STANDING ORDERS AND DELEGATED AUTHORITY

Date Approved	Proposed Review Date
October 2026	October 2029
Chair Person/Office Bearers Signature:	

CASSILTOUN HOUSING ASSOCIATION LTD

Castlemilk Stables, 59 MACHRIE ROAD, GLASGOW G45 OAZ
Cassiltoun Housing Association is a recognised Scottish Charity SC035544

STANDING ORDERS OF CASSILTOUN HOUSING ASSOCIATION

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

	Contents	Page
Section		
1	Purpose	3
2	Group Structure	4-6
3	The role and remit of the Board of Management	7-8
4	Sub committees	9
5	Membership of the Board of Management and sub committees	10
6	Delegation to Sub Committees and Senior Staff	11
7	Arrangements for calling Board/Sub committee meetings	12
8	Proceedings at Board meetings • Quorum requirements • Attendance by staff members • Voting and decisions • Adjournment of meetings • Time management of meetings • Any other competent business • Conduct of members at Board meetings • Business conducted under closed session • Admission of members of the public to meetings	13-14
9	Minutes of Board meetings	15
10	The role and remit of the Association's office bearers	16-18
	• Confidentiality	
	• Emergency business and decisions	
	• Execution of documents and use of the Seal	
	• Arrangements for revising the Standing Orders	
Appendix		
A	Remits for , Group Audit & Risk, and Staffing Sub Committees	19-34
B	Scheme of Delegated Authority	35-48
C	Financial limits for the Scheme of Delegated Authority	49-51
D	Chairperson Role Description	52-54

1. Purpose

1.1 These Standing Orders describe the roles, responsibilities and powers of the organisations, sub-committees and individuals that make up the governance framework for the Cassiltoun Group.

1.2 They take account of the Rules of Cassiltoun Housing Association (CHA), the Memorandum and Articles of Association of Cassiltoun Trust (CT) and Memorandum and Articles of Association of Cassiltoun Stables Nursery (CSN) and relevant legislation and regulatory requirements. In the event of a conflict being identified between the terms of the Standing Orders and the Rules of CHA, the Rules shall prevail.

1.3 They also provide a framework for the conduct of meetings, delegation of authority and reporting arrangements (including financial regulations) for CHA to ensure that it is well governed and operates its business in an orderly and efficient way. They apply to all meetings of the CHA Board of Management and its sub-committees.

1.4 Section 2 of these Standing Orders describes arrangements operating between CHA, Cassiltoun Trust and Cassiltoun Stables Nursery and those that apply across the Cassiltoun Group. Cassiltoun Trust and Cassiltoun Stables Nursery are permitted to create its own Standing Orders (with the prior consent of the CHA's Board of Management) but they must comply and be consistent with the requirements of Section 2.

1.5 These Standing Orders were approved and will be reviewed at least every three years and cannot be amended without the approval of CHA's Board of Management.

2. Group Structure

Cassiltoun Trust and Cassiltoun Stables Nursery are wholly owned subsidiaries of Cassiltoun Housing Association. CHA is the parent organisation, having a controlling interest in both subsidiaries.

CHA has taken account of the Scottish Housing Regulator's (SHR's) regulatory guidance on group structures in framing its inter-group legal and financial arrangements. Both group members aim to meet the regulatory expectations and requirements of SHR.

2.1 Intragroup Agreements

CHA as group parent is responsible for maintaining overall control of its subsidiaries and establishing the framework within which the subsidiaries are to operate. The subsidiaries are responsible for managing its day-to-day operational business. The relationship between the parent and the subsidiaries are set out in an Intragroup Agreement. The Intragroup Agreement will be reviewed as and when required.

Key responsibilities of the parent (CHA) under the Intragroup Agreements are:

- To approve the subsidiary's annual budgets and business plans
- Regular review of group governance arrangements
- Monitoring compliance with the provisions of the Intragroup Agreement, and in the event of non-compliance, taking appropriate action.

Key responsibilities of the subsidiaries are:

- Taking such actions as are necessary to ensure that its business objectives are furthered
- Running all operational, management and day to day aspects of its business
- Reporting to the parent Board of Management as required
- Taking action on internal and external audit findings.

The parent (CHA) has the right, under the Intragroup Agreement, to confirm or reject the appointment of any subsidiary governing body member, or to remove any person from that governing body, but will only exercise this latter right where it is satisfied that the circumstances require it, as set out within the terms of the Intragroup Agreement.

2.2 Policies and procedures

It is the responsibility of the CHA's Board of Management to determine which policies and procedures will apply to both CHA and its subsidiaries (the group policies), and the frequency with which they are to be reviewed. A list of these policies, and their agreed review cycles, is set out in the Policy Register. The governing bodies of Cassiltoun Stables Nursery and Cassiltoun Trust will always be consulted about the introduction of any new group policies, or the review of existing policies, and will be held accountable for the compliance all agreed group policies.

Cassiltoun Trust and Cassiltoun Stables Nursery's governing bodies are entitled to agree their own operational policies, consistent with the sound operation and good governance of the organisation, subject to the prior approval of the Board of Management.

2.3 Shared services

CHA staff provide a range of services to Cassiltoun Stables Nursery and Cassiltoun Trust. These arrangements are set out in the Subsidiary Group Services Agreement that has been entered into between CHA and Cassiltoun Stables Nursery and Cassiltoun Trust. It includes details of services, goods and equipment provided by CHA to both subsidiaries, and vice-versa, and the basis for reimbursement of costs. Estimated costs are included within annual budgets, with actual costs reimbursed generally on a quarterly basis. The operation of this agreement will be reviewed annually between organisations.

2.4 Role of governing bodies

The Board of Management of CHA is its governing body and the lynchpin of the governance framework. It is responsible for directing the affairs of the organisation and its business in an effective, accountable and independent manner, while ensuring that all decisions are taken in the best interests of current and future tenants, and of the Association.

CHA's Board of Management will agree the terms of its remit to ensure that it exercises good governance over the affairs of CHA and the group as a whole and meets legislative and regulatory requirements.

The Board of Management may not exercise any powers which are reserved to the Association in general meetings, either by its Rules or by statute.

The board of Cassiltoun Trust and Cassiltoun Stables Nursery is its governing body, and it is responsible for directing the affairs of that organisation and its business.

2.5 Responsibilities of governing body members

It is the responsibility of all governing body members, in exercising their role as Board members or directors, to act in the best interests of the organisation, and not to place any personal or other interests ahead of their primary duty to that organisation. They must seek to ensure that the organisation acts in a manner which is in accordance with its objects, and to act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person. All governing body members must accept collective responsibility for decisions taken by their governing body.

2.6 Code of Conduct and declarations of interest

The CHA Board of Management has approved a policy setting out a Code of Conduct for governing body members, which applies to all appointed and co-opted members of the CHA Board of Management and its sub-committees and its subsidiaries. This Code is based on the Model Code of Conduct produced by the Scottish Federation of Housing Associations. Appendices to this policy set out guidance on declaring and managing personal interests, and a protocol for dealing with any breaches of the Code.

No committee or board member may take office until they have signed this Code of Conduct. Thereafter, all board and committee members must review and sign the Code annually.

Any board, Board of Management or sub-committee member must declare any personal or other external interests on an annual and ongoing basis, following the process set out in CHA's Protocol for declaring interests and managing conflicts of interest.

It is the duty of all affected by this policy to ensure that private or personal financial or other interests never influences their consideration of Group's business.

If any board and/or committee member has any conflict of interest in any matter about to be discussed at a meeting, they must declare it at the outset, and this declaration will be recorded in the minutes. Members will not be permitted to remain in the meeting during the discussion of a matter in which they have an interest and never to vote on it.

