretary shall ensure that proper books of accounts are maintained and that adequate financial controls operate.
- 6.3 The Secretary shall ensure that Annual Accounts, in a form meeting statutory requirements are prepared. He/she shall also ensure that a copy of the last balance sheet and the Auditor's Report is displayed in a conspicuous place in the Association's office.
- 6.4 The Secretary shall ensure that the organisation acts legally and constitutionally within its rules.
- 6.5 The Secretary in conjunction with the Vice- Chairperson will undertake the Chairperson's annual appraisal.
- 6.6 The Secretary may delegate duties or authority to the Director or staff of the Association.

6.7 The above is not considered exhaustive and common sense and discretion must be applied to see that its spirit is adhered to in situations not specifically included.

Section 7: Remit and Delegated Authority of the Director

1.0 Remit

- 1.1 The Director is directly responsible to the Management Committee for all of the Association's activities. All Staff through their Line Manager will be responsible to the Management Committee through the Director.

2.0 Committee

- 2.1 To advise and make recommendations on the operation and structure of the Committee and to relate this to the staff structure.
- 2.2 To formulate policy recommendations and proposals to assist the Association in ensuring an effective contribution towards meeting housing needs within the resources available.
- 2.3 To identify and make recommendations on new initiatives and/or areas for involvement and new forms of development and management.
- 2.4 To review and develop operational efficiency, including the quality of reporting to all Committees.
- 2.5 To advise the Committee on training opportunities for Committee Members.
- 2.6 To ensure that policy decisions taken by the Committee are implemented and that policies are reviewed as required.
- 2.7 To ensure that the operations of the Association are carried out in accordance with statutory and other requirements, including directives and lending conditions set out by empowered Government Agencies; to co-ordinate the supply of statistical and other information to outside agencies, as required by statute.
- 2.8 To advise the Committee on issues of Governance and control.
- 2.9 To service and attend the Management Committee and other Sub-Committees as required, and to supervise and co-ordinate the servicing and attendance of Committees by appropriate staff.
- 2.10 To assist the Secretary of the Association in the execution of his/her duties.

3.0 Control & Planning

- 3.1 To prepare in liaison with Committee and Senior Staff the Association's Business Plan, combining Governance, Finance, Customer Services (Housing & Maintenance) and Regeneration/Wider Role plans and objectives.
- 3.2 To ensure the Association carries out its operations in accordance with the business plan and policies approved by the Management Committee, meets the requirements of The Scottish Housing Regulator, Charities Regulator, Financial Conduct Authority and all its legal duties.
- 3.3 To ensure performance management systems are established where challenging tasks and targets facilitate the achievement of the Association's objectives. To ensure performance outcomes are reported to the Management Committee and Sub-Committees.
- 3.4 To develop risk management systems and controls aimed at mitigating any risks, which could compromise the ability of the Association to achieve its aims and objectives.
- 3.5 Ensure the Association provides high quality homes and responsive services in the delivery of our housing service.
- 3.6 Establish, develop and maintain a culture of excellent customer service. Assess customer satisfaction and review service provision to meet the needs of the Association's tenants and service users.
- 3.7 To ensure, in consultation with the Finance & Corporate Services Manager, that the Association's financial controls are adequate, through the establishment and monitoring of financial regulations.
- 3.8 To develop, in consultation with the Finance & Corporate Services Manager, systems for the provision of relevant financial information to the Committee, including a financial plan, annual budgets, management accounts and cash flow statements.
- 3.9 To ensure, in consultation with the Customer Services Manager, that the Association continues to develop and maintain high standards of housing management and property maintenance, including publicly accountable and accessible allocations policy and procedures, publicly accountable tendering procedures and adequate selection, commissioning and monitoring of contractors.

- 3.10 To develop, in consultation with the Customer Services Manager, systems for the provision of relevant information to the Committee, including a housing strategy, asset management strategy, cyclical review of service policies, cyclical maintenance and major repair programme and quarterly reporting in accordance with the Performance Management Framework.

4.0 Staff Management, Administration & Structure

- 4.1 To be responsible to the Committee for the management of staff, including promotion of staff morale and the development of arrangements for staff communication and consultation.
- 4.2 To make regular reviews of the staff structure, ensuring that the allocation of duties of staff are clearly defined and that recommendations on the most efficient use of staff resources are reported to Committee.
- 4.3 To participate in the recruitment and appointment of staff with appropriate Committee involvement.
- 4.4 To have delegated authority to recruit temporary or agency staff to fill any vacancies in the staff structure.
- 4.5 To develop effective performance management and appraisal systems for staff to facilitate greater empowerment and personal and career development.
- 4.6 To co-ordinate the activities of the various staff sections to ensure the efficient operation of the Association through the development and monitoring in consultation with the relevant staff, of internal procedures and good practice information.

