



TOLLCROSS
housing association

Tollcross Housing Association Standing Orders

Date of Last Review	25 th February 2019
Date of Current Review	23 rd November 2020
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Reviewed By	Management Committee

CORPORATE FIT	
Internal Management Plan	✓
Risk Register	✓
Business Plan	✓
Regulatory Standards	✓
Equalities Strategy	✓
Legislation	✓

On request, the Association can provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

STANDING ORDERS OF TOLLCROSS HOUSING ASSOCIATION

The Standing Orders set out the procedures for managing the business of the Management Committee and its sub committees. They also contain the Association's Scheme of Delegated Authority, which describes who is responsible for making different types of decisions and the financial limits that the Management Committee has set for different types of commitment and expenditure.

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1. ROLE AND REMIT OF THE MANAGEMENT COMMITTEE

Introduction

- 1.1 The Management Committee is Tollcross Housing Association's governing body. Its main responsibilities are:
- To provide leadership to the Association and decide its strategy;
 - To exercise control over the Association's affairs and make sure it meets all of its legal and other obligations.
- 1.2 The operational management of the Association is delegated to the Association's Chief Executive Officer and Leadership Team, within a set of controls decided by the Management Committee. In practice, the relationship between the Management Committee and Chief Executive and Leadership Team is based on working in partnership, and demands mutual respect, trust and support.

The Committee's Strategic and Leadership Role

- 1.3 The core responsibilities of the Management Committee are to:

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

The Committee's Responsibilities for Control and Compliance

1.4 The core responsibilities of the Management Committee are to:

- Decide the policy of the Association
- Approve and oversee a framework for delegation to office bearers, to sub committees and to staff
- Approve and regularly review systems of internal and external control, including Standing Orders, the committee structure, external audit, internal audit, financial control and performance reporting
- Approve and oversee a framework for managing risk, to protect the Association and its assets
- Ensure the solvency of the Association, approve the annual budget, and approve the annual accounts prior to publication
- Monitor and assess the Association's performance against its plans, budgets and targets, taking into account tenant feedback and the performance of comparable organisations
- Establish and oversee arrangements for the employment of staff
- Appoint the Association's office bearers (the Chair, Vice Chair, Secretary) and the members of sub committees
- Appoint, support, appraise and (if necessary) dismiss the Association's most senior employee, and decide his/her remuneration
- Ensure that the Association meets all its statutory obligations and acts in accordance with regulatory and accepted good practice standards.
- Ensure that the Association acts in accordance with its Rules
- Assess the Management Committee's own effectiveness, periodically, and how well members are following the Association's Code of Conduct.

1.5 In both sets of responsibilities, the Management Committee is informed, advised and supported by the Chief Executive and Leadership Team.

2. SUB COMMITTEES

2.1 The Management Committee may delegate some of its powers to sub committees. It may also appoint ad hoc sub committees or working groups from time to time.

2.2 The remits of the Association's sub committees are shown at **Appendix A.**

- 2.3 The Management Committee has the power to change the sub committee structure at any time, to ensure that the Association's business is managed efficiently and effectively.

3. MEMBERSHIP OF THE MANAGEMENT COMMITTEE AND SUB COMMITTEES

Management Committee

- 3.1 The members of the Management Committee will be elected or appointed in accordance with the Association's Rules.
- 3.2 Under the Rules, the Management Committee has the power to fill casual vacancies (where an elected committee member stands down) and to appoint co-opted members.
- 3.3 Co-options may be considered as a means of appointing additional committee members who have skills or experience that would benefit the Association's work. Co-opted committee members do not need to be shareholding members of the Association, but they can apply to become shareholding members if they meet the conditions for membership set out in the Rules.

Sub Committees

- 3.4 The membership of sub committees shall be decided by the Management Committee following the Annual General Meeting. The Management Committee may make changes over the course of the year as required.
- 3.5 At its first meeting each year, each sub committee will elect a chairperson to preside at its meetings.
- 3.6 The Association may consider appointing people who are not Management Committee members to be co-opted members of sub-committees, to bring additional knowledge or experience to the sub-committees.
- 3.7 In accordance with Association's Rules, co-opted committee members cannot make up more than one-third of the total number of sub-committee Members at any one time.

4. DELEGATIONS TO SUB COMMITTEES AND TO SENIOR STAFF

- 4.1 The Scheme of Delegated Authority at **Appendix B** describes:
- Those matters that are reserved to the Management Committee for approval and decision.

- Those matters that the Management Committee has delegated to sub committees and to the Chief Executive and Leadership Team of the Association.

Appendix C sets out the financial limits that apply to delegations from the Management Committee to the Association's staff team.

- 4.2 The list of matters reserved to the Management Committee is designed to ensure that the Management Committee exercises overall control over the business of the Association, while focusing its attention on the areas of greatest strategic significance.
- 4.3 Sub committees (and any working groups set up by the Management Committee) must act in accordance with the remits and delegated authorities established by the Management Committee. Depending on the specific matter at hand, sub committees may either:
 - Exercise full delegated authority from the Management Committee to act or make decisions;
 - Undertake detailed scrutiny and make recommendations to the Management Committee for its approval.
- 4.4 As a general principle, sub committees shall only **by exception** refer matters that fall within their delegated authority to the Management Committee for its specific consideration and/or approval. Referral to the Management Committee in such circumstances should be based on appropriate criteria (e.g. there are material risks or policy issues involved). **Referring delegated matters routinely should be avoided**, as this would impair the Management Committee's ability to focus on its overriding responsibilities for strategy and control.
- 4.5 The matters delegated to the Chief Executive and Leadership Team in Appendix B are illustrative rather than exhaustive. The Management Committee has delegated authority for all operational functions and for the day-to-day management of the Association to the Chief Executive and Leadership Team, with the exception of those matters that are specifically reserved to the Management Committee and sub committees.
- 4.6 In exercising this delegated authority, the Leadership Team will refer any matters involving questions of policy or material risk to the Management Committee.
- 4.7 The Association's employees are not eligible to act as committee members. The Association's Chief Executive is the Management Committee's principal adviser, and is responsible and accountable to

the Management Committee for the implementation of the Committee's decisions and policies.