2.7 Entitlements, payments and benefits

CHA's Board of Management has approved a policy on Entitlements, Payments and Benefits, applicable to all group governing body members, sub-committee members, and staff. Governing body members and staff must not receive any payment or benefit unless it is permitted by the policy, nor use their position for personal gain of any sort. In making any payment or conferring any benefit, CHA shall act at all times with transparency, honesty and propriety.

2.8 Confidentiality and external representation

All governing body and staff members must respect and maintain confidentiality and must ensure that no information about CHA or its subsidiaries is disclosed to anyone who is not entitled to receive it, both whilst an active governing body or staff member, and after leaving. This includes, but is not limited to, information relating to financial projections and budgets, business plans, strategies and programmes and prospective contracts and targets; information which, acting reasonably, might be expected to be regarded as confidential; and reports and information labelled or identified as confidential.

Governing body members must always be positive ambassadors for CHA and its subsidiaries but must not speak in public on behalf of their organisation without specific authorisation to do so.

3. Role and Remit of The Board of Management

3.1 The Board of Management is Cassiltoun's Housing Association's governing body. Its main responsibilities are to:

- Lead and direct Cassiltoun Housing Association's work
- Promote and uphold Cassiltoun Housing Association's values
- Set and monitor standards for service delivery and performance
- Control Cassiltoun Housing Association's affairs and ensure compliance

3.2 The operational management of the Association is delegated to the Association's Chief Executive Officer and Senior Leadership Team, within a set of controls decided by the Board of Management. In practice, the relationship between the Board of Management and Chief Executive and Senior Leadership Team is based on working in partnership, and demands mutual respect, trust and support.

Our Chief Executive Officer should tell the Scottish Housing Regulator about a notifiable event which relates to governance and organisational issues, performance and service delivery issues or financial and funding issues. The Chair of our governing body should tell the Scottish Housing Regulator if there is a conflict of interest for the Chief Executive Officer for example if the Chief Executive Officer leaves or there are concerns about the Chief Executive Officer or the governing body. The Chair must also tell us about any changes to the Annual Assurance Statement. .

3.3 The Board of Management's Strategic and Leadership Role

The core responsibilities of the Board of Management 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.

3.4 The Board of Management's Responsibilities for Control and Compliance

The core responsibilities of the Board of Management 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 Board structure, external audit, internal audit, financial control and performance reporting
- Approve and oversee a framework for managing risk, to protect the Association and its assets
- Ensure the solvency of the Association, approve the annual budget, and approve the annual accounts prior to publication

- Monitor and assess the Association's performance against its plans, budgets and targets, considering 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 Treasurer) and the members of sub committees
- Appoint, support, appraise and (if necessary) dismiss the Association's most senior employee, and decide his/her remuneration (out with the normal inflationary award)
- Ensure that the Association meets all its statutory obligations and acts in accordance with regulatory and accepted good practice standards.
- Ensure that the Association acts in accordance with its Rules
- Assess the Board of Management's own effectiveness, periodically, and how well members are following the Association's Code of Conduct.

3.5 In both sets of responsibilities, the Board of Management is informed, advised and supported by the Chief Executive and the Senior Leadership Team.

4. Sub Committees

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

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

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

5. Membership of the Board of Management and Sub Committees

Board of Management

5.1 The members of the Board of Management will be elected or appointed in accordance with the Association's Rules.

5.2 Under the Rules, the Board of Management has the power to fill casual vacancies (where an elected Board member stands down) and to appoint co-opted members.

5.3 Co-options may be considered as a means of appointing additional Board members who have skills or experience that would benefit the Association's work. Co-opted Board 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

5.4 The membership of sub committees shall be decided by the Board of Management following the Annual General Meeting. The Board of Management may make changes over the course of the year as required.

5.5 At its first meeting each year, each sub-committee will elect a chairperson to preside at its meetings.

5.6 The Association may consider appointing people who are not Board of Management members to be co-opted members of sub-committees, to bring additional knowledge or experience to the sub-committees.

5.7 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.

6. Delegations to Sub Committees and to Senior Staff

6.1 The Scheme of Delegated Authority at **Appendix B** describes:

- Those mmatters that are reserved to the Board of Management for approval and decision.
- Those matters that the Board of Management has delegated to sub committees and to the Chief Executive and Senior Leadership Team of the Association.

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

6.2 The list of matters reserved to the Board of Management is designed to ensure that the Board of Management exercises overall control over the business of the Association, while focusing its attention on the areas of greatest strategic significance.

6.3 Sub committees (and any working groups set up by the Board of Management) must act in accordance with the remits and delegated authorities established by the Board of Management. Depending on the specific matter at hand, sub committees may either:

- Exercise full delegated authority from the Board of Management to act or make decisions;
- Undertake detailed scrutiny and make recommendations to the Board of Management for its approval.

6.4 As a general principle, sub committees shall only **by exception** refer matters that fall within their delegated authority to the Board of Management for its specific consideration and/or approval. Referral to the Board of Management 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 Board of Management's ability to focus on its overriding responsibilities for strategy and control.

6.5 The matters delegated to the Chief Executive and Senior Leadership Team in Appendix B are illustrative rather than exhaustive. The Board of Management has delegated authority for all operational functions and for the day-to-day management of the Association to the Chief Executive and Senior Leadership Team, with the exception of those matters that are specifically reserved to the Board of Management and sub committees.

6.6 In exercising this delegated authority, the Senior Leadership Team will refer any matters involving questions of policy or material risk to the Board of Management.

6.7 The Association's employees are not eligible to act as board members. The Association's Chief Executive is the Board of Management's principal adviser and is responsible and accountable to the Board of Management for the implementation of the Boards' decisions and policies.

7. Arrangements for Calling Board Meetings

7.1 Frequency of meetings

The Board of Management will normally meet every month. There will normally be a recess period in July and December unless the Board of Management decides otherwise. For example, the Board of Management may decide that meetings need to be scheduled to deal with any important business during the summer months.

A calendar of meeting dates for the Board of Management and sub committees will be approved at the first Board of Management meeting following the AGM. The meetings calendar may be changed at any time by the Board of Management.

Special Meetings of the Board of Management may be convened in accordance with the Association's Rules.

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

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.

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 Board of Management or sub committee members present agree to this.

No business, other than on the Agenda, will be considered without the consent of two-thirds of the members present at a Board of Management or sub committee meeting.

If Board of Management members wish to propose motions or items to be included on the agenda for a Board meeting, these should be notified to the Chief Executive or Secretary not less than 10 days prior to the meeting.

Prior to Board meetings, the Chief Executive will meet with the Chair to set the agenda and review the order of business and the matters requiring decision.

8. Proceedings at Board Meetings (including Sub Committees)

8.1 Quorum Requirements

For Board of Management meetings, four members (excluding co-optees) will form a quorum. Where a meeting becomes inquorate after it has started, the meeting shall be adjourned.

The quorum for sub committees shall be 3 members (excluding co-optees). Where a meeting becomes inquorate after the start, the meeting will be adjourned.

8.2 Attendance by Staff Members

The Chief Executive and other staff members will attend Board of Management and sub committee meetings and submit written reports as required.

8.3 Voting and Decisions

The Board of Management and sub committees will normally make decisions by consensus, without matters being put to a formal vote.

Formal voting will take place if a motion is proposed and seconded by two board members present at a meeting and if another board 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.

Any matter put to a vote shall be decided by a majority of those Board 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.

In the event of a tie the Chair will have a casting vote, in addition to their own vote.

Decisions made by the Board of Management 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.

8.4 Adjournment of Meetings

Meetings may be adjourned by consensus, or if a majority of Board 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.

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.

8.5 Time Management of Meetings

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 Board members are given adequate opportunity to contribute.

Proceedings at Board of Management and sub committee meetings should not exceed 2 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.

