

LARKFIELD HOUSING ASSOCIATION LIMITED

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| Policy Name : | Standing Orders |
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Notes

REVISED STANDING ORDERS ATTACHED HERETO

IN THE EVENT OF A CONFLICT BETWEEN THE RULES OF THE ASSOCIATION AND THIS FRAMEWORK OF GOVERNANCE, THE RULES SHALL PREVAIL

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SECTION 1

MANAGEMENT COMMITTEE STANDING ORDERS

1.0 Meetings

- 1.1 Meetings of the Larkfield Committee, shall normally be held once every two months.

2.0 Notice of Meeting

- 2.1 The Secretary or designated Senior Officer shall give notice of all ordinary Meetings of the Committee to members and shall specify the matters to be considered at the Meeting by annexing to the notices a properly prepared Agenda.
- 2.2 All matters discussed at Committee meetings will be regarded by both Committee members and staff present as being in strict confidence.

3.0 Business to be discussed

- 3.1 The Committee may vary the order of business, to give precedence to business of special urgency at the discretion of the Chairperson.
- 3.2 Any Committee member or member of staff with a personal, financial or other interest in an item of business must declare it before the discussion of that item begins. In such cases, members/staff may take no part in a decision on that matter, and if the Committee so decides, may also be required to mleave the meeting while it is considered.

4.0 The Standard Agenda for Meetings will include:

- 4.1 Apologies
Disclosures of Interest
Minutes of the Previous Minutes
Matters Arising (not covered by the Agenda)
Regular Reports or Specific Items for Discussion and/or Approval
Minutes from Sub-Committees
Any Other Business
Date of Next Meeting

5.0 Apologies

Members are required to submit their apologies for non-attendance at a Management Committee Meeting where possible a minimum of twenty-four hours prior to the time of the meeting.

6.0 Minutes

6.1 The Minutes of the Committee and any sub-committees shall be printed under the direction of the Secretary or designated Senior Officer and copies sent to each member. When approved, the certified copies of the Minutes will be affixed to the Minute Book.

7.0 Quorum

7.1 A quorum shall be four (4) members for an ordinary meeting. If at the hour of the Meeting, or either fifteen minutes thereafter, a quorum of members is not present the Meeting shall stand adjourned. If at any time during the Meeting it is found that a quorum is not present, the proceedings shall be adjourned.

8.0 Motions and Amendments

8.1 No motion, after it has been made or intimated, shall be withdrawn except by leave of the seconder. In the absence of the member who has given notice of a motion the Meeting may dispose of the same or postpone it as they think fit. Motions of amendments which are not seconded shall not be discussed or put to the Meeting or printed in the Minutes.

8.2 After a motion has been made and seconded any member wishing to move an amendment and any member wishing to move a further amendment may do so by stating its terms to the meeting.

8.3 When a motion and a number of amendments are before the Meeting the Chairperson shall put the last moved amendment receiving the greater number of votes against the next preceding amendment until all are disposed of when he/she shall put the remaining amendment against the original motion.

9.0 Order of Speaking

9.1.1 No member shall be allowed to speak on any motion or amendment for more than five minutes or more than once unless in explanation or a point of order.

9.1.2 Before the question be put, the mover of a motion and the mover of an amendment shall have the right to reply restricted to three minutes the discussion shall then be held closed. No new matter shall be introduced during the winding-up of the debate by the mover of the motion and the amendment.

9.2 No longer than fifteen minutes will be spent on the approval of previous meetings. Questions will be permitted for points of clarification etc., and the Committee may move an extension of this period as and when required.

10.0 Powers of Chairperson

10.1 Deference shall at all times be paid to the authority of the Chairperson. When he/she speaks the member, if any, who is addressing the Meeting shall cease to do so. It shall be the duty of the Chairperson to preserve order and to secure that members obtain a fair hearing.

10.2 The Chairperson shall decide on all matters of order, competency and relevancy and such ruling shall be final and shall not be open to discussion. The Chairperson shall also decide between two or more members wishing to speak by calling on the member whom (s)he observed first to raise their hand.

10.3 The Chairperson shall be entitled, in the event of disorder arising, to adjourn the Meeting to a time (S)he may then, or afterwards determine, and his/her leaving the Chair shall indicate the Meeting is adjourned.