5. ARRANGEMENTS FOR CALLING COMMITTEE MEETINGS

Frequency of meetings

- 5.1 The Management Committee will normally meet every month. There will normally be a recess period in July, unless the Management Committee decides otherwise. For example, the Management Committee may decide that meetings need to be scheduled to deal with any important business during the summer months.
- 5.2 A calendar of meeting dates for the Management Committee and sub committees will be approved at the first Management Committee meeting following the AGM. The meetings calendar may be changed at any time by the Management Committee.
- 5.3 Special Meetings of the Management Committee may be convened in accordance with the Association's Rules.

Notice of Meetings/Agendas for Management Committee and Sub Committee Meetings

- 5.4 The Secretary will normally give at least 7 days written notice of all meetings. The Secretary may delegate responsibility for the calling of meetings to the Chief Executive.
- 5.5 Agendas and reports will normally be issued no less than 7 days prior to any meeting. Late circulation of a report will not prevent the report being discussed, if a majority of the Management Committee or sub committee members present agree to this.
- 5.6 No business, other than on the Agenda, will be considered without the consent of two-thirds of the members present at a Management Committee or sub committee meeting.
- 5.7 If committee members wish to propose motions or items to be included on the agenda for a committee meeting, these should be notified to the Director or Secretary not less than 10 days prior to the meeting.
- 5.8 Prior to committee meetings, the Chief Executive will meet with the Chair to review the order of business and the matters requiring decision.

- 5.9 There may be occasions when it is not possible for Management Committee members to meet face to face. In these instances a meeting need not be held in any particular place and Committee members participating do not need to be together in the same place. This may include enabling attendance and participation by means of electronic facility or facilities and/or by simultaneous attendance and participation at a satellite meeting place or places (and for the avoidance of doubt, the Committee shall be under no obligation to offer or provide such facility or facilities, whatever the circumstances).

Members attending the meeting by such means shall be present at the meeting for the purposes of the quorum (Co-optees remain exempt from making up a quorum for Management Committee meetings and Sub-Committee meetings).

- 5.10 Should a Committee meeting be required to be held as outlined in 5.9, notices and agendas/papers, as outlined in 5.4 and 5.5 above, will be issued electronically using the e-mail addresses provided by Management Committee members.

6. PROCEEDINGS AT COMMITTEE MEETINGS (INCLUDING SUB COMMITTEES)

Quorum Requirements

- 6.1 For Management Committee meetings, five members (excluding co-optees) will form a quorum. Where a meeting becomes inquorate after it has started, the meeting shall be adjourned.
- 6.2 The quorum for sub committees shall be 3 members (excluding co-optees).
- 6.3 Where a meeting becomes inquorate after the start, the meeting will be adjourned.

Attendance by Staff Members

- 6.4 The Chief Executive and other staff members will attend Management Committee and sub committee meetings and submit written reports as required.

Voting and Decisions

- 6.5 The Management Committee and sub committees will normally make decisions by consensus, without matters being put to a formal vote.
- 6.6 Formal voting will take place if a motion is proposed and seconded by two committee members present at a meeting and if

another committee member indicates that they disagree with the motion. Amendments to a motion, if proposed and seconded shall be voted on first. The original motion falls if the motion to amend is carried.

- 6.7 Any matter put to a vote shall be decided by a majority of those committee members present and voting. Voting shall be by a show of hands, unless otherwise directed by the Chair. The number of votes cast for and against a motion or amendment shall be recorded in the minute as shall the number of abstentions. Any member may ask for their dissent from any motions or decisions to be recorded within the minute.
- 6.8 In the event of a tie the Chair will have a casting vote, in addition to their own vote.
- 6.9 Decisions made by the Management Committee will stand on record for at least six months and will not be discussed, questioned or put to a second vote within that period unless there are exceptional circumstances and only then with the consent of two-thirds of those present.

Adjournment of Meetings

- 6.10 Meetings may be adjourned by consensus, or if a majority of committee members vote in favour on a motion for adjournment. Motions for adjournment shall follow the procedure set down above and will take precedence over all other motions.
- 6.11 The time of a reconvened meeting may be agreed as part of the adjournment motion, failing which it shall be decided by the Secretary. When an adjourned meeting is resumed, proceedings will commence at the point at which they were broken off at the adjournment.

Time Management of Meetings

- 6.12 The decision of the Chair or other person presiding at a meeting is final on length of speeches, debate and closure of debate. The Chair or other person presiding at a meeting will seek to ensure that all committee members are given adequate opportunity to contribute.
- 6.13 Proceedings at Management Committee and sub committee meetings should not exceed 2½ hours. The meeting may be extended if two-thirds of the members present agree to this. Any extension shall normally be for a maximum of 30 minutes, unless two-thirds of the members present agree to a further extension.

Any Other Competent Business

- 6.14 Any other competent business should be notified to the Chair prior to the start of the meeting giving 24 hours notice if possible.
- 6.15 The Chair will rule on whether the business is competent for discussion and/or decision at the meeting. If a majority of the members present object to the Chairperson's ruling, discussion and/or decision of the business may take place.

Conduct of Members at Committee Meetings

- 6.16 When attending committee meetings, all Committee members must:
- Conduct themselves in a courteous and business-like manner;
 - Show respect for the authority of the chairperson of the meeting;
 - Show respect and consideration towards other committee members, the Association's staff, and anyone else attending the meeting.
- 6.17 The Chairperson of the meeting is responsible for determining if any committee member is acting in a way contrary to the Standing Orders or the Code of Conduct for committee members. The Chairperson may provide a warning to the committee member(s) concerned, and request that the inappropriate behaviour ceases.
- 6.18 In the event of a failure to comply with such a request, or where the breach of standards, in the opinion of the Chairperson, is sufficiently serious, the Chairperson can propose that member or members in question be excluded from the remainder of the meeting.
- 6.19 Such a resolution, if seconded, will be voted on immediately by the remaining committee members who are not the subject of the resolution and shall be decided by a majority vote of the remaining members. If the motion is carried, the committee member or members concerned must then leave the meeting.
- 6.20 These procedures also apply to the person chairing meetings. The Chairperson has a duty to show exemplary conduct in the way they carry out their role. If committee members are concerned about the conduct of the person chairing a meeting, a resolution may be made to exclude the chair from the remainder of the meeting. The resolution will be voted on in accordance with the procedures described at 6.18.

Business Conducted under Closed Session

- 6.21 Where committee business is of a confidential nature, it will be conducted in closed session and a separate confidential minute will be produced. The Chief Executive (and any other relevant staff) may remain in attendance, unless the nature of the confidential business would make this inappropriate.