8.6 Any Other Competent Business

Any other competent business should be notified to the Chair prior to the start of the meeting giving 24 hours notice if possible.

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.

8.7 Conduct of Members at Board Meetings

When attending Board meetings, all Board 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 Board members, the Association's staff and anyone else attending the meeting.

The Chairperson of the meeting is responsible for determining if any Board member is acting in a way contrary to the Standing Orders or the Code of Conduct for Board members. The Chairperson may provide a warning to the Board member(s) concerned, and request that the inappropriate behaviour ceases.

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.

Such a resolution, if seconded, will be voted on immediately by the remaining board members who are not the subject of the resolution and shall be decided by a majority vote of the remaining members. If the motion is carried, the board member or members concerned must then leave the meeting.

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 Board 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.

8.8 Business Conducted under Closed Session

Where Board 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.

8.9 Admission of Members of the Public to Meetings

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

9. Minutes of Board Meetings and Sub Committee Meetings

9.1 Minutes of Board, meetings and sub committee meetings will be taken by staff members.

9.2 A Minute of each meeting will be prepared and issued to all members of the Boards and Sub Committee. The minutes shall be presented at the next appropriate meeting and if accepted as a true record, signed by the chairperson of the meeting at which they are presented. Minutes of sub committee meetings will be submitted to the next sub-committee meeting for approval and Sub Committee and Subsidiary, decisions presented to the next Board of Management meeting for their information.

9.3 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.

9.4 All approved minutes will be available to anyone who wishes to see them, for example tenants or members of the public.

9.5 A separate minute will be produced for any business that is confidential or commercially sensitive. Minutes for such items will only be available to Board members, and to any members of staff who need to have access to the minutes to implement Board decisions.

10. Role and Remit of the Association's Office Bearers

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

10.2 Role and Remit of the Chair

The Chair will be elected by the Board of Management 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 hold office continuously for more than five annual terms of office. 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.

The Chair's role in conducting meetings of the Board of Management 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 Board 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 Board's time at meetings.
- To rule on whether items not on the agenda can be discussed at meetings.

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.

The duties described at 10.2 shall also apply to chairs of sub committees.

10.3 Role and Remit of the Vice-Chair

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

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.

10.4 Role and Remit of the Secretary

The Secretary shall be elected by the Board of Management at the first meeting following the AGM. The general role of the Secretary is to ensure that the business of the Association is properly conducted, in accordance with the Rules.

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 Board 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.

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

10.5 Role and Remit of the Treasurer

The Treasurer shall be elected by the Board of Management at the first meeting following the AGM. The following aspects of the Treasurer's duties are:-

- Chairs the Audit & Risk Sub-Committee
- Manages the Board of Management's review of, and action related to, the Association's financial responsibilities.
- Works directly with the finance staff or other staff in developing and implementing financial procedures and systems as required
- Monitors and ensures that appropriate financial reports are made available to the Audit & Risk Sub Committee and the Board of Management and ensures that they are of a good standard and understood by all.

10.6 Office Bearer Skills and Succession Planning

The Association's office bearers, in particular the Chairperson, have a critical role to play in the governance of the Association. To promote continuity and effective governance, we will seek to ensure that there is more than one person on the board at any one time who has the skills, experience and personal qualities required to be chair of the Association. 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.

10.7 Confidentiality

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

10.8 Emergency Business and Decisions

Any matter which requires urgent or immediate action that cannot wait until the next meeting (including matters that arise during Board 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 Board meeting thereafter, for endorsement or information depending on the nature of the matters concerned. 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.

10.9 Execution of Documents and Use of The Seal

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.

The following documents will be executed using the Seal:

- Membership/share certificates

- All transactions relating to the sale, purchase or leasing of land

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

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

10.10 Revision of Standing Orders

These Standing Orders will be reviewed every 3 years and may be altered or revoked by the Board of Management if a motion to this effect is supported by two-thirds of those present, excluding co-opted Board members.

Appendix A

GROUP AUDIT & RISK SUB COMMITTEE

1. TERMS OF REFERENCE

The Group Audit and Risk Sub Committee ("the Sub Committee") has been established for the following purposes:

i. The Group Audit & Risk Committee is a sub-committee of the Cassiltoun Group and acts for the Cassiltoun Group including its subsidiaries. It is responsible for advising the Boards on matters of internal control and risk management across the Group.
ii. Each subsidiary board have responsibility for their internal controls and risk management of their own operations. Senior staff will report to the Cassiltoun Housing Association Board on these responsibilities through the Audit & Risk Committee.

2. ROLE OF THE SUB COMMITTEE

The Sub Committee will be responsible for:

2.1 Ensuring that matters within its remit are conducted in accordance with the law, SHR Regulatory Standards, Accounting Standards and other good practice guidance.

2.2 Provide assurance to the Boards that there is an appropriate culture of control throughout the group.

2.3 Oversee each part of the Groups effectiveness of the system of internal control throughout the Group.

2.4 Ensure the effective co-ordination between internal and external audit.

2.5 Advise the Board on the level of budget needed to resource effective external and internal audit and their other responsibilities.

2.6 Ensure that the Board receives adequate financial and business management reports in order to effectively scrutinise performance of the group.

2.7 Review, and make recommendations to the Boards on these terms of reference.

2.8 Review and annually recommend to the Board the accounting policies for the Group and the form of presentation and content of the annual financial statements.

2.9 Approve the annual audited consolidated accounts and individual subsidiary accounts.

External audit

2.10 Make recommendations to the Board on the appointment, reappointment or otherwise of the external auditor, including approving the fees and terms of engagement.

2.11 Review, agree and monitor a planned programme of work.

2.12 Consider and report to the Board on the annual statutory audit and make recommendations on the response to any audit management letters, reports and investigations.

2.13 Obtain assurance that recommendations which have been endorsed are implemented by management as timetabled.

2.14 Discuss annually with the auditor any problems, reservations or issues arising from the interim or final audit or other investigations.

2.15 Review and monitor the external auditor's independence, objectivity and performance whilst annually appraising the effectiveness and value for money of the service received.

Internal control framework

2.16 Oversee the embedding and maintenance of an effective system of internal control.

2.17 Satisfy the Boards that there is a sufficient and systematic review of the internal control arrangements within the Group.

2.18 Review the statement on internal control systems and make appropriate recommendations to the Board.

2.19 Ensure that any significant weaknesses identified are remedied and reported to each Board.

2.20 Commission special investigations into matters of particular concern relating to internal control.

2.21 Ensure that the impact of alleged or fraudulent activity on the group's framework of internal control is properly assessed and, where it considers necessary, recommend changes to strengthen the control framework.

2.22 Receive reports relating to any matters of whistle-blowing or alleged or actual fraudulent activity which may have an effect upon the Association or its subsidiaries.

Internal audit

2.23 Consider and make recommendations to the Boards on the internal audit arrangements, including the appointment, reappointment or otherwise, fees, methods and terms of engagement, of the internal auditor.

2.24 Review and approve the internal audit needs assessment and strategy and the annual plan and monitor delivery of the plan.

2.25 Ensure that all relevant control systems and procedures are reviewed within a three year period.

2.26 Receive and consider reports by the internal auditor, together with the response from management to these reports.

2.27 Obtain assurance that internal audit recommendations which have been endorsed are implemented by management as timetabled.

2.28 Review and annually appraise the effectiveness of the approach, nature and scope of internal audit activities and compliance with professional standards, good practice guidance and performance indicators

Other

2.29 Provide assurance to the Board that risk management is embedded in the culture of the group and that there is a sufficient and systematic review of the risk management arrangements within the Group.

2.30 Receive, as appropriate, regular reports on any governance issues which may affect the operation of the Audit & Risk Committee or the scope or extent of its responsibilities.