5.0 Staff Welfare, Training & Accommodation

- 5.1 To ensure the welfare of the staff on a day-to-day basis and make recommendations to the Committee on related policy matters, including Health & Safety at work.
- 5.2 To devise, implement and report on progress on an annual training programme for staff, taking full account of the need to balance individual career development with the workload, priorities and staff resources of the Association.
- 5.3 To monitor accommodation and equipment requirements and make recommendations to the Committee as required.

6.0 Promotion

- 6.1 To represent the Association on policy discussions with Local Authorities, Government Agencies and other organisations to secure their co-operation and assistance in meeting the objectives of the Association.
- 6.2 To bring forward proposals to promote good public relations, which include publicising the aims and achievements of the Association.
- 6.3 To promote closer contact between the residents and the Association through newsletters, meetings and social events and to ensure the courteous treatment of residents and the public at all times.

7.0 Delegated Authority

- 7.1 The Director has delegated authority from the Committee to undertake the following duties without prior consent.

(a) Committee

- (i) Undertake the administrative duties of the Association's Secretary in respect of calling of meetings, issuing agendas and minutes.
- (ii) Call for written, or verbal reports from staff and attendance by staff at Committee Meetings.
- (iii) Implement the Association's policy in respect of purchase by an employee or Committee Member of goods or services from consultants, contractors, or others who work for the Association.
- (iv) The making and implementing of interim decisions for emergencies or issues outwith policy and practice, which cannot wait for the next or a special meeting of the Committee, subject to having held a meeting of, and/or consulted with the Chairperson, Vice Chairperson Secretary or, in their absence, two Committee Members, subject to a report to Committee for ratification.

(b) Control & Planning

- (i) Act as a cheque signatory of the Association within the agreed financial control procedures.
- (ii) Act as a signatory for submissions to the Scottish Government, Scottish Housing Regulator and Glasgow City Council and for acceptance of offers of loan and/or grant within the policies relating to the development programme and standards.
- (iii) Act as a tender opener for capital and revenue funded schemes as detailed in the Formal Execution of Documents Policy.
- (iv) Authorise expenditure in line with the Association's Financial Regulations and Operating Procedures.

(c) Staff Management, Administration & Structure

- (i) Authorise leave, TOIL and expenses for senior staff.
- (ii) to implement the conditions of service with the aim of achieving fair and consistent approach to personnel matters.
- (iii) to recruit temporary or agency staff to fill any vacancies in the staff structure.
- (iv) Commence disciplinary action within such power as per the Disciplinary and Grievance Procedures included in the Conditions of Service.

(d) Staff Welfare, Training & Accommodation

- (i) Responsibility for implementation of Health & Safety at Work in accordance with policy.
- (ii) Establish a staff training plan to facilitate staff training and development and effective operation of the Association.
- (iii) Authorise expenditure on office equipment in line with the Association's Financial Regulations and Operating Procedures.

(e) Promotion

- (i) Act as spokesperson on behalf of the Association in respect of other organisations (public meetings, etc) and the media.

(f) Miscellaneous

- (i) The Director may delegate some or all of these duties to other senior members of staff, either individually or as a team, to carry out areas of this Remit and Delegated Authority.
- (ii) This statement of Remit and Delegated Authority is not exhaustive and common sense and discretion must be applied to ensure that its spirit is adhered to in situations not specifically included.

Section 8: Delegated Authority and Key Responsibilities of the Senior Staff Members

1.0 Senior Staff Team

1.1 The Association's Senior Management Team comprises the Director, Customer Services Manager, Finance & Corporate Services Manager and the Maintenance Manager. This section of the document will outline their delegated authority associated with servicing the Governance Structure and key duties in their role.