Admission of Members of the Public to Meetings

- 6.22 Members of the public will not be admitted to Management Committee or sub committee meetings. With the approval of the Management Committee or sub committee members, people who are interested in becoming committee members may attend meetings as observers.

7. MINUTES OF COMMITTEE MEETINGS

- 7.1 Minutes of Management Committee and sub committee meetings will be taken by staff members.
- 7.2 A Minute of each committee meeting will be prepared as a draft and issued to all members of the committee. The minutes shall be considered for adoption at the committee's next meeting. Minutes shall take the form of 'draft minutes' until they have been passed by the relevant committee. Minutes of sub committee meetings will be submitted to the next sub-committee meeting for approval and thereafter presented to the Management Committee for noting.
- 7.3 Any member who was present may move the adoption of the minutes of a meeting. When approved, and inclusive of any amendments, the final minute shall be signed by the chair of the meeting and retained as the official record of the Association.
- 7.4 All approved minutes will be available to anyone who wishes to see them, for example tenants or members of the public.
- 7.5 A separate minute will be produced for any business that is confidential or commercially sensitive. Minutes for such items will only be available to committee members, and to any members of staff who need to have access to the minutes to implement committee decisions.

8. ROLE AND REMIT OF THE ASSOCIATION'S OFFICE BEARERS

- 8.1 The Association shall have a Chair, Vice-Chair and Secretary. The office bearers shall be elected by the Management Committee at the first meeting after the Annual General Meeting.

Role and Remit of the Chair

8.2 The Chair will be elected by the Management Committee from among its membership after each AGM to serve until the next AGM. Under the Association's Rules, the Chair can be re-elected but must not normally serve more than five consecutive annual terms of office.

8.3 The role of the Chair is to uphold the Rules of the Association, to defend the rights of the members, to act as the main spokesperson and representative of the Association, and to sign official documents. A more detailed role description for the Chair is provided at **Appendix D**.

8.4 The Chair's role in conducting meetings of the Management Committee includes the following:

- To preserve order and ensure each member has a fair hearing.
- To ensure that all members follow the Code of Conduct during committee meetings. In this regard, the Chair must set a positive example in terms of their own conduct.
- To impose a time limit on any business.
- To decide the order in which members may speak.
- To rule on any point of order unless challenged by at least 3 members and the challenge is endorsed by a vote of two thirds of those members present.
- To ensure that proceedings follow these Standing Orders.
- To ensure effective use of the Committee's time at meetings.
- To rule on whether items not on the agenda can be discussed at meetings.

8.5 The Association's Chair will be entitled to attend any meeting of a sub committee, but may not act as the chairperson of any of the Association's sub committees.

8.6 The duties described at 8.4 shall also apply to chairs of sub committees.

Role and Remit of the Vice-Chair

8.7 The Vice Chair will be elected by the Management Committee from among its membership after each AGM.

8.8 The general role of the Vice Chair is to perform the responsibilities of the Association's Chair, as described above, in the Chair's absence. The Vice-Chair shall not be an automatic member of all sub committees.

Role and Remit of the Secretary

8.9 The Secretary shall be elected by the Management Committee at the first meeting following the AGM.

8.10 The general role of the Secretary is to ensure that the business of the Association is properly conducted, in accordance with the Rules.

8.11 The following aspects of the Secretary's duties shall be delegated to the Chief Executive, as described below:

- Calling of meetings and preparation of agendas
- Keeping a full set of all minutes of general meetings and committee meetings
- Maintaining the Association's register of members and other registers
- Keeping charge of the Association's Seal
- Ensuring that statutory returns are made as required.

8.12 The Secretary will issue share certificates to new members of the Association. The Secretary will also sign official documents on behalf of the Association.

Office Bearer Skills and Succession Planning

8.13 The Association's office bearers, in particular the Chairperson, have a critical role to play in the governance of the Association.

8.14 To promote continuity and effective governance, we will seek to ensure that there is more than one person on the Committee at any one time who has the skills, experience and personal qualities required to be chair of the Association.

8.15 We will also provide people elected to office bearer positions (or wishing to stand for election in future), with support and training to help them develop the necessary skills. This will include a programme of training and support for the Vice Chair, to help achieve a planned transition when the position of Chair becomes vacant.

9. CONFIDENTIALITY

9.1 Proceedings at all committee meetings, together with agendas, reports and other documents submitted to such meetings will be treated as confidential unless otherwise agreed.

10. EMERGENCY BUSINESS AND DECISIONS

10.1 Any matter which requires urgent or immediate action that cannot wait until the next meeting (including matters that arise during committee recess periods) may be referred by the Chief Executive to the Association's office-bearers. Any action or decisions taken as a result shall be reported to the first committee meeting thereafter, for endorsement or information depending on the nature of the matters concerned.

10.2 The Chief Executive has delegated authority to deal immediately with any emergency situation, for example where there are immediate risks to the safety of the Association's service users or employees, or to the Association's property.

11. EXECUTION OF DOCUMENTS AND USE OF THE SEAL

11.1 Deeds and other legal documents may be subscribed either:

- By the use of the Association's Seal and signature by an authorised person
- By signature by an authorised person and witnessing, as described in the Requirements of Writing (Scotland) Act 1995.

11.2 The following documents will be executed using the Seal:

- Membership/share certificates
- All transactions relating to the sale, purchase or leasing of land or buildings
- All loan agreements
- All contracts with a value exceeding £500,000.

11.3 Where the Seal is used, the Management Committee's prior approval is required under the Rules. The deed or document should be signed by the Secretary and two members of the Management Committee.

11.4 Where signature and witnessing is used to execute documents, the document may be signed by any Management Committee member, or by a member of staff who has authority to do so.

12. REVISION OF STANDING ORDERS

12.1 These Standing Orders will be reviewed every 4 years and may be altered or revoked by the Management Committee if a motion to this effect is supported by two-thirds of those present, excluding co-opted committee members.

Appendix A
Sub Committee Remits

OPERATIONS SUB COMMITTEE

1. TERMS OF REFERENCE

The Operations Sub Committee (“the Sub Committee”) is responsible for overseeing the Association’s housing management and maintenance services and its role in developing new housing.