2.31 Receive, as appropriate, reports on any regulatory or compliance issues which may affect the operation of the Audit & Risk Committee or the scope or extent of its responsibilities.

2.32 Review the proportionality, independence and appropriateness of the Whistle-blowing policy and follow-up action.

2.33 Ensure that appropriate disaster recovery and contingency plans are in place and are periodically tested.

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 BOARD OF MANAGEMENT

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

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

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

Any tenant of the Association may receive a copy of the minutes of the Group Audit and Risk Sub-Committee on request. The minutes of the latest meeting will be available on request from Registered Office of the Association

The minutes and papers of each Sub-Committee meeting shall be made available for public scrutiny upon request at the Registered Office.

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 Board of Management 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 Board of Management) 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 Board members to supply information, either written or verbal, on any matter relating to the financial or general management of the Group. 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 Leadership 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 Board of Management for decision.

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

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 Board of Management, or
- The matter may be dealt with by the Chief Executive 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 Board of Management. Co-opted members may not make up more than one-third of the Sub Committee's members.

The Housing Association Board is responsible for appointing the Chair of the Group Audit & Risk Committee who must be a Board member (but not the Chair, normally the Treasurer) and other Group Audit & Risk Committee members who will also be Board members within the Group. Paid members of staff cannot be members of the Audit Committee.

The Group Audit & Risk Committee will have no limit as to how many members can join the Committee. 1 place will be reserved for a member of each subsidiary and ideally each group company will be represented. The Chair of the Group Audit & Risk Committee ideally should have a business qualification and/or have appropriate experience which would qualify them to lead the Committee.

Co-opted members of the Sub Committee may be either members of the Board of Management 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

A minimum of three ordinary meetings of the Group Audit & Risk Committee will be held each year at times, dates and places agreed by the Board as part of the governance timetable. 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 Board of Management, decide to alter the frequency of its meetings and the dates. Special meetings shall be called as required.

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. In the absence of the Sub Committee Chair those members present shall select a Chair for the meeting.

Appropriate members of the Senior Leadership Team (normally Chief Executive Officer), and if requested representatives of the internal auditors and/or external auditors, shall attend meetings of the Group Audit & Risk Committee. However, the Committee may meet with the external or internal auditor without any employees being present. Other members of staff and/or advisers will attend as required, or as instructed by the Sub Committee. Members of the Senior Leadership Team will be responsible for submitting reports and providing advice to the Sub Committee.

The Group Audit & Risk Committee will have the right to report directly to the Chair of Cassiltoun Housing Association.

Employees will withdraw on the instruction of the Chair of the meeting.

The Group Audit & Risk Committee is authorised by the Boards to investigate any activity within its terms of reference. It is authorised to seek information it needs from any employee and all employees are expected to co-operate with any request made.

The Committee is authorised by the Boards to obtain outside legal or other independent professional advice.

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

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

Meetings should not exceed 2 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.

STAFFING SUB COMMITTEE

1. TERMS OF REFERENCE

The Staffing Sub Committee ("the Sub Committee") has been established for the following purposes:

To support the delivery of staffing related objectives set out in Cassiltoun's Business plan and to advise on matters relating to staffing and human resources, including pay and terms and conditions of service, health and safety and equality and diversity matters.

2. ROLE OF THE SUB COMMITTEE

The Sub Committee will be responsible for

2.1 Sub-Committee will address all matters affecting the Association as an employer, including recruitment, staff training, Health & Safety at Work and Conditions of Service and formulate and review policy for consideration by the Board of Management. The Sub-Committee is responsible for reviewing and monitoring staff performance, training, Investors in People, job descriptions and career development.

2.2 The Association will maintain associate membership with Employers in Voluntary Housing, (EVH), and endeavour to participate actively with them. The Staffing Sub- Committee has a responsibility to ensure compliance with Conditions of Service, Staff Salaries and disciplinary procedure.

2.3 The Sub-Committee is authorised to make operational decisions within the scope of existing policy.

2.4 The Staffing Sub-Committee is authorised by the Board of Management to appoint and dismiss staff, within the terms of Association's policy, relevant contractual agreements and legislation.

2.5 The Sub-Committee will ensure that all Association policies and procedures relating to employment and staffing matters are strictly followed and comply with all relevant legislation, guidance and best practice.

General

2.6 To oversee the human resources aspects of the Association's business, taking decisions and approving actions in relation to the Association's role as employer in specific areas of delegation.

2.7 To ensure that the Association is effectively discharging its obligations with respect to health and safety management.

2.8 To keep under review and improve outcomes in respect of the Association's objective to eliminate discrimination, advance equality and foster good relations in all areas of its work.

Staff recruitment and induction

2.9 To oversee the process for the selection and recruitment of staff, particularly for those roles where Board of Management members are designated to participate in the recruitment process. To approve significant changes to job descriptions.

2.10 To receive assurance about the effective application of the staff recruitment and induction polices.

Appraisal, training and development

2.11 To receive assurance about the effective application of the staff appraisal and supervision system, and training and development polices, including reports regarding the implementation and outcome of the annual training plan.

Pay and terms and conditions of employment

2.12 To make decisions about discretionary matters relating to overtime, annual or other leave entitlement, or other issues arising in interpreting the application of the Association's terms and conditions of service – Cassiltoun Housing Association is an associate member of Employers in Voluntary Housing (EVH). All staff are employed under Terms and Conditions of Employment (which mirror EVH). Any decision about future membership of EVH is the Board of Management's responsibility.

Grievance, discipline and redundancy

2.13 To conduct hearings (normally by a panel of three Staffing Committee members designated by the Chair of the Staffing Committee) and make and communicate decisions on the outcome of all grievances at stage 3 of the grievance procedure,

2.14 To administer appropriate stages of the disciplinary procedure, including conducting all hearings to address allegations of gross misconduct (normally by a panel of three members). This Disciplinary Panel has delegated authority to instruct any appropriate sanction arising from such hearings, up to and including dismissal.

2.15 Any serious complaint or grievance made against the senior member of staff must be handled in accordance with the Scottish Housing Regulator's regulatory guidance on Notifiable Events. The Chair of the Board of Management should agree with the Chair of the Staffing Sub-Committee how the matter should be dealt with, and notify the Scottish Housing Regulator accordingly. Any necessary independent professional advice should be taken. Normally, this will involve investigation by an independent, external party, and a hearing conducted by the Staffing Sub-Committee.

2.16 To conduct and make decisions about appeal hearings (normally by a panel of three members for any staff dissatisfied with their selection for redundancy, all in accordance with the Terms and Conditions of Employment. Such panel members should take no part in the selection process of those to be made redundant. It should be noted that the Board of Management has responsibility for organisation development matters, including any staff structure reviews or changes to the staffing establishment.

Absence management

2.17 To oversee the effective application of the absence management system, receiving periodic reports on sickness absence, and the application of agreed policies and procedures to staff with long-term absence.

Health and Safety

2.18 To ensure that the Association is fulfilling all its health and safety obligations as set out in the Terms and Conditions of Employment, including reporting of accidents, wearing of protective clothing and first aid training.

2.19 To ensure that up-to-date versions of all policies and procedures, including the Health and Safety Manual, are available on Sharepoint, and that updates to the Manual are pro-actively monitored, with appropriate action implemented in a timely way. Also that an appropriate induction/training programme for staff and committee is in place and operating effectively

2.20 To ensure that periodic independent compliance audits are carried out, and agreed recommendations are followed up and implemented.

Equal opportunities and diversity

2.21 To receive assurance on the effectiveness of training programmes and actions taken in pursuit of achieving the objectives set out in the Association's equalities, diversity and human rights policies and procedures.

Policy review

2.22 To oversee the review of all policies designated within the Association's policy schedule as Human Resources policies, plus any health and safety and equalities polices, including the manner of review, ensuring that the agreed review cycle is maintained and careful scrutiny of all proposals for change.