10.4 The Chairperson shall have both a deliberate and a casting vote.

10.4 The Chairperson may restrict the amount of time spent on any item of business. A maximum time of two hours will be set for each meeting and will only be exceeded following a majority decision of those members present.

11.0 Dissenting Member

11.1 Any member who disagrees with any decision of the Committee may ask to have his/her dissent recorded in the Minutes.

12.0 Invitation to Speak

12.1 Any member wishing to speak must first raise his/her hand and await the invitation of the Chairperson.

13.0 Voting

13.1 A vote may be taken by calling the roll, by ballot or by a show of hands as may be decided by a majority of the members present and voting.

14.0 Suspension of Standing Orders

14.1 Any of the Standing Orders upon a motion being made at any time during a Meeting may be suspended in regard to any business at such a Meeting provided that the said Motion shall be held to be carried by a two-thirds majority of those members present and voting.

15.0 Changes in Policy

15.1 Any policy decisions taken at a Meeting of the Committee will be regarded as Policy of the Committee and will not be amended within a period of three months without a suspension of Standing Orders.

16.0 Two Hour Rule

16.1 A maximum time of two hours will be set for each meeting and will only be

exceeded following a majority decision of those members present.

SECTION 2

SUB-COMMITTEE STANDING ORDERS

1.0 The Association shall have the following sub-committees:-

- (a) Housing Management and Maintenance
- (b) Health and Safety
- (c) Appeals and Grievances

2.0 Election of Members

- 2.1 The Housing Management and Maintenance Sub-Committee will comprise a minimum of five Committee members, all of whom will be elected by the Management Committee at its first meeting held after the Annual General Meeting of the Association.

The Health and Safety sub Committee will comprise three Committee members all of whom will be elected by the Management Committee at its first meeting held after the Annual General Meeting of the Association. There will also be two members of staff on this Sub Committee.

The Appeals and Grievances Sub Committee will be created from time to time as necessary to deal with any matters that may arise requiring its attention and will be determined by obligations arising from either the Staff Terms and Conditions, Committee Member issues or other service users in terms of the appeals policy.

Each Sub-Committee will elect from its numbers a Chairperson and Vice Chairperson, whose roles within the Sub-Committees will be identical to that of the Chairperson and Vice Chairperson of the Management Committee.

- 2.2 All members of the Sub-Committee shall have equal voting rights with the exception of the Chairperson who will also hold a casting vote for use as required.

3.0 Meetings

- 3.1 Meetings of all the Sub-Committees will normally be held on alternative months to the Management Committee and a programme of dates will be agreed at the start of each calendar year.
- 3.2 The Chairperson or designated Senior Officer shall give notice of all ordinary meetings of the Sub-Committee to members and shall specify the matters to be considered at the meeting by annexing to the notices a properly prepared Agenda.

4.0 Chairing of the Meeting

- 4.1 The Sub-Committee will normally be chaired by the Sub-Committee Chairperson/Vice Chairperson. Failing that the Chair should be taken by a member elected from the members present and (s)he will preside for the meeting.

5.0 Business to be discussed

5.1 The Committee may vary the order of business so as to give precedence to business of special urgency at the discretion of the Chairperson.

6.0 The Standard Agenda for Meetings will include:

6.1 Apologies
Disclosures of Interest
Minutes of the Previous Minutes
Matters Arising (not covered by the Agenda)
Regular Reports or Specific Items for Discussion and/or Approval
Any Other Business
Date of Next Meeting

7.0 Apologies

7.1 Sub-Committee members should where possible submit their apologies for non-attendance at the Sub-Committee meeting prior to the meeting.

8.0 Minutes

8.1 The Minutes of the Committee shall be printed under the direction of the Sub Committee Chairperson or designated Senior Officer.

8.2 When approved the certified copies of the Minutes signed by the Chairperson as the Approver the Proposer and Secunder shall be entered into the Minute Book.

9.0 Quorum

9.1 A Quorum shall be 3 out of the total Sub-Committee membership. If at the time of the meeting a Quorum is not in attendance a period of fifteen minutes should be allowed for late arrivals. If after fifteen minutes a Quorum of members is not present the meeting will stand adjourned. If at any time during a meeting it is found that a Quorum is not present the proceedings shall be adjourned. A report thereafter to be submitted to the Management Committee.