2. ROLE OF THE SUB COMMITTEE

The Sub Committee will be responsible for:

- a) Approving the Association’s policies for all housing management, repairs and maintenance, and factoring services
- b) Monitoring the efficiency and effectiveness of these services, based on the Association’s performance management framework (e.g. in relation to customer feedback and the Association’s policies, service standards, budgets and performance targets)
- c) Agreeing and monitoring plans for service improvement
- d) Approving the Association’s annual programme for planned and cyclical maintenance, within the budget set by the Management Committee
- e) Approving the Association’s policies relating to the development of new houses, and monitoring the delivery of the development programme in relation to the Association’s budgets, grant allocations, policies and performance targets
- f) Ensuring that the Association meets the duties and requirements set out in the law, including equal opportunities legislation, Scottish Housing Regulator’s Regulatory Framework (The Framework) and the Scottish Government’s Scottish Social Housing Charter (The Charter) and related good practice guidance

This is a summary of the sub committee’s main areas of responsibility. The Association’s Scheme of Delegated Authority describes the specific decisions for which the sub committee is responsible.

3. ACCOUNTABILITY TO THE MANAGEMENT COMMITTEE

The Sub Committee is accountable to the Management Committee for all that it does.

The Sub Committee will report all of its proceedings and decisions to the Management Committee. It must exercise its powers in accordance with any written instructions given to it by the Management Committee.

The Management Committee may vary the Sub Committee’s powers or terms of reference at any time.

4. DELEGATED AUTHORITY

The Sub Committee will be empowered to make decisions on matters covered by its remit, as long as its acts in accordance with the Association's policies and has been granted authority by the Management Committee under the Association's Scheme of Delegated Authority.

The relevant members of the Association's management team will be empowered to make all operational and management decisions relating to the Sub Committee's remit, with the exception of those matters reserved to the Sub Committee and/or Management Committee for decision.

In exercising this delegated authority, the management team will be accountable to the Sub Committee and to the Management Committee.

If urgent action is needed on any matter between ordinary meetings of the Sub Committee:

- The matter may be referred to any intervening meeting of the Management Committee, or
- The matter may be dealt with by the Chief Executive and office-bearers, provided that a report is made to the next meeting of the Sub Committee.

5. MEMBERSHIP OF THE SUB COMMITTEE

The membership of the Sub Committee shall be determined by the Management Committee. Co-opted members may not make up more than one-third of the Sub Committee.

Co-opted members of the Sub Committee may be either members of the Management Committee or other persons approved by the Management Committee who have skills or knowledge that are relevant to the Sub Committee's work.

The Chair of the Association shall be entitled to attend meetings of the Sub Committee but shall not be eligible to be its chairperson.

Members of the Sub Committee will be expected to participate in training and development relevant to their role. Members' training needs will be assessed regularly.

6. MEETINGS OF THE SUB COMMITTEE

The Sub Committee will normally meet every 6-8 weeks, except during committee recess periods. The scheduling of meetings will be based on an annual workplan for the Sub Committee's work.

The Sub Committee may, with the approval of the Management Committee, decide to alter the frequency of its meetings.

The quorum at meetings of the Sub Committee shall be three members. Co-opted members do not count towards the number of members required for a meeting to take place.

Minutes of the Sub Committee's meetings will be prepared by a member of the Association's staff. The Minutes and proceedings of the Sub Committee shall be reported to the next meeting of the Management Committee. If any matters require formal approval by the Management Committee, these will be separately identified in a report to the Management Committee.

The relevant members of the Leadership Team will attend the Sub Committee's meetings and will be responsible for submitting reports and providing advice to the Sub Committee. Other members of staff and/or advisers will attend as required, or as instructed by the Sub Committee.

Meetings shall be convened by written notice to the Sub Committee members, giving not less than seven days' notice.

AUDIT AND BUSINESS SUB COMMITTEE

1. TERMS OF REFERENCE

The Audit and Business Sub Committee (“the Sub Committee”) has been established for the following purposes:

- To ensure that the Association’s systems for management and internal control are effective.
- To oversee the Association’s role in relation to staffing, organisational development, health and safety and equal opportunities.

2. ROLE OF THE SUB COMMITTEE

The Sub Committee will be responsible for:

- a) Overseeing the human resources and organisational management aspects of Association’s business.
- b) Forming an ad hoc committee, as and when required, to deal with grievance and disciplinary matters requiring committee involvement.
- c) Setting the Association’s policies on equal opportunities in employment, and monitoring compliance with these.
- d) Overseeing the Association’s offices and other facilities.
- e) Advising the Management Committee on the effectiveness of the Association’s systems for ensuring value for money, propriety, efficiency and accountability.
- f) Overseeing the Association’s risk management strategy and policies and monitoring their implementation.
- g) Overseeing the Association’s framework for internal control and its arrangements for external and internal audit.
- h) Initiating reports and investigations into any aspect of the Association’s activities, as required.
- i) Ensuring that matters within its remit are conducted in accordance with the law, “Regulatory Standards” and other good practice guidance.

This is a summary of the sub committee’s main areas of responsibility. The Association’s Scheme of Delegated Authority describes the specific decisions for which the sub committee is responsible.

3. ACCOUNTABILITY TO THE MANAGEMENT COMMITTEE

The Sub Committee is accountable to the Management Committee for all that it does.

The Sub Committee will report all of its proceedings and decisions to the Management Committee. It must exercise its powers in accordance with any written instructions given to it by the Management Committee.

The Management Committee may vary the Sub Committee's powers or terms of reference at any time.

4. DELEGATED AUTHORITY

The Sub Committee will be empowered to make decisions on matters covered by its remit, as long as its acts in accordance with the Association's policies and has been granted authority by the Management Committee under the Association's Scheme of Delegated Authority.

In relation to its responsibilities for audit and internal controls, the Sub Committee (or officers and/or external advisers authorised by the Committee) will have the right to access all documents and records maintained by the Association.

The Sub Committee and those it authorises to investigate matters may also require employees and committee members to supply information, either written or verbal, on any matter relating to the financial or general management of the Association. All employees and committee members are required to co-operate fully with any such request. If the Sub Committee considers it necessary, it has authority to obtain such external professional advice as it considers necessary.

The relevant members of the Association's management team will be empowered to make all operational and management decisions relating to the Sub Committee's remit, with the exception of those matters reserved to the Sub Committee and/or Management Committee for decision.

In exercising this delegated authority, the management team will be accountable to the Sub Committee and to the Management Committee.

If urgent action is needed on any matter between ordinary meetings of the Sub Committee:

- The matter may be referred to any intervening meeting of the Management Committee, or
- The matter may be dealt with by the Director in consultation with the office-bearers, provided that a report is made to the next meeting of the Sub Committee.