2.23 The Staffing Sub Committee have delegated authority to review and approve relevant staffing policies and report back to the board of Management of their decision.

3. ACCOUNTABILITY TO THE BOARD OF MANAGEMENT

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

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

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

The Board of Management may obtain independent legal/professional advice within reasonable budgetary constraints.

Due to the confidential nature of the proceedings of the Staffing Sub-Committee minutes will not be presented to the full Board of Management. Only members of Staffing Sub-Committee will receive written minutes. Individual Board of Management members may obtain copies of sub-committee meetings on request from the Chief Executive Officer. The Chief Executive Officer will report the decisions made by Staffing Sub-Committee to the full Board of Management

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 Board of Management under the Association's Scheme of Delegated Authority.

The relevant members of the Association's Senior Leadership 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 Board of Management for decision.

In exercising this delegated authority, the Senior Leadership Team will be accountable to the Sub Committee and to the Board of Management.

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 Board of Management, 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 Board of Management at the first Board of Management meeting following the AGM. The sub-committee will consist of a minimum of four Board of Management members. 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 Board of Management or other persons approved by the Board of Management who have skills or knowledge that are relevant to the Sub Committee's work.

The sub-committee will elect a chairperson at its first meeting following the AGM. In the absence of the appointed chair at a meeting, the remaining members shall elect one of themselves to chair the meeting.

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 3 times per 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 Board of Management, 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 decisions of the Sub Committee shall be reported to the next meeting of the Board of Management. If any matters require formal approval by the Board of Management, these will be separately identified in a report to the Board of Management.

Senior staff and others may attend all or part of the meetings at the invitation of the Sub Committee. Attendees will normally be

Chief Executive
Head of Corporate, HR & Finance

Other members of staff and/or advisers will attend as required, or as instructed by the Sub Committee.

The Chief Executive is responsible for servicing this sub-committee including liaising with the Chair regarding the agenda for meetings; lead responsibility for co-ordinating the preparation and distribution of papers for the meeting.

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

Meetings should not exceed 2 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.

Appendix B
Scheme of Delegated Authority

1. Strategy, Policy and Performance

Reserved to the Board of Management	Delegated to Sub Committees	Delegated to the Senior Leadership Team
1. Setting the Mission, Vision and Values of the Association 2. Setting Group objectives and strategy for the Association and its subsidiaries 3. Approval and monitoring of the Association's business plan 4. Approval of the policy of the Association, including material changes to existing policy and any new activities 5. Approval of any other plans, policies, projections or documents that fall within the strategic role of the CHA Board of Management unless delegated to sub committees 6. Monitoring the financial, organisational and service performance of the Association at an overall level 7. Determining the Association's policy on business growth or diversification and on any matters involving material changes/departures from existing policy 8. Ensuring that the Association meets its legal obligations 9. **Monitoring customer complaints data at an aggregate level (as opposed to individual cases)**	1. Monitoring service/business performance for matters within each Sub Committee's remit 2. Review and approval of policies for service delivery/business management as delegated by the CHA Board, based on the policy register *(Note: this shall not prevent the Board of Management specifying that a particular policy shall be referred to it for approval)*	**1.** Implementation of the Business Plan and other strategies approved by the CHA Board of Management 2. Provision, implementation and operational management of the Business Plan 3. Provision of regular reports to the CHA Board of Management and sub committees in relation to all aspects of the Association's performance. 4. Revision of policies, strategies and frameworks and development of new policies, strategies and frameworks for consideration and approval of the CHA Board of Management or the body delegated authority to approve 5. Operational delivery of mission, vision, values and strategic objectives

10. **Approval to instigate legal proceedings** 11. **Deciding the Association's response to Regulatory Reports**		

2. Governance

Reserved to the Board of Management	Delegated to Sub Committees	Delegated to the Senior Leadership Team
1. Approval of the Association's membership policy 2. Approval/refusal/cancellation of applications for membership of the Association 3. Appointment of the Association's office bearers 4. Ensure effective compliance with the Rules with regards to "Nine Year Rule" 5. **Conduct CHA Board meetings in accordance with the CHA's Rules and Standing Orders** 6. The establishment and dissolution of sub committees; approval of their membership. remits and delegated powers; 7. Filling of any casual vacancies, and the appointment/replacement of co-opted members of the Board of Management or sub committees 8. Removal of CHA Board of Management or committee or any group member where required 9. Approval of the Association's delegated authority arrangements, Standing Orders and Financial Regulations 10. **Approval of the Association's Code of Conduct for Governing Body Members and employees and all related group governance policies** 11. **Implementation of processes for**	**Conduct of Sub Committee mee3tings in accordance with the CHA's Rules and Standing Orders**	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 governance registers including the register of interests; register of payments/benefits and register of gifts and hospitality 5. Payment of Governing Body members' expenses in accordance with the Association's procedures 6. Performance of those functions of the Secretary that have been delegated to staff, as stated in the Secretary's role description 7. Submission of Notifiable Events to Scottish Housing Regulator (reporting of same to the next available CHA Board meeting) 8. Preparation of reports for CHA Board/Sub-Committee consideration and approval in relation to payments or benefits in accordance with the Group Policy on Payments and Benefits.

Reserved to the Board of Management	Delegated to Sub Committees	Delegated to the Senior Leadership Team
investigation of a breach of the Code of Conduct 12. **Implementation of procedure for investigation of a serious complaint or grievance against the Senior Officer** 13. **Appointment and removal of Governing members including co-opted board or sub committee members and filling of casual vacancies** 14. **Ensure effective succession planning arrangements for Governing Body are in place** 15. Approval of the creation or dissolution of subsidiaries, and appointment of directors to subsidiaries and other bodies 16. Implementation of annual programme of Governing Body member appraisals and group appraisals 17. Approval of payments and/or benefits in line with the Entitlement, Payments and Benefits Policy 18. Approval of use of the Association's seal 19. **Approval of the Association's regulatory and financial returns** **Ensuring compliance with all the Association's legal and regulatory duties and requirements** 20. **Ensure the on-going effectiveness of the Association's Governance arrangements** **21.Ensure the Association is compliant with its**		9. Recording and preparation of minutes of CHA Board/Sub-Committee meetings for approval by the CHA Board/Sub Committee 10. Provision of advice and support to the CHA Board and Sub-Committees including in relation to meeting legal, regulatory and constitutional obligations 11. Practical implementation of Governing Body member learning and development and annual training review programme 12. Preparation of all required statutory or regulatory submissions for approval by the CHA Board. 13. Obtaining and reporting on external validation of legal and/or regulatory submissions 14. Operational management of relationship with SHR 15. Operational support to the CHA Board in relation to Governing Body annual programme of appraisals 16. Operational support to the CHA Board in relation to Governing Body recruitment

Reserved to the Board of Management	Delegated to Sub Committees	Delegated to the Senior Leadership Team
legal obligations in respect to: **• Health and Safety** **• Employment** **• Housing and Tenancy Law** **• Homelessness** **• Equalities** **• Freedom of Information** **• Data Protection** **• Charity Law** **• Whistleblowing** **• Public Procurement** **• Statutory Consent** **• Company Law** **22. Ensure compliance with all aspects of the SHR's Regulatory Framework** **23. Ensure compliance with Office of the Scottish Charity Regulator (OSCR) reporting requirements** **24. Ensure compliance with Financial Conduct Authority reporting requirements**		and succession planning