2.0 Delegated Authority / Key Responsibilities

2.1 The Senior Staff Team members' delegated authority and key responsibilities are as listed:

a) Director

The Director delegated authority is as listed in sub-section 7 of Section 7 of this document titled, 'The remit and delegated authority of the Director. The Director's key duties are to:

- service the Management Committee in liaison with the Association's Chairperson;
- service the Community Centre Sub-Committee supported by the Community Centre Co-ordinator;
- attend and deputise for the Finance & Corporate Services Manager in servicing the Audit & Staffing Sub-Committee;
- co-ordinate Management Committee, Sub-Committee and Annual General Meetings in accordance with the Rules and Standing Orders;
- ensure the Management Committee and Sub-Committee are guided on legislation, regulation and good practice in relation to governance, service areas and regeneration matters;
- implement the provisions of the Standing Orders through the staff team to ensure effective governance arrangements;
- liaise with the Chairperson to establish the annual work programme for the Management Committee to ensure achievement of the Association's Strategic Aims. This will inform the agenda for the Management Committee meetings.
- prepare good quality reports on governance, development and regeneration to inform discussion and decision by the Committees and to enhance their knowledge and ability to lead, manage and direct the Association.
- Ensure compliance with authorisations limits and thresholds in the Financial Regulations and Procurement Policy for the award and authorisation of Association's work and services.

- To authorise staff appointments on a temporary basis to fill any vacancies in the staff structure.
- attend to key areas in the governance of the Association:
 - Develop full and annual interim Business Plans in accordance with regulatory and good practice guidance;
 - Develop a Corporate Risk Register and associated action plans for key risks to mitigate their impact on the Association's ability to achieve its strategic aims.
 - Develop and review governance policies;
 - Present progress reports on action plans and other governance responsibilities e.g. equality & diversity, governance reviews, etc.
- Attend to key areas of sub-Committees:
 - Develop strategic documents in conjunction with the Community Centre Co-ordinator in relation to the Cadder Community Centre i.e. Business Plan, Risk Action Plans, Marketing Strategy.
 - Liaise with the Finance & Corporate Services Manager and Community Centre Co-ordinator in relation to the development of the Finance Plans and Funding Strategy
 - Present reports as necessary for the Audit & Staffing and Community Centre sub-Committees.
- provide training on governance and regeneration matters to enhance the knowledge of the Management Committee and sub-Committees;
- in conjunction with the Chairperson appraise the effectiveness of the Governance Structure to ensure there are effective governance arrangements.

b) Finance & Corporate Services Manager

The Finance & Corporate Services Manager will:
Delegated Authority

- Deputise for the Director to make key decisions in the management of the Association;
- To act as a cheque signatory as outlined in the Association's Financial Regulations and Procedures;
- To as a authorised signatory for submissions to Scottish Government, Scottish Housing Regulator and Glasgow City Council for loans, grants and other documents;
- To attend to tender openings in accordance with Formal Execution of Documents and Procurement Policies;
- To authorise expenditure in accordance with the Financial Regulations and Procedures
- To authorise leave, toil and expenses of Finance & Corporate Services staff;

- To implement the conditions of service achieving fair and consistent approach to personnel matters;
- Commence disciplinary and grievance matters as per conditions of service.
- Responsible for implementation of Health & Safety at Work in accordance with policy.
- Develop staff training plan to facilitate staff training and development and effective operation of the Finance & Corporate Services Department.
- Attend to attendance management of staff in accordance with policy

Key duties

- attend and deputise for the Director in servicing the Management Committee and Community Centre Sub-Committee
- service the Audit & Staffing sub-Committee in liaison with the Chairperson of the sub-Committee;
- ensure the Management Committee and Sub-Committee are guided on legislation, regulation and good practice in relation to finance, audit and corporate services matters;
- liaise with the Chairperson to establish the annual work programme for the Audit & Staffing Sub-Committee to ensure achievement of the Association's Strategic Aims. This will inform the agenda for the Audit & Staffing Sub-Committee meetings.
- prepare good quality reports on finance and corporate services matters to inform discussion and decision by the Committees and to enhance their knowledge and ability to lead, manage and direct the Association.
- Ensure compliance with authorisation limits and thresholds in the Financial Regulations and Procurement Policy for the award and authorisation of Association's work and services
- attend to key areas in the finance and corporate service of the Association:
 - Assist in the development of key strategic documents of the Association in relation to finance and corporate services activities e.g. Business Plan, Corporate Risk Register, etc.
 - Assist in the development of the Corporate Risk Register and associated action plans for key risks to mitigate their impact on the Association's ability to achieve its strategic aims
 - Make submission of financial information to the financial and regulatory organisations following approval by the Management Accounts e.g. provision of annual accounts, loan portfolio returns, 5-30 Year Financial Plans
 - Develop annual, medium and long term financial budgets and plans;