5. MEMBERSHIP OF THE SUB COMMITTEE

The membership of the Sub Committee shall be determined by the Management Committee. Co-opted members may not make up more than one-third of the Sub Committee's members.

Co-opted members of the Sub Committee may be either members of the Management Committee or other persons approved by the Management Committee who have skills or knowledge that are relevant to the Sub Committee's work.

The Chair of the Association shall be entitled to attend meetings of the Sub Committee but shall not be eligible to be its chairperson.

Members of the Sub Committee will be expected to participate in training and development relevant to their role. Members' training needs will be assessed regularly.

6. MEETINGS OF THE SUB COMMITTEE

The Sub Committee will normally meet at least four times each year. The scheduling of meetings will be based on an annual workplan for the Sub Committee's work.

The Sub Committee may, with the approval of the Management Committee, decide to alter the frequency of its meetings.

The quorum at meetings of the Sub Committee shall be three members. Co-opted members do not count towards the number of members required for a meeting to take place.

Minutes of the Sub Committee's meetings will be prepared by a member of the Association's staff. The minutes and proceedings of the Sub Committee shall be reported to the next meeting of the Management Committee. If any matters require formal approval by the Management Committee, these will be separately identified in a report to the Management Committee.

The relevant members of the Leadership Team will attend the Sub Committee's meetings and will be responsible for submitting reports and providing advice to the Sub Committee. Other members of staff and/or advisers will attend as required, or as instructed by the Sub Committee.

Meetings shall be convened by written notice to the Sub Committee members, giving not less than seven days' notice.

Appendix B

Scheme of Delegated Authority

1. Strategy, Policy and Performance

Reserved to the Management Committee	Delegated to Sub Committees	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of the policy of the Association, including material changes to existing policy and any new activities 2. Approval of the Association's Internal Management Plan and all other plans or documents that fall within the strategic role of the Management Committee 3. Monitoring the financial, organisational and service performance of the Association at an overall level 4. Ensuring that the Association meets its legal obligations 	<ol style="list-style-type: none"> 1. Monitoring service/business performance for matters within each Sub Committee's remit 2. Review and approval of policies for service delivery/business management for matters falling within each Sub Committee's remit <i>(Note: this shall not prevent the Management Committee specifying that a particular policy shall be referred to it for approval)</i> 	<ol style="list-style-type: none"> 1. Implementation of the Internal Management Plan and other strategies approved by the Management Committee 2. Provision of regular reports to the Management Committee and sub committees in relation to all aspects of the Association's performance.

2. Governance

Reserved to the Management Committee	Delegated to Operations Committee	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of the Association's membership policy 2. Approval/refusal of applications for membership of the Association 3. Appointment of the Association's office bearers 4. The establishment and dissolution of sub committees; approval of their remits and delegated powers; and appointment of their members 5. Filling of any casual vacancies, and the appointment/replacement of co-opted members of the Management Committee or sub committees 6. Removal of committee members, where required 7. Approval of the Association's delegated authority arrangements, Standing Orders and Financial Regulations 8. Approval of the creation or dissolution of subsidiaries, and appointment of directors to subsidiaries and other bodies 9. Approval of payments and/or benefits in line with the Payments and Benefits Policy 10. Approval of use of the Association's seal 	<ol style="list-style-type: none"> 1. The Operations Sub Committee shall also have delegated authority to approve tenancy-related matters requiring approval in line with the Association's Payments and Benefits Policy 	<ol style="list-style-type: none"> 1. Processing of applications for membership 2. Maintaining the Association's register of shareholders 3. Administration and cancellation of shares, as provided for in the Association's Rules 4. Maintaining the Association's register of payments/benefits made

3. Financial Management

Reserved to the Management Committee	Delegated to Sub Committees	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of the Association's annual budget, and any subsequent revisions 2. Approval of quarterly management accounts 3. Ensuring that the Association is meeting its obligations to funders 4. Approval of financial projections and the Association's business plan 5. Review annual financial statements, prior to the Association's AGM 6. Approval of private funding and the granting of security over the Association's assets 7. Approval of financial policies 8. Authorisation of expenditure, where required by the Financial Regulations or Standing Orders 9. Disposal of any property/assets 10. Approval of write-off of irrecoverable debts. 	<ol style="list-style-type: none"> 1. Authorisation of expenditure, where permitted by the Standing Orders and Financial Regulations 	<ol style="list-style-type: none"> 1. Interpretation and implementation of the financial policies, plans and strategies approved by the Management Committee. 2. Expenditure within the Association's approved budget (subject to the limits specified in the Association's standing orders and financial regulations, policies and procedures). 3. Authorisation of expenditure in excess of the Association's approved budget, in emergency situations 4. Authorisation of expenditure and the making of payments, in accordance with the standing orders and financial regulations/procedures 5. The collection, security, banking and recording of all income received by the Association 6. Signing of cheques and maintenance and control of the Association's bank accounts (including payments and the moving of monies by electronic means), in accordance with the Association's financial regulations (see Note 1) 7. Treasury management transactions and executive decisions relating to

Reserved to the Management Committee	Delegated to Sub Committees	Delegated to the Leadership Team
		<p>investments and cash management, in accordance with the Association's financial regulations</p> <p>8. Payroll administration, control of petty cash and the payment of expenses to the Association's employees and Management Committee members</p> <p>9. Administration of taxation payments, including those relating to VAT, PAYE and national insurance.</p>

Note 1

Cheques can be signed by two senior staff members who are authorised signatories.