10.0 Motions and Amendments

10.1 Motions may be moved by any member of the Sub-Committee. A Motion shall fall unless it can find a Secunder.

10.2 Motions or any Amendments which are not seconded shall not be discussed or put to the meeting or printed in the Minutes.

10.3 After a Motion has been made and seconded any member wishing to move an amendment may do so by stating its terms to the meeting.

- 10.4 No motion, after it has been made or intimated, shall be withdrawn except by leave of the seconder. In the absence of the member who has given notice of a motion the Meeting may dispose of the same or postpone it as they think fit.
- 10.5 In the absence of the member who has given Notice of the Motion the meeting may dispose of the same or postpone it as they think fit.
- 10.6 When a Motion and/or a number of Amendments are before the meeting the Chairperson shall put the last moved Amendment against the preceding one and then put the Amendment receiving the greater number of votes against the next preceding Amendment until disposed of.

The Chairperson shall put the remaining Amendment against the original Motion the Amendment being called first and voted upon the Motion called thereafter and voted upon.

11.0 Order of Speaking

- 11.1 Any member of the Sub-Committee desiring to speak at any meeting shall only do so when allowed by the Chairperson. (S)he shall address the Chair confining his/her remarks to the matter before the meeting, i.e. by proposing, seconding or supporting a Motion or any relative Amendment or to a point of order or to ask a question.
- 11.2 Any member of the Management Committee who is in attendance at a meeting of a sub-committee to which they have not been elected shall only speak at the meeting with the permission of the Sub-Committee Chairperson and will not be entitled to vote on any issue.

12.0 Powers of Chairperson

- 12.1 Deference should at all times be paid to the authority of the Chairperson. When (s)he speaks the member shall cease to do so. It shall be the duty of the Chairperson to preserve order and to ensure that members obtain a fair hearing.
- 12.2 The Chairperson shall decide all matters of order, competency, and relevancy and each ruling shall be final and shall not be open to discussion. The Chairperson shall also decide between two or more members wishing to speak by calling on the member whom (s)he observed first to raise their hand.
- 12.3 The Chairperson shall be entitled in the event of disorder arising to adjourn the meeting to a time (s)he may then or afterwards determine and his/her leaving the Chair shall indicate that the meeting is adjourned.
- 12.4 The Chairperson shall have both a deliberate vote and a casting vote.

12.5 The Chairperson may restrict the amount of time spent on any item of business. A maximum time of two hours will be set for each meeting and will only be exceeded following a majority decision of those members present.

12.6 The Association's Chairperson shall be an ex-officio member of all subcommittees.

13.0 Dissenting Member

13.1 Any member who disagrees with any decision of the sub-committee may ask to have his/her dissent recorded in the Minutes.

14.0 Invitation to Speak

14.1 Any member wishing to speak must first raise his/her hand and await the invitation of the Chairperson.

15.0 Voting

15.1 A vote may be taken by calling the roll of those present by ballot or by show of hands as may be decided by a majority of the members present and voting. Prior to vote the Chairperson will ask those present to decide on the method of voting to be used.

16.0 Decision

16.1 No decision of a sub-committee shall be binding on the Management Committee until the Minute of the Sub-Committee has been read and ratified by the Management Committee.

16.2 Any of the Standing Orders upon a Motion being made at any time during a meeting may be suspended in regard to any business at such a meeting provided that the said Motion shall be held to be carried by a two-thirds majority of the members present and voting.

17.0 Two Hour Rule

17.1 A maximum time of two hours will be set for each meeting and will only be exceeded following a majority decision of those members present.

SECTION 3

COMMITTEE OF MANAGEMENT REMIT

Remit

Role and Responsibilities of the Management Committee.

The Management Committee shall oversee, control and direct the affairs of the Association to ensure that these are undertaken in accordance with the Rules and Aims of the Association and the Independence and responsibilities Agreement with Link Group. The following functions/powers are reserved to the Management Committee. To: -