- Prepare quarterly management accounts to be presented to the Management Committee;
- Ensure provision of information and arrangements for the annual external audit in accordance with the Association's Rules and Standing Orders;
- Ensure effective implementation of Financial Regulations
- Ensure effective treasury management arrangements in relation to the Association's banking arrangements, loan facilities and lending arrangements.
- Develop and review finance policies and strategies;
- Undertake self-assessment audits and prepare reports and action plans to ensure compliance against policy provisions, legislation and regulatory requirements and good practice guidance.
- Develop corporate services policies
- Tender key contracts associated with finance and corporate services
- Manage the insurance service through the Association's insurance broker;
- Develop an Internal Audit annual work programme in conjunction with the Audit & Staffing Sub-Committee, Senior Staff Team and Internal Auditors for approval by the Audit & Staffing Sub-Committee;
- Manage the audit programme and prepare progress reports on action plans through support by the Senior Staff Team members.
- provide training on finance and corporate services matters to enhance the knowledge of the Management Committee and sub-Committees;

c) Customer Services Manager

The Customer Services Manager will:

Delegated Authority

- Deputise for the Director to make key decisions in the management of the Association;
- act as a cheque signatory as outlined in the Association's Financial Regulations and Procedures;
- be an authorised signatory for submissions to Scottish Government, Scottish Housing Regulator and Glasgow City Council for loans, grants and other documents;
- attend to tender openings in accordance with Formal Execution of Documents and Procurement Policies;
- authorise expenditure in accordance with the Financial Regulations and Procedures
- authorise leave, toil and expenses of Customer Services staff;

- implement the conditions of service achieving fair and consistent approach to personnel matters;
- commence disciplinary and grievance matters as per conditions of service.
- responsible for implementation of Health & Safety at Work in accordance with policy.
- develop staff training plan to facilitate staff training and development and effective operation of the Customer Services Department.
- attend to attendance management of staff in accordance with policy

Key Duties

- attend and deputise for the Director in servicing the Management Committee
- attend and deputise for the Director / Finance & Corporate Services Manager in the servicing of sub-Committees, as required.
- ensure the Management Committee and Sub-Committee are guided on legislation, regulation and good practice in relation to housing and maintenance matters;
- prepare good quality reports on customer services matters to inform discussion and decision by the Committees and to enhance their knowledge and ability to lead, manage and direct the Association.
- Ensure compliance with authorisations limits and thresholds in the Financial Regulations and Procurement Policy for the award and authorisation of Association's work and services
- attend to key areas in the customer services of the Association:
 - Assist in the development of key strategic documents of the Association in relation to finance and corporate services activities e.g. Business Plan, Corporate Risk Register, etc.
 - Assist in the development of the Corporate Risk Register and associated action plans for key risks to mitigate their impact on the Association's ability to achieve its strategic aims;
 - Assist in the submission of information to the Scottish Housing Regulator e.g. 5-30 Year Financial Plans, Annual Return on the Charter, etc
 - Prepare quarterly reports on Customer Services' performance and key activities;
 - Develop strategies to ensure continuous improvement in the performance and service of the Customer Services' Team e.g. estate management, income maximisation, asset management, customer services, etc
 - Develop investment plans to provide a programme of cyclical and major repairs to attend to stock condition data

- and meet the aspirations of our tenants and other customers.
- Develop and review customer services policies and strategies;
- Undertake self-assessment audits and prepare reports and action plans to ensure compliance against policy provisions, legislation and regulatory requirements and good practice guidance.
- Tender key contracts associated with the customer services department
- Develop and service the Scrutiny Panel to ensure service user involvement in the effectiveness of the Association's services and activities.
- provide training on customer services matters to enhance the knowledge of the Management Committee and sub-Committees;

d) Maintenance Manager

The Maintenance Manager will:

Delegated Authority

- act as a cheque signatory as outlined in the Association's Financial Regulations and Procedures;
- be an authorised signatory for submissions to Scottish Government, Scottish Housing Regulator and Glasgow City Council for loans, grants and other documents;
- attend to tender openings in accordance with Formal Execution of Documents and Procurement Policies;
- authorise expenditure in accordance with the Financial Regulations and Procedures
- authorise leave, toil and expenses of Customer Services (Maintenance Arm) staff;
- implement the conditions of service achieving fair and consistent approach to personnel matters;
- commence disciplinary and grievance matters as per conditions of service.
- be responsible for implementation of Health & Safety at Work in accordance with policy.
- develop staff training plan to facilitate staff training and development and effective operation of the Customer Services (Maintenance arm) Department.
- Attend to attendance management of staff in accordance with policy