3. Financial Management

Reserved to the Board of Management	Delegated to Audit & Risk Sub Committee	Delegated to the Senior Leadership Team
1. Approval of the Association's annual budget, and any subsequent revisions 2. Approval of 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. Approval and signing of 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 (value above £10,000) 10. Approval of write-off of irrecoverable debts in accordance with the Financial Regulations Policy	1. **Scrutiny and review of Annual Accounts and Financial Statements and moving approval of adoption of Annual Accounts to the CHA Board and subsidiaries .**	1. Provision of financial advice and support to the CHA Board and Sub Committees 2. Engagement of appropriate specialist and professional advice in relation to financial management 3. Interpretation and implementation of the financial policies, plans and strategies approved by the Board of Management 4. Commitment/authorisation of budgeted expenditure subject to the limits set out in the financial regulations, and departmental policies and procedures). 5. Authorisation of expenditure in excess of the Association's approved budget, in emergency situations 6. Administration of all insurance claims 7. Approval of committee member expenses 8. Authorisation of expenditure and the making of payments, in accordance with the standing orders and financial regulations/procedures 9. The collection, security, banking and recording of all income received by the Association 10. Authorisation of BACS payments and Signing of cheques including maintenance and control of the Association's bank accounts (including payments and the moving of monies by electronic means), in accordance with the

Reserved to the Board of Management	Delegated to Audit & Risk Sub Committee	Delegated to the Senior Leadership Team
		Association's financial regulations Policy **(see Note 1)** 11. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with the Association's financial regulations 12. Payroll administration, control of petty cash and the payment of expenses to the Association's employees Administration of taxation payments, including those relating to VAT, PAYE and national insurance. 13. Development of finance related policies for CHA approval 14. Development of and Monitoring of compliance with Financial Management Procedures 15. Operational maintenance of loan covenant compliance 16. Operational management of borrowing, loans and investments 17. Practical preparation of Annual Audited Report and Financial Statements 18. Practical management of discharge of security 19. Maintenance of relationships with lenders including preparation of key documents required by lenders

Note 1
Cheques require to be signed by two senior staff members who are authorised signatories.
BACS requires to be authorised by one SLT member or delegated to Finance Officer

4. Audit and Risk

Reserved to the Board of Management	Delegated to Audit & Risk Sub Committee	Delegated to the Senior Leadership Team
1. **Appointment of Audit and Risk Sub Committee members and Chairperson** 2. Approval of the Group's Risk Management Strategy 3. Consideration of all matters involving substantive and material risks to the Company's solvency, reputation and ability to meet its statutory and contractual obligations.	1. Monitor implementation of the individual company's Risk Management Strategy, reporting on any substantive and material risks to the Board of Management 2. Appointment of the Company'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	1. Implementation of the Group's Risk Management Strategy and procedures 2. Routine liaison with the external and internal auditor 3. Liaision with the external auditors on the audit of the draft annual accounts 4. Implementation of auditors' recommendations and submission of reports to the Audit & Risk Committee and, where required, the Board of Management 5. **Implementation of the Association's Risk Management Strategy and procedures** 6. **Preparation of Management responses to Internal Audit Reports** 7. **Preparation of internal audit needs assessment and annual internal audit programme**

5. Staffing, Employment and Health and Safety

Reserved to the Board of Management	Delegated to Staffing Sub Committee	Delegated to the Senior Leadership Team
1. **Approval of annual budget for staffing, ICT and other organisational management costs** 2. **Approval of any major restricting of staffing or organisational resources** 3. Approval of any proposed permanent increases or reductions in staffing establishment 4. Appointment of the Association's Chief Executive and Senior Management Team members 5. **Approves the remuneration of the Chief Executive** 6. **Approval of pension arrangements and monitoring compliance with pensions legislation** 7. Hearing of appeals on staffing/employment matters 8. Approval of Health and Safety Policy and monitoring of compliance with the Association's obligations	1. Scrutiny and Approval of the Association's HR Policies including 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 Board involvement 6. Approve the Association's policies and action plans for Board member development and training 7. Monitoring of employment key performance indicators (sickness levels and turnover) 8. Approval of external accreditation strategies eg Investors in People accreditation and monitoring of maintenance of accreditation 9. Approval of Staff Code of Conduct and ensure that it is rolled out to staff 10. Approval of staff regrading and salary increases	1. Subject to budget, recruitment for all established posts (other than Leadership Team posts) and temporary posts 2. Staff performance appraisals other than Chief Executive 3. Monitoring the effective performance of staff 4. Issuing of employment contracts on behalf of the CHA Board of Management 5. Administration/implementation of staff training and development 6. All operational human resources management issues which fall within the conditions of service and the Association's established policies 7. Payroll and pensions administration and payment of staff expenses and overtime payments 8. Grievances and disciplinary action (excluding matters relating to the Chief Executive and individual cases requiring Board involvement) 9. Operational management of the Association's responsibilities as an employer in relation to health and safety management 10. Maintaining all necessary certification in relation to workplace health and safety Management of the Association's offices and other facilities 11. Management of the Association's ICT

Reserved to the Board of Management	Delegated to Staffing Sub Committee	Delegated to the Senior Leadership Team
	11. Review and oversight of redundancy and severance payments within contractual terms and approval of payments beyond conditions of service or policy 12. Act on behalf of the CHA Board on personnel issues, eg disciplinary issues, grievances and to ensure appropriate CHA board involvement in recruitment exercises in compliance with CHA's policies 13. Hearing a complaint or grievance against the Chief Executive in line with the Association's Procedure for Handling a Serious Compliant against the Chief Executive 14. Provision of advice and support to the CHA Board on issues relating to the support and appraisal of the Chief Executive and staff 15. Approve and monitor the Association's policy on H&S at Work 16. Act on behalf of the CHA Board on H&S issues and policy development and to receive reports on H&S with recommendations for action 17. Approval of Annual Staff Training Plan 18. Initial decision making on any other staffing or employment issue	systems, including purchasing within the limits specified in the Financial Regulations 12. All operational human resources management issues falling within the conditions of service and the Association's established policies 13. Initiation of and entering into a Settlement Agreement with an employee in line with thresholds set out in the |Group Policy on Entitlements, Payments and Benefits and the Associations' Settlement Agreement Policy

6. Housing Services

Reserved to the Board of Management		Delegated to the Senior Leadership Team
1. Approval of the Association's policies and budgets for Housing Services 2. Approval of annual rent increases and increases to service charges and management charges 3. Monitor and report overall performance in relation to the Scottish Social Housing Charter 4. Monitor organise wide performance in relation to housing management service standards and targets (Quarterly) **5.** Approval of the granting of tenancies or other tenancy-related matters which are in line with the Association's Entitlement Payments and Benefits Policy **Approval of policies on all aspects of the Association's housing services, including tenant experience and outcomes and partnerships with other agencies (eg on anti social behaviour)** **6. Monitor quality of outcomes, value for money and tenant satisfaction with the Association's service performance, including complaints issues/remedies and possible service improvements** **7. Approve enforcement of decrees for eviction**		1. Interpretation and implementation of the policies and service plans approved by Board 2. Review of Housing Services policies 3. Development and monitoring compliance with Housing Services procedures 4. Management of empty properties including abandonment properties 5. The allocation of properties, unless prior Board's approval is required in line with the Association's Entitlement, Payments and Benefits Policy 6. The provision of accommodation for homeless persons, including referrals under Section 5 of the Housing (Scotland) Act 2001 7. The granting of Tenancies, any other forms of occupancy agreement approved by Board 8. All matters relating to the management of tenanciesThe management of leases and management agreements with third parties 9. Making all statutory payments to

Reserved to the Board of Management		Delegated to the Senior Leadership Team
		tenants and any discretionary payments within the terms of the Board's policies 10. Initiating and managing legal actions in respect of rent arrears and other breaches of tenancy conditions up to the stage of enforcing decrees for eviction 11. All matters relating to the collection of rents, service charges , including arrears recovery, 12. Enforcement of decrees for eviction 13. Implementation of the Tenant Participation Strategy 14. 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 Board of Management 15. Implementation of the Estate Management Policy and all expenditure relating to estate management services, within the budget approved by the Board of Management 16. Preparation and issue of all information and publicity materials regarding service standards and