- Approve applications for membership
- Ensure that the Annual General Meeting and any General Meetings of the Association are called and conducted in accordance with the Rules of the Association
- Approve a Business Plan, Annual Budgets, rent increases and annual accounts for consideration by Link Group.
- Approve the Annual Return on the Charter (ARC)
- Ensuring that the Association's borrowings and investments are undertaken in accordance with the Rules
- Responsible for the setting, monitoring, and review of policies, targets, and objectives affecting all aspects of the Association's activities taking full account of the Strategic aims and objectives of the parent organisation, Link Group Ltd.
- Consider and approve new initiatives which may arise from new ventures, alliances and other activities (only as required under the Risk Management Strategy).
- Amend the structure including amending the remit and delegated powers of sub-committees.
- Appoint a panel in the case of appeals or grievances (with a minimum of 3 members); and advise the Management Committee on the implications of further action against Larkfield HA and recommend course of action.
- Ensure there is a process of evaluating whether Larkfield, through its Committee and sub-committee structure, has the mix of skills and expertise to manage the business.
- Support the interview, appointment, induction and training of new Committee members.
- Approve and monitor gas maintenance servicing programmes and ensure compliance with statutory requirements.
- Approve a risk management strategy in order to identify the risks facing the association and types of protection required to cover these

risks (including regular updates of Larkfield's risk register).

- Establish and maintain for Committee members and employees a Code of Conduct which ensures that all conduct is in accordance with the Rules and legislation governing the affairs of the Association and the aims and policies of the Association
- Responsible for the appointment and removal of staff and for fulfilling the Association's legal and contractual obligations and as an employer in line with the agreed procedures and Conditions of Service of the Employers in Voluntary Housing (EVH).
- May delegate any of its powers to permanent or ad-hoc sub-committees consisting of such Committee members and other persons, to office bearers and staff, as it thinks fit to carry out such functions entrusted to them by the Management Committee
- May appoint any of its Office Bearers or any Senior employee to act as signatories on its behalf for clearly specified functions.
- Ensure the statutory and legislative duties imposed by the Health & Safety and Data Protection legislation are met.
- Address any other matters expressed or implied under the Association's Rules.

SECTION 4

HOUSING MANAGEMENT AND MAINTENANCE SUB-COMMITTEE REMIT

Remit

The Management Committee remits to the Housing Management and Maintenance Sub-Committee responsibility for the implementation, monitoring and review of the Association's Housing Management and Maintenance policies and procedures.

This delegation is in line with the debriefing arrangements outlined in Section 8.

Areas of Responsibility

1.0 General

- 1.1 Determination, monitoring and review of the Association's housing management and maintenance policies with regard to housing units owned and managed by the Association and property factored by it on behalf of other owners.
- 1.2 Ensuring that all aspects of housing management and maintenance functions are carried out in accordance with current legislation and the expectations set out by Scottish Housing Regulator.
- 1.3 Preparation and monitoring of annual housing management and maintenance budgets as approved by the Management Committee.

2.0 Maintenance

2.1 General

- 2.1.1 Development, monitoring and review of standard conditions of contract for repairs and maintenance.
- 2.1.2 Instruction of works in accordance with financial procedures approved by the Management Committee.
- 2.1.3 Monitoring and review of repairs and maintenance expenditure against approved budget.

2.2 Day to Day Repairs

- 2.2.1 Approve extent of service (including response time and emergency cover).
- 2.2.2 Development, monitoring and review of repairs policies and procedures.
- 2.2.3 Maintain and annually review a list of approved contractors and their rates.
- 2.2.4 Recommend the appointment of jobbing contractors and monitor performance.

- 2.2.5 Monitor and review the performance of building components.
- 2.2.6 Provision of information and advice on design and technical specification.
- 2.2.7 Identification of properties requiring major repairs and/or refurbishment.
- 2.2.8 Consideration of appointment of technical consultants where appropriate and making recommendations to management Committee.

2.3 **Cyclical and Planned Maintenance and Major Repairs**

- 2.3.1 Development, monitoring and review of an annual programme of Cyclical Maintenance, Planned Maintenance and Major Repairs.
- 2.3.2 Recommend approving list of Tenderers and award of Contracts in accordance with procedures approved by the Management Committee.