Key duties

- attend Management Committee and sub-Committee meetings to provide reports on the maintenance service;
- ensure the Management Committee and Sub-Committee are guided on legislation, regulation and good practice in relation to maintenance matters;
- prepare good quality reports on maintenance matters to inform discussion and decision by the Committees and to enhance their knowledge and ability to lead, manage and direct the Association.
- Ensure high quality and responsive maintenance service through the Association's Trade Team and external contractors.
- Ensure compliance with authorisations limits and thresholds in the Financial Regulations and Procurement Policy for the award and authorisation of Association's work and services.
- attend to key areas in the customer services of the Association:
 - Assist in the development of key strategic documents of the Association in relation to finance and corporate services activities e.g. Business Plan, Corporate Risk Register, etc.
 - Assist in the development of the Corporate Risk Register and associated action plans for key risks to mitigate their impact on the Association's ability to achieve its strategic aims;
 - Assist in the submission of information to the Scottish Housing Regulator e.g. 5-30 Year Financial Plans, Annual Return on the Charter, etc
 - Assist in the development of quarterly reports on Customer Services' (Maintenance) performance and key activities;
 - Develop strategies to ensure continuous improvement in the performance and service of the Customer Services' (Maintenance and Trade Team) Team e.g. estate management, income maximisation, asset management, customer services, etc
 - Develop investment plans in conjunction with the CSM to provide a programme of cyclical and major repairs to attend to stock condition data and meet the aspirations of our tenants and other customers.
 - Communicate 5 year investment plans and the annual major repairs programme information to tenants and other customers.
 - Develop and review customer services (Maintenance) policies, procedures and strategies;
 - Undertake self-assessment audits and prepare reports and action plans to ensure compliance against policy provisions, legislation and regulatory requirements and good practice guidance.
 - Tender key contracts associated with the customer services (Maintenance) department i.e. gas servicing & maintenance, back-up contractor, materials and supplies, etc.
- provide training on customer services matters to enhance the knowledge of the Management Committee and sub-Committees;

Section 9: Recording Use of the Seal

1.0 General

1.1 Under its Rules the Association requires to have a Seal. It is used to authorise various transactions which require to be recorded in the Seal Register. Under Rule 63 the seal must only be used if the Committee decides this. When the seal is used, the deed or document must be signed by the Secretary of the Association and two Members of the Committee and recorded in the register.

2.0 Recording the Use of Seal

2.1 The following information needs to be recorded in the electronic Seal Register.

(i) Folio Number

The next number in the sequence.

(ii) Description

A brief description of the document on which the seal is used. Examples are Share Certificates, Tender Openings, Contract Documentation, Minutes of Agreement, etc.

(iii) Property Affected

Details of the property which the documentation relates to, or the organisation with whom an agreement is being entered into. Examples are the property address(es) relating to the Contract or Share Certificate and the other party to a Minute of Agreement.

(iv) Date of Authority

Date of Committee authorisation to enter into an agreement or issue a Share Certificate, etc.

(v) Date Sealed

Date Seal actually used.

(vi) Attested By

A record of the Members who signed the documentation.