Reserved to the Board of Management		Delegated to the Senior Leadership Team
		performance 17. Assessment of tenant complaints and appeals,

7. Repairs and Maintenance Services

Reserved to the Board of Management		Delegated to the Senior Leadership Team
1. Approval of the Association's policies, budgets and programme for repairs and planned cyclical works 2. Approval of the Association's main contracts for repairs and cyclical works 3. Approval for litigation in relation to repairs and maintenance contracts and pursuing other legal remedies for loss and/or damage 4. Monitor compliance with the Association's legal and regulatory obligations for stock/tenant safety eg Energy Efficiency Standard for Social Housing; Scottish Housing Quality Standards and Net Zero 5. Monitor overall performance in relation to the Scottish Social Housing Charter 6. Monitor organisation-wide performance in relation to repairs service standards and targets (quarterly) 7. Adopt and review policy on all aspects of the Association's repairs and maintenance services 8. Monitor quality of outcomes, value for money and tenant satisfaction with the Association's repairs and maintenance services, including overview information about complaints reasons, remedies and potential service improvements 9. Approval of compensation payable to tenants		1. Interpretation and implementation of all approved policies and service plans 2. All budgeted property expenditure, up to the limits specified in the Financial Regulations 3. Instructing works of an emergency nature in excess of the approved property budget and/or the limits stated in the Financial Regulations (Chief Executive Officer and Chair) 4. Implementing/monitoring all cyclical works 5. Managing/monitoring works for stock/ tenant safety, including gas servicing, asbestos management, water hygiene and lifts maintenance 6. Quality management and inspections 7. Decision-making on tenant re-charges 8. Approval of payments under the statutory Right to Repair scheme 9. Approval of decoration allowances 10. Approval of permissions to carry out alterations or improvements and of compensation payments at tenancy end 11. Ensuring operational compliance with the Association's health and safety obligations

Reserved to the Board of Management		Delegated to the Senior Leadership Team
and service users, in accordance with the Association's policies. 10. Approval of successful tenders following procurement processes 11. Approval of the Association's overall asset management strategy 12. Approval of contract expenditure in excess of the Association's approved annual budget for repairs and maintenance works 13. Settlement of any contractual claims		12. Operational implementation of Association's procurement processes in relation to repairs and maintenance 13. Negotiation of repairs and maintenance contracts 14. Conduct of due diligence on repairs and maintenance contractors 15. Adding contractors to the Association's frameworks on a trial basis 16. Removing contractors from the framework who do not perform to the Association's requirements 2. Contractor selection and approval of contract acceptance for works up to a value of £10,000 3. Selection and appointment of consultants up to a value of £10,000 4. Implementation of gas servicing programme and all related matters, keeping the Board of Management informed of any failure to meet the Association's legal obligations 5. Tenant recharges for the cost of repairs. All matters relating to the collection of factoring charges, including arrears recovery, 6. Quality management and inspections 7. Preparation and issue of all information and publicity materials regarding service

Reserved to the Board of Management		Delegated to the Senior Leadership Team
		standards and performance 8. Approval/refusal of tenant requests to carry out alterations and improvements 9. Ensuring compliance with the Association's health and safety obligations, , keeping the Board of Management informed of any failure to meet the Association's legal obligations 10. Assessment of tenant/service user complaints and appeals, including the preparation of reports where complaints and appeals are referred for Board consideration. 11.Conduct of due diligence on repairs and maintenance contractors 12. Preparations of repairs and maintenance reports to Board of Management 13. Obtaining professional or specialist advice in relation to repairs and maintenance 14. Management of contractor performance and service delivery 15. Development of repairs and maintenance polices for approval by Board of Management 16. Operational responsibility for tenant satisfaction surveys and implementing remedial actions in response to survey outcomes 17. Maintenance of all required records in relation to landlord safety compliance 18.Operational delivery of compliance with

Reserved to the Board of Management		Delegated to the Senior Leadership Team
		health and safety obligations 19. Operational delivery of compliance with legal and regulatory obligations in relation to repairs and maintenance and tenant safety
14.	1.	11.

8. Development of New Housing

Reserved to the Board of Management		Delegated to the Senior Leadership Team

9.

Reserved to the Board of Management		Delegated to the Senior Leadership Team
1. Approval of Community Development Plan 2. Approval of community development -related policies by the Board of Management) 3. Approval of applications for funding and its objectives 4. Acceptance of any awards over £100k should be Board of Management or if time does not allow, office bearers 5. Ensure the organisation meets any commitments to external funders and partners 6. Review of performance indicators 7. Ensure there is a clear project plan for any funding related project 8. Clear outcomes that contribute to the strategic aims of the Association 9. Arrangements to monitor the outcomes	1.	1. Interpretation and implementation of the community development policies, plans and strategies approved by the Board of Management 2. Application for funding 3. Monitoring of funding 4. Acceptance of grant offers Under £50k to Senior Leadership Team Grants over £50k will be delegated to CEO 5. Draw down of grant funding 6. Operational management of all capital and revenue programmes of community support 7. Supervision and performance management of consultants and contractors 8.

ASSET MANAGEMENT Reserved to the Board of Management		Delegated to the Senior Leadership Team
Approval of the Association's development strategy and Strategy and Development Funding Plan submission Approval of the Association's Development Strategy and Asset Management Strategy Approval of the Association's Strategy and Development Funding Plan (SDFP) submission Approval of the Association's annual budget (and associated programme proposals relating to development, major works and adaptations) Approval to purchase land or buildings for development Approval of borrowings and of security to be offered for approved development projects or major works projects Approval of cost over-runs following contract acceptance in excess of £50,000 Approval to settle any contractual claims Approval of design guides, technical briefs and policies for development and procurement 8. Approval of project procurement methods, where single stage competitive tendering is not used Approval of housing mix and project briefs for		Operational management of the Association's programmes for development, major works and property adaptations Making grant applications to Glasgow City Council and others Tender acceptance of planned maintenance projects in programme and budget, up to £50,000 Authorise payment of pre-contract expenditure for approved development projects in programme and budget, up to £50,000 Acceptance of grant offers from Glasgow City Council and any other sources Signing of building contracts Supervision and performance review of professional consultants and contractors Issuing client instructions to consultants and contractors Approval of home loss payments and

approved projects Review and approval of individual projects at the following key stages: project proposal stage, cost plan, tender, contract management, post-completion Appointment of technical consultants and contractors, within approved budget, based on staff selection recommendations Monitor the Association's performance in relation to the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing Review resident satisfaction results for completed development and major works contracts Commission stock condition surveys as appropriate to identify the Associations' asset management requirements, and potential planned and cyclical maintenance issues. Monitor, review and scrutinise quarterly development projects and investment major works reports. Ensure the Associations' procurement policy and procedures with regard to asset management, planned maintenance and investment related activities are implemented including approval of tenders in line with sub committee's delegated financial authority		statutory disturbance payments Approval of non-statutory disturbance payments or compensation payments up to the limits stated in the Association's procedures Approval of contract cost over-runs up to £20,000 following contract acceptance stage Submission of applications for Scottish Housing Regulator consent where required under Part 9 of the Housing (Scotland) Act 2010 Operational handling of sale of assets e.g. property following approval of disposal by Board of Management Entering into and signing wayleave agreements and deeds of servitude with utilities providers and other third parties Development of and monitoring of compliance with Development and Asset Management Procedures

1. **Approval, signing and submission of formal documents, and other matters**

Reserved to the Board of Management	Delegated to Chair/Office Bearers	Delegated to the Senior Leadership Team
Approving annual returns and submissions to Regulators, Funders and other bodies as required Agreeing authorised signatories for the purpose of completing legal documents with external bodies including lenders and where the company seal is to be used, signing the annual financial statements, and generally entering into contracts on behalf of the Companies	Signing approved annual returns where required Signing approved legal documents and agreements, in accordance with agreed delegation arrangements. Line management of Chief Executive (Chair) Signing of Board/sub-committee meetings once approved (Chair of the meeting)	Submitting returns Signing agreed contracts, legal agreements or other relevant documentation, in accordance with delegated authority agreed by the Board of Management Making public statements (including press and social media) on behalf of the Cassiltoun Group (Chief Executive or unless authorised delegated) Preparation and issue of general, Board and sub-committee meeting notices, agendas and papers, in consultation with meeting Chair

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 Board of Management 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 Board approval is obtained.