3.0 **Housing Management**

- 3.1 Development, monitoring and review of the Association's Allocations Policy and Points Scheme for approval by the Management Committee.
- 3.2 Ensuring all allocations are made according to agreed policies and procedures.
- 3.3 Development monitoring and review of Waiting List, Transfer List and Mutual Exchange policies and procedures.
- 3.4 Consideration of Special Cases requests
- 3.5 Development, implementation, monitoring and review of a rent arrears policy.
- 3.6 Consideration of cases for eviction where a Decree for recovery of Possession is granted and making recommendations to the Management Committee.
- 3.7 Development, monitoring and review of Tenancy Agreements for approval by the Management Committee.
- 3.8 Consideration of action to be taken against tenants breaking their Tenancy Agreement.
- 3.9 Development, monitoring and review of Voids Policy.
- 3.10 Development, monitoring and review of Estate Management Policy.
- 3.11 Development, monitoring and review of Recharges Policy
- 3.12 Development, monitoring and review of the Tenant Participation Strategy

3.13 Preparing and issuing the Association's newsletter, Tenant's handbook and Annual Report Card.

4.0 Owner Occupiers

4.1 Development, monitoring and review of common charges policy.

4.2 Determine, monitor and review of annual Management Fee.

HEALTH AND SAFETY SUB COMMITTEE REMIT

- 5.1** The H&S Committee will provide an open forum for the discussion of all Health & Safety related issues raised by members of the Committee and by any other relevant sources.
- 5.2** All Committee members will undergo suitable training, which will include as a minimum "Health & Safety Awareness'. This will ensure that all members have a working knowledge of the topic, commensurate with their role in the Committee and within the organisation as a whole.
- 5.3** The Committee will suggest solutions and initiatives for issues arising, which will be minuted and presented to the Area Manager following each meeting, without undue delay.
- 5.4** Where appropriate, the Committee will draft and revise policy, procedures and arrangements, for ultimate approval by the Area Manager and Management Committee.
- 5.5** The Committee will delegate, with the Area Manager's approval, to members and to other appropriate persons within the organisation, actions required to be taken to implement policies, procedures, arrangements and any other initiatives authorised by the Area Manager.
- 5.6** The Committee will review the Health & Safety performance of the organisation, analysing accident statistics, reported breaches of policy and procedures, audit and inspection reports and data from other information gathering exercises. Recommendations on options to improve safety performance will be made to the Area Manager without undue delay.

SECTION 6

ARRANGEMENTS FOR MAKING EMERGENCY DECISIONS

Remit

- 1.1 The situation may arise where the Association must make an emergency decision and for which staff do not have delegated authority.
- 1.2 Emergency meetings of the Management Committee will be called on the instruction of the Chairperson. The Chairperson will decide whether to call a Special Management Committee meeting (provided that 24 hours' notice be given) or whether to convene a meeting by telephone or other electronic means. If in the opinion of the Chairperson any matter is sufficiently urgent which cannot be dealt with under the provisions of this clause, the Chairperson, failing whom the Vice Chairperson or Secretary of the Association are authorised to take all reasonable steps to resolve the matter to the beneficial interest of Larkfield HA and will report back to the next Management Committee.
- 1.3 A communication will be sent to immediately advise all Committee members of the decision on any emergency.
- 1.4 If we have at least a week to solve the emergency, then a Special Committee of Management Meeting will be called.

SECTION 7

DELEGATED AUTHORITY FROM THE MANAGEMENT COMMITTEE
TO THE OFFICE BEARERS

NOTE

All delegated authorities to office bearers must be exercised within the framework of the Association's Rules.

1. **CHAIRPERSON**

- (a) To issue the Chairperson's report on the affairs of the Association for the preceding year at the Association's Annual General Meeting and for the Annual Report.
- (b) In consultation with the Secretary, the Chairperson will decide on a date, time and place for a special general meeting if called for by a written requisition.
- (c) To preside as Chairperson at all general meetings of the Association.
- (d) The Chairperson will have a second or casting vote in the case of an equality of votes in a poll which is directed by himself.
- (e) In circumstances where the Secretary is unavailable to carry out his/her functions, the Committee, or in case of emergency, the Chairperson, may appoint any officer or employee to carry out the Secretary's functions until such time as the Secretary is able or available to recommence his/her duties.
- (f) To sign cheques in accordance with the Association's Financial Procedures.

2. **CHAIRPERSONS ACTIONS**

In respect of staff members or connected/related persons under the Entitlements, Payments and Benefits Policy to approve the following:

- tenancy offers
- employment offers
- major repairs work

All provided that the appropriate internal validation procedures had been followed.

- Approval of additional expenditure as defined in the Entitlements, payments and Benefits Policy regarding hospitality and gifts to staff/members to mark special occasions.

- Approval of staff settlement agreements so long as legal advice supports the proposed settlement.