4. Risk Management and Audit

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

5. Staffing, Employment and Health and Safety

Reserved to the Management Committee	Delegated to Audit and Business Sub Committee	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of any proposed permanent increases or reductions in staffing establishment 2. Appointment of the Association's Chief Executive and Leadership Team members 3. Hearing of appeals on staffing/employment matters 4. Approval of Health and Safety Policy and monitoring of compliance with the Association's obligations 	<ol style="list-style-type: none"> 1. Approval of the Association's conditions of service and pay structure 2. Staff re-grading and salary increases, outwith the Association's established policies 3. Monitoring of the Association's compliance with equalities legislation on staffing/employment matters 4. Make arrangements for annual performance appraisal of the Association's Chief Executive 5. Form a staffing committee, when required, to consider grievance or disciplinary cases needing committee involvement 6. Approve the Association's policies and action plans for committee member development and training 	<ol style="list-style-type: none"> 1. Employment of temporary staff (provided costs are within the approved staffing budget) 2. Advertising job vacancies (established and temporary posts) 3. Recruitment and selection of staff (other than the Association's Chief Executive and Leadership Team members), including promotions and temporary posts 4. Issuing of employment contracts 5. All operational human resources management issues which fall within the conditions of service and the Association's established policies 6. Payroll and pensions administration and payment of staff expenses and overtime payments 7. Grievances and disciplinary action (excluding matters relating to the Chief Executive and individual cases requiring committee involvement) 8. Operational management of the Association's responsibilities as an employer in relation to health and safety management

6. Housing Services

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of annual rent increases and increases to service charges and management charges 2. Approval of the granting of tenancies or other tenancy-related matters which are in line with the Association's Payments and Benefits Policy <i>note: Operations Sub Committee shall also have delegated authority, to minimise delays in granting new tenancies</i> 	<ol style="list-style-type: none"> 1. Approval of housing management service policies 2. Scrutiny of performance, service quality and tenant satisfaction on behalf of the Management Committee 3. Approval and monitoring of strategies for service improvement (including those elements of the Internal Management Plan that relate to housing management services) 4. Approval of the Annual Letting Plan 5. Approval of the granting of tenancies or other tenancy-related matters which are in line with the Association's Payments and Benefits Policy. (Approval may be given by either the Management Committee or the Operations Sub Committee) 6. Approval of the overall terms of the Association's tenancy agreement and other agreements to occupy its properties 7. Approval to enter into management agreements or leases with third parties 8. Approval and monitoring of the Association's strategies for resident information, involvement, consultation and participation 	<ol style="list-style-type: none"> 1. Interpretation and implementation of the policies and service plans approved by Committee 2. Management of empty properties 3. The allocation of properties, unless prior Committee approval is required in line with the Association's Payments and Benefits Policy 4. The provision of accommodation for homeless persons, under Section 5 of the Housing (Scotland) Act 2001 5. The granting of Scottish Secure Tenancies, Short Scottish Secure Tenancies and any other forms of occupancy agreement approved by Committee 6. All matters relating to the management of tenancies 7. The provision of tenancy support services 8. The management of leases and management agreements with third

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
	<p>9. Approval of the Association's policies and action plans for promoting equality in service delivery, and scrutiny of results achieved</p>	<p>parties</p> <p>9. Making all statutory payments to tenants and any discretionary payments within the terms of the Committee's policies</p> <p>10. All matters relating to the collection of rents, service charges and factoring charges, including arrears recovery, subject to prior Committee approval of the annual rent increase</p> <p>11. Enforcement of decrees for eviction (subject to subsequent reporting of the enforcement decision to the Operations Committee)</p> <p>12. Implementation of the Tenant Participation Strategy</p> <p>13. All matters relating to neighbour relations and anti-social behaviour. This includes applications for Anti Social Behaviour Orders, although any such applications will be reported to the Operations Sub Committee</p> <p>14. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Management Committee</p>

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
		15. Preparation and issue of all information and publicity materials regarding service standards and performance

7. Repairs and Maintenance Services

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of the Association's annual budget for repairs and planned maintenance works 2. Approval of the Association's overall asset management strategy 3. Approval of contract expenditure in excess of the Association's approved annual budget for repairs and maintenance works 4. Settlement of any contractual claims 	<ol style="list-style-type: none"> 1. Approval of repairs and maintenance service policies 2. Scrutiny of expenditure, performance, service quality and tenant satisfaction on behalf of the Management Committee 3. Approval and monitoring of strategies for service improvement (including those elements of the Internal Management Plan that relate to repairs and maintenance services) 4. Approval of annual planned maintenance (major repairs) and cyclical maintenance programmes and any revisions to the programme, within the budgets approved by the Management Committee 5. Approval and monitoring of the Association's Scottish Housing Quality Standard Delivery Plan; any revisions and subsequent legislative requirements 6. Consider and recommend for Management Committee approval the Association's overall asset management strategy 7. Approval of procurement strategy for planned maintenance contracts 8. Approval of procurement/selection methods for individual contracts or appointments, if non-competitive methods are proposed 	<ol style="list-style-type: none"> 1. Adding contractors to the Association's approved list on a trial basis 2. Removing contractors from the list who do not perform to the Association's requirements 3. Contractor selection and approval of contract acceptance for works up to a value of £10,000 4. Selection and appointment of consultants up to a value of £10,000 5. Instructing all repairs and maintenance works, within the budgets approved by the Committee and in accordance with the Financial Regulations (includes authority to vary the annual programme of works within approved budget, subject to notifying the Operations sub committee) 6. Implementation of gas servicing programme and all related matters, keeping the Operations Sub Committee informed of any failure to meet the Association's legal obligations 7. Instructing all works for which the Association is responsible under the tenancy agreement, including those of an emergency nature

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
	<p>9. Approval of contract acceptance for works contracts/consultant appointments in excess of £10,000</p> <p>10. Approval of applications from contractors to join the Association's approved standing list, and annual reviews of the approved contractors' list</p> <p>11. Approval of tender acceptances for contracts valued in excess of £10,000</p> <p>12. Hearing of appeals submitted by tenants and other service users relating to repairs and maintenance issues</p>	<p>8. Tenant recharges for the cost of repairs</p> <p>9. Quality management and inspections</p> <p>10. Preparation and issue of all information and publicity materials regarding service standards and performance</p> <p>11. Statutory and discretionary payments to tenants, within the policies approved by the Management Committee</p> <p>12. Approval/refusal of tenant requests to carry out alterations and improvements</p> <p>13. Ensuring compliance with the Association's health and safety obligations, including the preparation of health and safety plans and files, keeping the Operations Sub Committee informed of any failure to meet the Association's legal obligations</p>