   Key principles

   Payment will only be made where invoices or payment requests have authorised certification.

   Authorised certification for payment, whether by cheque or by BACS, will comprise and will be evidenced on the invoice or payment request by:

   - the signature of the ordering staff member (department approval)
   - two signatories in accordance with the authority limits overleaf at pages 50 and 51.

   The signatory will certify that:

   - the works, goods or services to which the account relates have been received, carried out, examined and approved
   - the prices, calculations, trade discounts, other allowances and credits are correct
   - the relevant expenditure has been properly incurred and is within the relevant estimate provision
   - the account has not been previously passed for payment and is a proper liability for the correct group company
   - the expenditure authorising limit is not exceeded and the procurement and tendering procedures have been followed.

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 senior 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 Senior Leadership Team should be nominated to exercise any powers normally exercised by the Chief Executive.

Approval and Authorisation Limits

Post	Contract Approval Value exc. VAT	Cheque/BACs Authorisation	Order Approval	Invoice Approval	Write Off
Board	>£30,000	>£50,000	>£50,000	>£50,000	>£300
Chief Executive Officer	£30,000	£50,000	£50,000	£50,000	£300
Head of Housing & Communities	£10,000	£25,000	£25,000	£25,000	-
Head of Corporate, HR & Finance	£10,000	£15,000	£15,000	£15,000	-
Head of Asset Management	£10,000	£25,000	£25,000	£25,000	-
Housing Manager	-	-	£5,000	£5,000	-
Community Development & Engagement Manager	£5000	£5000	£5000	£5000	-
Asset Manager	£15,000	£15,000	£15,000	£15,000	
Finance Manager	-	-	£5,000	£5,000	-
Nursery Manager	-	£1,000	£5,000	£5,000	-
					-
Advice Team Co-Ordinator	-	-	£5,000	£5,000	-
Finance Officer	-	-	£2,000	£2,000	-
Corporate Services Officer	-	-	£2,000	£2,000	-
Technical Officer	-	-	£5,000	£5,000	-
Housing Officer	-	-	£2,000	£2,000	-
Welfare Rights Officer	-	-	£2,000	£2,000	-
Community Woodland Officer	-	-	£5,000	£5,000	-
Housing Assistant	-	-	£1,000	£1,000	-
Community Connector			£5,000	£5,000	
Community Connector Assistant			£2,000	£2,000	
Community Development Assistant	-	-	£2,000	£2,000	-
Finance & Corporate Services Assistant	-	-	£1,000	£1,000	-
Technical Services Assistant	-	-	£2,500	£2,500	-
Handyperson	-	-	£1,000	£1,000	-
Nursery Admin & Finance Assistant	-	-	£1,000	£1,000	-
Customer Services Assistant	-	-	-	-	-
Receptionist	-	-	-	-	-
Handyperson Assistant	-	-	-	-	-
Cleaner	-	-	-	-	-

Appendix D

Role Description for the Association's Chairperson

Chairperson	

1.

The Chair must act, and be seen to act, at all times on behalf of the Governing Body. The Chair's key responsibilities are:

- To lead the Governing Body or sub-committee constructively, provide direction and manage meetings effectively
- To develop and maintain a constructive and positive working relationship with the Chief Executive and senior staff
- To uphold CHA's Code of Conduct and promote good governance
- To ensure that CHA's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required
- Ensure decision making complies with Standing Orders and Scheme of Delegation
- To be a positive and effective ambassador for CHA
- To ensure that CHA's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required
- To be accountable for the actions of the Chair

3. Leadership and Direction

3.1 The Chair is expected to:

- Represent CHA positively and effectively
- Set the style and tone of Governing Body or sub-committee meetings to ensure effective and participative decision making
- Promote and uphold the Code of Conduct for CHA's Governing Body
- Ensure that the necessary arrangements are in place to enable CHA to honour its obligations, achieve its objectives and meet agreed targets
- Demonstrate and support the principles of good governance at all times
- Ensure that the Governing Body has access to the range of skills, knowledge and experience necessary for the achievement of CHA's aims and objectives and for the fulfilment of the Governing Body's responsibilities
- Ensure that the Governing Body has access to the necessary advice, information and support to fulfil its responsibilities and that, where appropriate, external and/or specialist advice is sought
- Provide support to new and experienced Governing Body Members by promoting access to relevant induction, training and development opportunities

4. Working with the Chief Executive

4.1 The Chair should:

- Establish a constructive relationship with the Chief Executive and ensure that their respective roles of leading and managing are recognised and promoted effectively. Sub-committee Chairs should establish similar relationships with the relevant senior staff members.

- Ensure that the conduct of CHA's business continues effectively between meetings of the Governing Body and act under delegated or emergency authority when necessary

- In the event of a vacancy, ensure that effective arrangements are implemented for the recruitment and appointment of a Chief Executive, in accordance with CHA's agreed recruitment practices

- Carry out, with at least one other Governing Body member, the Chief Executive's annual appraisal (jncluding setting objectives, overseeing performance and requiring professional development) and report to the Governing Body.

- Ensure that appropriate arrangements are in place and implemented effectively for the support and remuneration of the Chief Executive.

- In the event that it is necessary, be responsible for dealing with a grievance or disciplinary action in respect of the Chief Executive, in accordance with CHA's agreed procedures

5. Promoting Good Governance

5.1 The Chair is required to:

- Promote and demonstrate the highest standards of ethical conduct and integrity

- Build and sustain constructive relationships with other office bearers, members of the governing body and senior staff

- Initiate any investigation under the terms of CHA's Code of Conduct

- Chair all general meetings of CHA in accordance with the Rules

- Chair all Governing Body meetings of CHA, in accordance with the Rules and Standing Orders

- Ensure that all Governing Body members have access to appropriate information and have an opportunity to contribute to discussion and consideration of all matters requiring their attention

- Manage meetings effectively to ensure that there is sufficient time for the consideration of all relevant issues; for performance to be monitored effectively and for risk to be assessed realistically

- Manage meetings inclusively and effectively to ensure that there is sufficient time for the consideration of all relevant issues; for performance to be monitored effectively and for risk to be assessed realistically

- Ensure that all delegated authorities are monitored and reporting arrangements are implemented effectively

6. Conduct of CHA's Business

6.1 The Chair is expected to:

- Ensure that CHA's business is efficiently and accountably conducted between Governing Body meetings

- Sign (or otherwise authorise) payment instructions and documents cheques and documents requiring the Governing Body or the Chair's authorisation, in accordance with CHA's standing orders

- Take decisions on behalf of the organisation in the event of emergencies that occur outside the regular meeting cycle and report these back to the Governing Body for ratification

- Ensure that the range of skills, knowledge and experience required to lead CHA effectively is available to the governing body and that the governing body is able to access specialist support when necessary

- support available to the Governing Body are kept under periodic review

- Lead the governing body's succession planning and recruitment to ensure good governance and regulatory compliance

-

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 Board of Management 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 Board of Management 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	✓	