3. VICE CHAIRPERSON

The Vice Chairperson will deputise in all the above matters in the absence of the Chairman (except item f).

4. THE SECRETARY

- (a) The Secretary shall summon, or arrange for a designated Officer to summon, all general meetings of the Association and all meetings of the Committee and keep the Minutes referred to in rule 62.3.1 of the Model Rules.
- (b) The Secretary will arrange, or arrange for a designated Officer, to issue all notices together with any relevant reports or papers with regard to the above.
- (c) The Secretary will prepare and send all returns to be made to the Registrar and to the Scottish Government.
- (d) The Secretary shall keep, or arrange for a designated Officer, to keep the register of members and other registers required to be kept by the Model Rules, have charge of the Seal of the Association, keep all the books of accounts and receive all contributions and other payments due to the Association and pay over the amount so received as the Committee direct.
- (e) The Secretary shall produce or give up all books, registers, documents and property of the Association in his/her possession whenever required so to do by a resolution of the Committee or of a general meeting.
- (f) At the last meeting of the Committee before the Annual General Meeting, the Secretary shall, to the extent within his/her knowledge, confirm in writing to the Committee that all the requirements of rules 62 to 67 in the Model Rules have been complied. If they have not been complied with, the Secretary shall report in writing to the Committee the reasons for such non compliance. The confirmation or report required by the rule shall be recorded in the minutes of the meeting.
- (g) To authorise disposals and maintain register of same in accordance with any Scottish Government Guidance Notes.
- (h) To maintain the register of benefits under the Association's Entitlements and Benefits Policy.

SECTION 8

DEBRIEFING ARRANGEMENTS

1. Debriefing Arrangements

1.1 The Management Committee has ultimate responsibility for all actions and decisions taken by the Association. Whilst some decisions and tasks are delegated to the Association's Sub-Committees, it is critical that the Management Committee is kept fully aware of all decisions taken. All Sub-Committee business falls into one of the following two categories:

- Decisions taken in line with delegated authorities.
- Recommendations to the Management Committee.

This section outlines the debriefing arrangements covering each category.

1.2 Decisions Taken

Decisions taken at all Sub-Committee meetings will be conveyed to the Management Committee via the minutes or where appropriate by a written report at the next scheduled meeting following the Sub-Committee decision.

The minutes or report will be issued along with the Committee papers. If a written report is produced it will normally be confined to no more than one page so that members can easily digest its contents. Written or verbal reports will highlight:

- The decision taken.
- The reasons for the decision.
- Whether the decision was unanimous or by majority.
- Any resulting issues that require to be addressed by the Management Committee.

This format allows all members to be kept fully apprised of Sub-Committee business without being "bogged down" by paperwork.

1.3 Recommendations to the Management Committee

Where a Sub-Committee does not have a specific delegated authority to make a decision, then this must be referred to the Management Committee. This helps prevent Sub-Committees acting out with their remit and protects Committee control.

Recommendations will be either in writing or verbal based upon the minutes and will include:

- The reason why the decision needs to be taken.
- The options available to Committee.
- Identification of the preferred option and the reason(s) for this recommendation.

SECTION 9

DELEGATED AUTHORITY TO STAFF

DELEGATED AUTHORITY TO THE AREA MANAGER

FROM

THE MANAGEMENT COMMITTEE

NOTES

All authorities must be exercised within the framework of legal requirements, and published guidance from the Scottish Housing Regulator.

General

1. To prepare, on an annual basis, an Internal Management Plan for the Association in accordance with Scottish Government Guidance and taking account of the strategic objectives of the Link Group Ltd.
2. To complete annual Performance and Statistical returns for the Scottish Housing Regulator.
3. To monitor the effectiveness of the Association's policies and make recommendations thereon to the Management Committee and appropriate Sub-Committee(s).
4. To prepare the Annual Report / Annual Report Card.
5. To ensure through the Chief Executive of Link Group and Link SMG that Larkfield meets its obligations contained within the Independence and Responsibilities Agreement.

Committee Structure

1. To monitor the effectiveness of the Management Committee and Sub-Committee structures and to make recommendations thereon to the Management Committee.

Staff Structure

1. To monitor the effectiveness of the Staff Structure and to make recommendations thereon to the Management Committee.

Operations and Staff

1. To prepare contracts of employment.
2. To co-ordinate regular staff meetings.
2. To carry out staff appraisals and Committee Training Plans on an annual basis in accordance with policy.