8. Development of New Housing

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
<ol style="list-style-type: none"> 1. Approval of the Association's development strategy and Strategy and Development Funding Plan submission 2. Purchase of land and buildings for development (if <u>not</u> part of the approved SDFP <u>and/or</u> the purchase price exceeds the budgeted cost) 3. Approval of any development partnerships with other housing associations 4. Settlement of contractual claims 5. Approval of additional expenditure on individual contracts, if in excess of £50,000 of the approved contract sum 	<ol style="list-style-type: none"> 1. Approval of development-related policies (in accordance with the Sub Committee's workplan, approved by the Management Committee) 2. Review and approval of each individual project at the following key stages: acquisition, project brief and tender acceptance 3. Approval of purchase of land and buildings for development (if part of approved development programme and purchase price is within budgeted cost) 4. Set and keep under review the Association's design and specification standards 5. Approval of housing mix and project briefs for development projects 6. Approval of project procurement strategy/methods 7. Authorise appointment of consultants and contractors (including development agents), based on staff selection recommendations 8. Approval of tender acceptance and acceptance of HAG offers 9. Approval of additional expenditure on individual contracts, if between £10,000 and £50,000 of the approved contract sum 	<ol style="list-style-type: none"> 1. Interpretation and implementation of the development policies, plans and strategies approved by the Management Committee and Operations Sub Committee 2. Authorising applications for statutory permissions and consents 3. Selection and appointment of consultants and contractors (selection normally undertaken by staff and recommendations for appointment then referred to Operations Sub Committee for approval) 4. Signing of building contracts 5. Supervision and performance review of professional consultants 6. Issuing client instructions to the Association's professional consultants and contractors, as required 7. Monitoring contract costs and progress 8. Making HAG submissions to Glasgow City Council 9. Approval of home loss or disturbance payments. 10. Ensuring compliance with the Association's health and safety

Reserved to the Management Committee	Delegated to Operations Sub Committee	Delegated to the Leadership Team
		<p>obligations, including the preparation of health and safety plans and files</p> <p>11. Notifying the Operations Sub Committee informed of any failure to meet the Association's statutory or contractual obligations.</p> <p>12. Informing the Operations Sub Committee of any circumstances where contracts are affected by material delays and/or cost increases in relation to the approved programme and contract sum.</p> <p>13. Approval of additional contract expenditure up to a limit of £10,000 (Operations Committee to be advised if this authority is used)</p>

Appendix C

Financial Delegation Limits for Budgeted Expenditure

Expenditure in excess of the Association's approved annual budget

1. The limits described in this section of the Standing Orders apply to **budgeted expenditure only**.
2. Any expenditure that will result in the Association exceeding its overall approved budget requires Management Committee approval. The Chief Executive has authority (with the agreement of the Chair) to approve expenditure in excess of the approved budget, until such time as Committee approval is obtained.

Key principles

3. Payments will always be authorised by the Finance team, before they issue a cheque or make an internet payment). The Finance team will monitor payment claims, and may query individual payments or carry out spot checks, on a random basis and in any cases where any irregularity is suspected.
4. Before that, payments need to be approved by a staff member with authority to do this.

Absence of staff members

5. In the absence of a member of staff to whom financial authority has been delegated, their authority shall be exercised by a more senior member of staff.
6. In the Chief Executive's absence, another member of the Leadership Team should be nominated to exercise any powers normally exercised by the Chief Executive.

Approval and Authorisation Limits

1. Reactive Maintenance, Cyclical Maintenance and Direct Services

Staff Member	Commitment of expenditure up to	Authorisation of invoice value up to	Countersignature of invoice required by
Maintenance Assistant	£500	N/A	N/A
Maintenance Officer	£1,500	£1,500	N/A
Investment Co-ordinator	£5,000	£5,000	N/A
Maintenance Manager	£5,000	£5,000	N/A
Technical Director	£10,000	£5,000+	CE or FD
Operations Sub Committee	£10,000+	N/A	

- 1.1. Limits stated relate to expenditure within annual budget.
- 1.2. Countersignature required where Technical Director has committed to expenditure and authorised subsequent invoice.
- 1.3. Committee approval relates to initial decision about contract acceptance. Authorisation of subsequent invoices within budget is fully delegated to staff.

2. Planned Maintenance

Staff Member	Commitment of expenditure up to	Authorisation of invoice value up to	Countersignature of invoice required by
Maintenance Officer	£1,500	£1,500	N/A
Investment Co-ordinator	£5,000	£5,000	N/A
Maintenance Manager	£5,000	£5,000	N/A
Technical Director	£10,000	£5,000+	CE or FD
Operations Sub Committee	£10,000+	N/A	

- 2.1. Limits stated relate to expenditure within annual budget.
- 2.2. Countersignature required where Technical Director has committed to expenditure and authorised subsequent invoice.
- 2.3. Committee approval relates to initial decision about contract acceptance. Authorisation of subsequent invoices within budget is fully delegated to staff.

3. Development Expenditure

Staff Member	Commitment of expenditure up to	Authorisation of invoice value up to	Countersignature of invoice required by
Development Agent	£10,000	£10,000	CE, FD or TD
Chief Executive	£25,000	£10,000+	FD or TD
Operations Sub Committee	£50,000	N/A	
Management Committee	£50,000+	N/A	

- 3.1. Limits stated relate to expenditure within annual budget.
- 3.2. Countersignature required where Development Agent involved or where Chief Executive has committed to expenditure and authorised subsequent invoice.
- 3.3. Committee approval relates to initial decision about contract acceptance. Authorisation of subsequent invoices within budget is fully delegated to staff.

4. Housing Services Expenditure

Staff Member	Commitment of expenditure up to	Authorisation of invoice value up to	Countersignature of invoice required by
Housing Officer	£500	N/A	
Housing Manager	£1,500	£500	
Housing Director	£10,000	£10,000	FD or CE

- 4.1. Limits stated relate to expenditure within annual budget.
- 4.2. Countersignature required where Housing Director has committed to expenditure and authorised subsequent invoice.
- 4.3. Housing Officers can commit Association to legal costs in line with Current Tenant Arrears Policy within limits of annual budget. Any individual legal invoices in excess of £10,000 to be countersigned by Chief Executive or Finance Director.

5. Administration and General Expenditure

Staff Member	Commitment of expenditure up to	Authorisation of invoice value up to	Countersignature of invoice required by
Corporate Services Officer	£500	N/A	
Finance Officer	£500	N/A	
Maintenance Officer	£500	N/A	
Technical Director	£1,000	£1,000	CSD or FD
Corporate Services Director	£10,000	£10,000	FD or CE
Finance Director	£10,000	£10,000	CE or CSD
Chief Executive	£20,000	£20,000	FD or CSD
Audit and Business Sub Committee	£20,000+	£20,000+	

- 5.1. Limits stated relate to expenditure within annual budget.
- 5.2. Countersignature required where Director/Chief Executive has committed to expenditure and authorised subsequent invoice.
- 5.3. Countersignature required for invoices above stated limits, but detailed individually within budget.
- 5.4. The financial limits in section 5 do not apply to the payment of salaries, pension contributions, PAYE or insurance costs. The Finance Director is responsible for the administration of all such items.
- 5.5. Committee approval relates to initial decision about contract acceptance. Authorisation of subsequent invoices within budget is fully delegated to staff.