Section 10: Financial Regulations and Operating Procedures

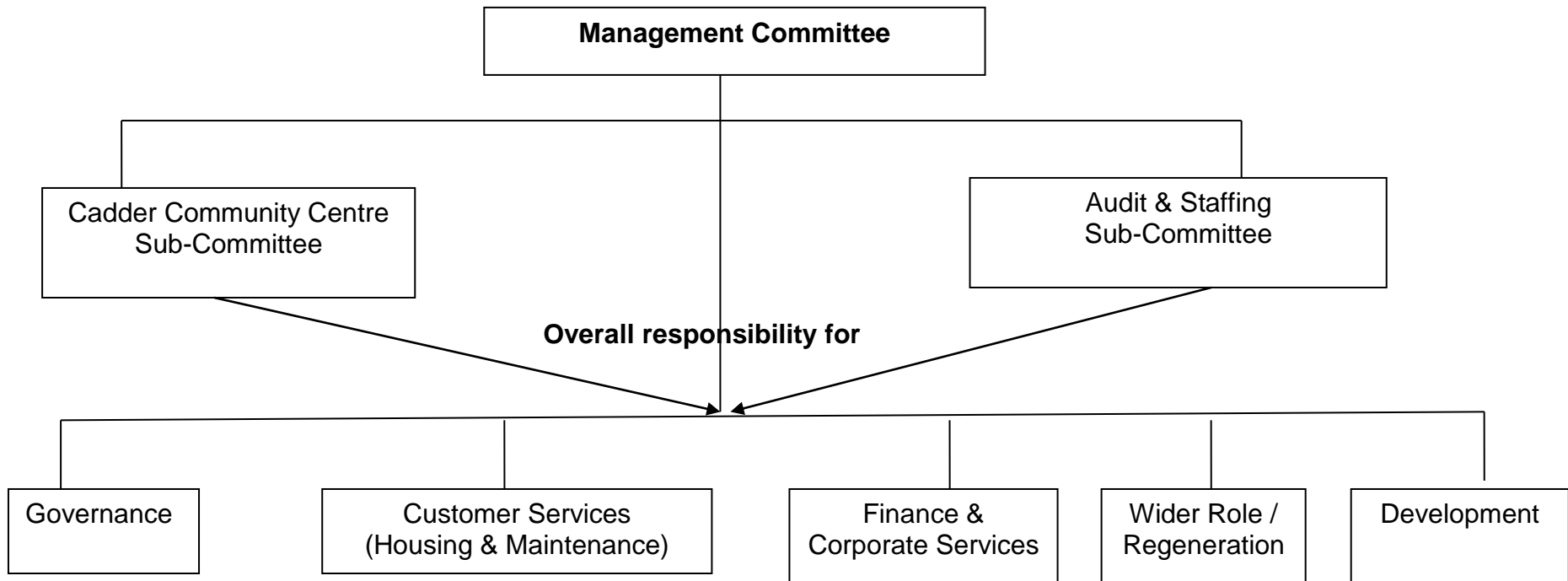
1.0 General

- 1.1 The Financial Regulations and Operating Procedures form part of the Standing Orders, although these are contained within a separate document.

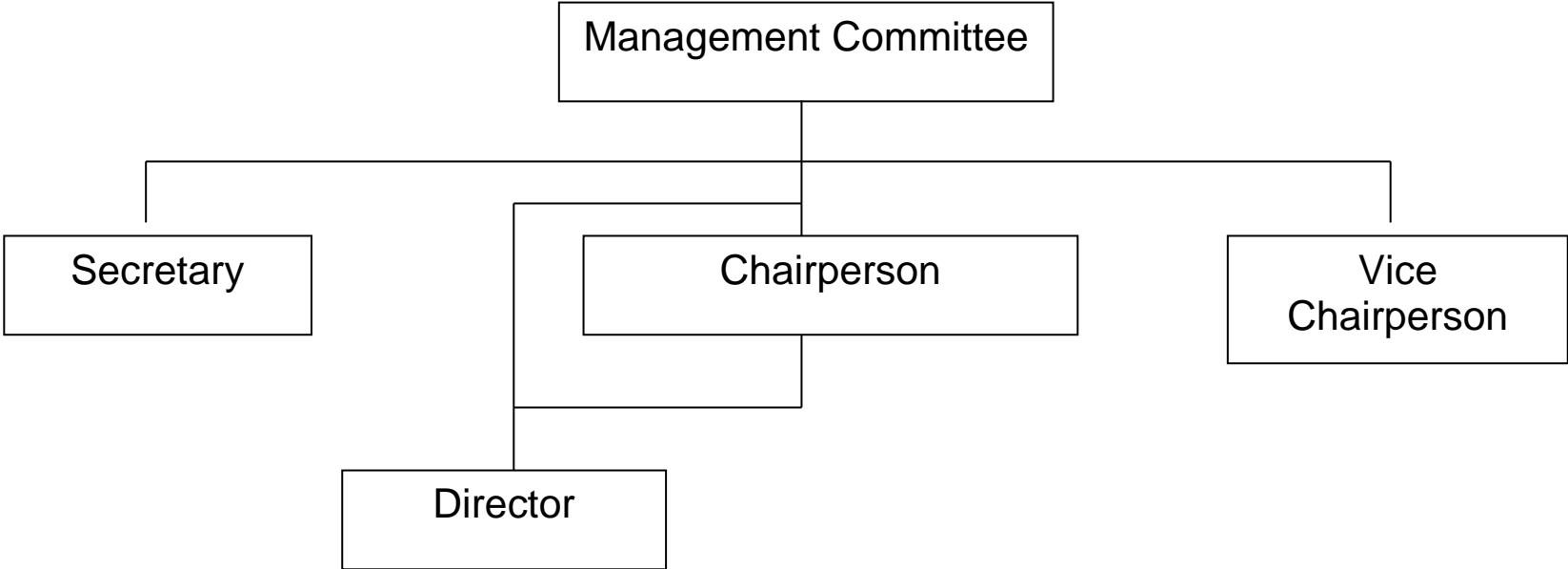
Section 11.