4. To monitor Equal Opportunities in conjunction with the Association's Equality, Diversity & Inclusion Policy.
5. To take any necessary appropriate disciplinary action in accordance with conditions of service.
6. To authorise applications for leave and TOIL and to co-ordinate arrangements for same in order to minimise disruption to efficient operations.
8. To authorise staff training in accordance with the Association's training policy.
9. To authorise staff attendance at relevant conferences and seminars.
10. To ensure the necessary aspects of Health and Safety are adhered to.
11. To ensure registration under the Data Protection Act and that the necessary aspects of GDPR are adhered to.

External Relations

1. To promote good public relations and to ensure courteous treatment of the Association's customers at all times.
2. To promote resident participation in accordance with the Association's resident participation policy.
3. To represent the Association in policy discussions with the Scottish Government, other statutory bodies and other organisations.
4. To ensure adequate response to requests for information about the Association's activities from external organisations and the public.
6. To investigate and respond to complaints in accordance with the Association's complaints procedure.
7. To prepare statements or respond to the press as necessary to protect or promote the Association's interests.
8. To promote the Link Group in association with Larkfield activities.

Financial Matters

To ensure through a Service Level Agreement with the Finance Director of Link Group that the following matters are actioned:

1. Payroll

- 2.1 To make salary payments to all staff in accordance with the Association's finance procedures and to ensure all salary records are updated on a monthly basis. To make all payments of expenses due to staff and Committee as per the financial procedures.
- 1.2 To monitor the accuracy of time sheets and to ensure that staff time is allocated to identified cost centres.

2. Ledgers

- 2.1 To update all financial ledgers on a monthly basis and ensure account balances are monitored and reported on thereafter. To make all necessary payments when required and ensure expected receipts are received when due and recorded as per the financial procedures.

3. Pensions

- 3.1 To liaise with staff and the Pension Trust on all aspects of the scheme and advise thereon. To forward staff and Association contributions timeously to the Pension Trust to ensure there is no breach of regulations in this regard which would bring the Association into disrepute.

3. Budgetary Control

- 4.1 To assist in the preparation of the annual budget and to submit to the Management Committee prior to the beginning of each financial year. All income and expenditure to be monitored against Budget thereafter.
- 4.2 To prepare monthly management accounts and report on favourable/unfavourable variances to the Sub-Committee.
- 4.3 To prepare and monitor the Association's cash flow situation and submit a report to the Committee, the Britannia Building Society and Communities Scotland on a quarterly basis.

5. Signing of Cheques

- 5.1 The designated Business Finance Partner of Link Group is authorised by the Management Committee to sign cheques together with the Area Manager, Technical Manager, Housing Manager and other Committee Members on behalf of the Association as per the financial regulations.

6. Budget Holders

- 6.1 The Area Manager is authorised to order goods and services to the agreed levels within the financial regulations and the procurement policy.

7. Accounts and Investments

7.1 The designated Finance Business Partner of the Link Group is authorised by the Management Committee to transfer funds to and from the Association's various investment accounts as per the financial procedures. Excess funds to be invested as per the strategy detailed in the financial procedures.

8. The Loan Portfolio Return

8.1 To prepare and submit the Association's financial returns to the Scottish Housing Regulator required indicating any changes thereon.

DELEGATED AUTHORITY TO STAFF

DELEGATED AUTHORITY TO THE AREA MANAGER AND OTHER STAFF

FROM

HOUSING MANAGEMENT AND MAINTENANCE SUB-COMMITTEE

NOTES

- 1 All authorities must be exercised within the framework of legal requirements, Scottish Government Guidance Notes
2. All references to the 'Sub-Committee' will mean the Housing Management and Maintenance Sub-Committee.

DELEGATED AUTHORITY TO ASSISTANT AREA MANAGER

1. Rents

- 1.1 To recommend policy relating to rent setting and to implement policy agreed.
- 1.2 To monitor effectiveness of method of rent collection and make recommendations to Sub-Committee regarding any changes.

2. Rent Arrears

- 2.1 To recommend policy relating to arrears recovery.
- 2.2 To implement policy and report to Sub-Committee on levels of arrears.
- 2.3 To instruct legal action up to the level of eviction.