Appendix D Role Description for the Association's Chairperson

THA Ltd Chair and Vice Chair Role Description



1. Introduction

- 1.1 The Chairperson of the Association has particular duties and responsibilities, and should always remember that he/she is acting on behalf of the Management Committee and not in isolation.
- 1.2 The position of Chairperson is referred to in the Association's Rules. The Chairperson must always act in accordance with the Rules.
- 1.3 Section 1 of the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management states: *"The Committee leads and directs the Association to achieve good outcomes for its tenants and other services users."* More specifically, section 1.5 states: *"Committee members and senior officers understand their respective roles, and working relationships are constructive and effective. The Committee provides the necessary challenge and holds the senior officer to account for his/her performance"*
- 1.4 The Vice Chairperson provides support and deputises for the Chairperson when necessary, and is a natural candidate to take over the responsibilities of Chairperson at a future date. Therefore, while this role description refers to the Chairperson, its contents are also relevant to the position of Vice Chairperson.

2. Responsibilities

- 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, the Rules and the standing orders of the Association.
- 2.2 The Chairperson will be delegated such powers as is required to allow the Chairperson to properly discharge the responsibilities of the office.
- 2.3 The Vice-Chairperson's responsibilities are to carry out these duties in the absence of the Chairperson.
- 2.4 In exercising his/her responsibilities, the Chairperson may seek the advice and support of the Vice-Chairperson or other Office Bearers, and may be guided by the advice of the Chief Executive.
- 2.5 The relationship between the Chairperson and Chief Executive, as leaders of the Management Committee and of the staff group respectively, is vital to the effective governance of the Association. The relationship must be based on good and regular communication, mutual trust and support and an understanding of the respective roles and responsibilities.

3. Main Tasks

Among the collective responsibilities of the Committee, on which the Chairperson will lead, the following are the main tasks expected: -

- the Committee works effectively with the senior staff;
- an overview of business of the Association is maintained;
- the Agenda for each meeting is set;
- meetings are conducted effectively;
- minutes are approved and decisions and actions arising from meetings are implemented;
- the standing orders, code of conduct for Committee Members and other relevant policies and procedures affecting the governance of the Association are complied with;
- where necessary, decisions are made under delegated authority for the effective operation of the Association between meetings;
- the Committee monitors the use of delegated powers;
- the Committee receives professional advice when it is needed;
- the Association is represented at external events appropriately;
- appraisal of the performance of Committee Members is undertaken, and that the Chief Executive's appraisal is carried out in accordance with the agreed policies and procedures of the Association; and
- the training requirements of Committee Members, and the recruitment and induction of new Committee Members is undertaken.

4. Duties

4.1 Providing leadership to the Management Committee

- Represent the Association and present constructive views on its behalf.
- Ensure that the Management Committee receives appropriate professional advice.
- Ensure, in the event of a vacancy, in conjunction with other members of the Management Committee, that the post of Chief Executive is filled in an appropriate manner, in accordance with employment legislation, good practice and the Association's own Recruitment Policy.
- Ensure, in conjunction with other members of the Management Committee, that the remuneration of the Chief Executive is considered, and recommendations made to the Management Committee.
- Arrange, with other members of the Management Committee, for the annual appraisal of the Chief Executive, and report results to the Management Committee.
- Provide on-going support and guidance to the Chief Executive and (where necessary) initiate any disciplinary action.

4.2 Ensuring the efficient and proper conduct of the Management Committee's business

- Chair general meetings of the Association in accordance with the Rules.
- Chair all meetings of the Management Committee, in accordance with the Standing Orders, and ensure the efficient and proper conduct of the Management Committee's business.
- Ensure that the views of all Management Committee members are sought before any important decision is taken at meetings.
- Decide on any points of order arising at any meetings of the Management Committee.
- Keep order and make sure that every member has a fair hearing and an opportunity to express their views on the subject under discussion.
- Decide all matters of order, relevancy and at his/her discretion, alter the order of business at any stage of the meeting
- Exercise a second and deciding vote in the event of a tie in the vote of the Management Committee.

4.3 Acting under delegated authority on behalf of the Management Committee

- Initiate any investigation under the terms of the Association's Code of Conduct.
- Ensure that the Association's business is efficiently and accountably conducted between Management Committee meetings.
- Sign cheques and documents requiring the Management Committee or the Chairperson's authorisation.
- In conjunction with the Chief Executive, take decisions on behalf of the Association in the event of emergencies that occur outwith the regular Committee cycle, reporting these back to the full Management Committee for ratification.

5. Skills Requirements for the Chairperson and Vice-Chairperson

- 5.1 The positions of Chairperson and Vice-Chairperson involve important responsibilities. Accordingly, Committee members accepting nomination for election to both positions should be committed to developing the range of skills needed.
- 5.2 The Association will offer training and support to the Chairperson and Vice-Chairperson, to help current and prospective Office Bearers develop their skills in relation to the responsibilities associated with each position.

Requirement	Essential	Desirable
A sound overall understanding of each major area of the Association's business.	✓	
Commitment to keeping up to date with relevant issues.	✓	
Ensuring that meetings of the Management Committee are conducted in a businesslike way, with a good level of involvement by all Committee members.	✓	
Chairing general meetings of the Association with confidence and authority.	✓	
Strong communication skills (listening skills, as well as being able to convey his/her own opinions).	✓	
Representing the Association in a positive way in dealings with tenants and other stakeholders.	✓	
The ability to be objective when taking account of competing points of view.	✓	
The ability to be objective when considering the Association's strengths and weaknesses.	✓	
Good leadership skills, to help the Association identify and make changes and respond to changes which are in the interests of the organisation and its tenants and other service users.	✓	
A good understanding of the Management Committee's responsibilities as an employer.	✓	
The ability to provide effective line management and support to the Association's senior staff.	✓	
Share responsibility for decisions made	✓	
The ability to demonstrate a good level of commitment to the role and is enthusiastic about the Association	✓	
Committed to continual improvement (i.e. personal development)	✓	
The ability to contribute new ideas to debates	✓	