Governance, Management and Staffing Structures

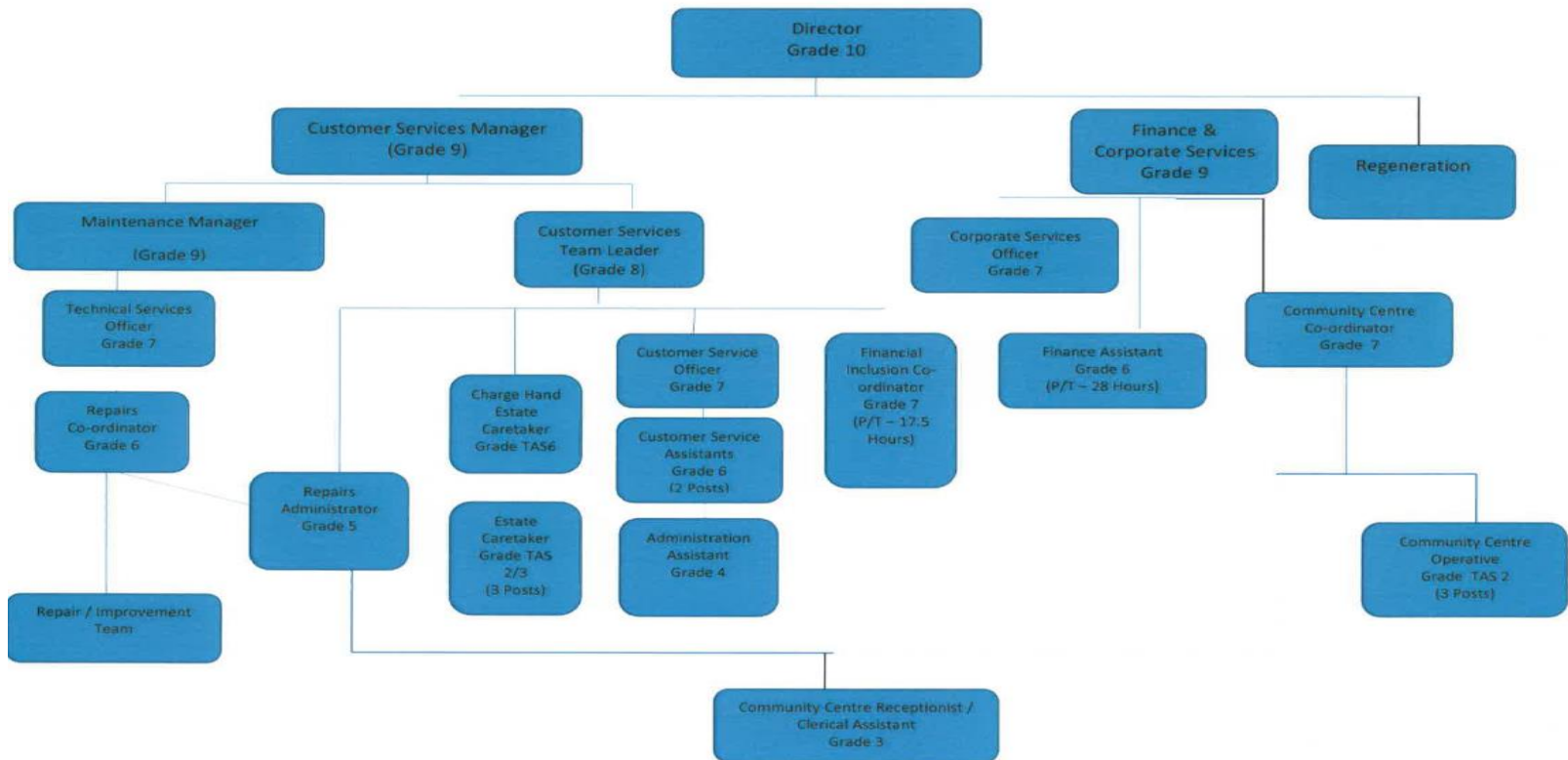
Governance Structure

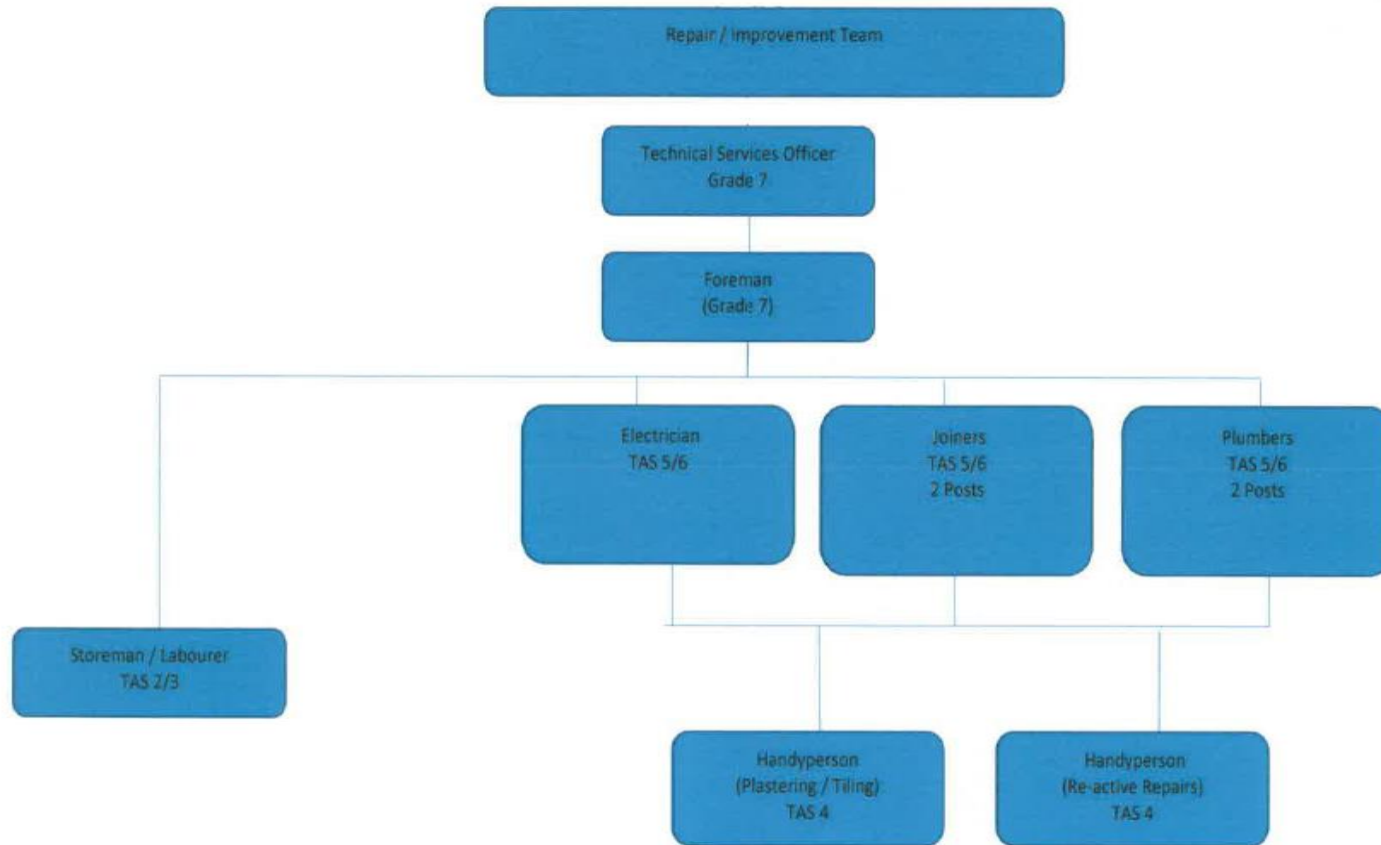


MANAGEMENT STRUCTURE



Staff Structure 2017-2020





Section 12: Suspension and Revision of Standing Orders

1.0 Suspension of Standing Orders

- 1.1 Any of the Standing Orders may be suspended at any time during a meeting of the Management Committee in regard to any business at such a meeting provided that a resolution to this effect, which has been moved and seconded, is supported by two-thirds of the Members present.

2.0 Revision of Standing Orders

- 2.1 If the Management Committee finds that it is experiencing difficulty with the governance structure e.g. regularly suspending Standing Orders in order to deal effectively with the business on the agenda; meetings are inquorate, etc, consideration should be given to revise the Standing Orders.
- 2.2 In any event, these Standing Orders should be the subject of a full review by the Management Committee in August 2021 and thereafter every three years.