3. Allocations

- 3.1 To recommend policy relating to allocation of homes and implement the policy agreed. Specifically to let houses in accordance with the allocations and transfer policies.
- 3.2 To assess the circumstances of any exceptional case applications, gather views from housing management staff and make a decision thereon.

4. Tenancy Matters

- 4.1 To advise Sub-Committee on proposed changes to missives of let.
- 4.2 To recommend policy relating to estate management, housing management complaints and breaches of tenancy.
- 4.3 To implement policy agreed up to the level of eviction.

5. Voids

5.1 To recommend policy relating to void management and to implement policy agreed.

6. Owner Occupiers

6.1 To recommend policy relating to owners in consultation with the Technical Manager and Area Manager.

6.2 Implementation of procedures relating to invoicing is delegated to the Technical Manager and Administrative Officer.

7. Ethnic Monitoring

7.1 To recommend policy relating to ethnic monitoring and to implement ethnic monitoring procedures.

8. Liaison With Solicitors

8.1 To liaise with solicitors and sheriff officers re legal advice on all matters affecting the Association as necessary.

9. Tenant Participation

9.1 To recommend policy and strategy on tenant participation and wider action initiatives.

9.2 To prepare/assist in preparation of the Tenants Handbook and other written information to tenants.

9.3 To advise tenants on Association policies and procedures.

DELEGATED AUTHORITY TO TECHNICAL MANAGER

1. Maintenance Authority

a) Draft policy and present to Sub-Committee for approval any proposed changes to maintenance authority.

b) Operate the maintenance system within the approved delegated authority and implement Maintenance Sub-Committee decisions.

2. Maintenance Budget

a) Operate the maintenance system within the approved maintenance budget, monitor spending and report to Sub-Committee at each meeting.

b) Approve the payment of invoices.

- c) Project and review annually future maintenance liability via a life cycle costing exercise.
- d) Contribute to the Larkfield Housing Association business plan.

3. Maintenance Programme

- a) Draft policy and present to Sub-Committee for approval any proposed amendments to the maintenance programme.
- b) Operate the maintenance system within the approved maintenance programme, monitor and report progress to Sub-Committee and implement approved changes.

4. Maintenance Procedures and Performance Targets

- a) Develop maintenance procedures and set performance targets that reflect Larkfield Housing Association's maintenance policy.
- b) Monitor the effectiveness of procedures and targets and review them in line with policy and other changes.

5. Maintenance Contractors

- a) Draft policy and present to Sub-Committee for approval any proposed amendments to the list of approved contractors.
- b) Promote good practice among approved contractors, monitor performance and issue contractors with appropriate guidance and instruction.
- c) Ensure contractors comply with all relevant health and safety, employment and anti-discrimination legislation.

6. Maintenance Information

- a) Produce appropriate maintenance information for tenants, contractors and others that reflects Larkfield Housing Association's maintenance policy.
- b) Monitor the effectiveness of the information and review it in line with policy and other changes.

7. Maintenance Specification

- a) Contribute to the development of a standard specification for Larkfield Housing Association.
- b) Monitor the maintenance performance of materials and components and assess the maintenance implications of building defects submitting any significant findings to the Housing Management and Maintenance Sub-Committee.

8. Maintenance Training

- a) Keep up to date with relevant changes in legislation, building methods, materials etc. by attending training events and reading appropriate housing/building maintenance publications.

9. Procurement

- a) Keep up to date with legislative changes in procurement standards and good practice.
- b) Draft policy and present to Sub Committee for approval any proposed amendments to Procurement policy.

SECTION 10

INDEPENDENCE AGREEMENT

Link has established a group structure with subsidiaries which includes RSL subsidiaries. The remit/responsibilities of subsidiaries and parameters within which the subsidiaries operate are set out in the Independence Agreement. In addition, Service Level agreements set out which Link Group services are provided to subsidiaries.

The purpose of the Independence Agreement is to set out the mechanism of governance and the framework within which the subsidiaries will operate. It requires subsidiaries to operate within Scottish Government and The Scottish Housing Regulator practices and Guidance notes in so far as these are appropriate.

The Independence Agreement will be reviewed not less than every three years

FURTHER REFERENCES

- Rules
- Financial Regulations
- Procurement Strategy and Plan/Manual
- Financial Procedures
- Independence Agreement
- Service Level agreements
- Treasury management Policy