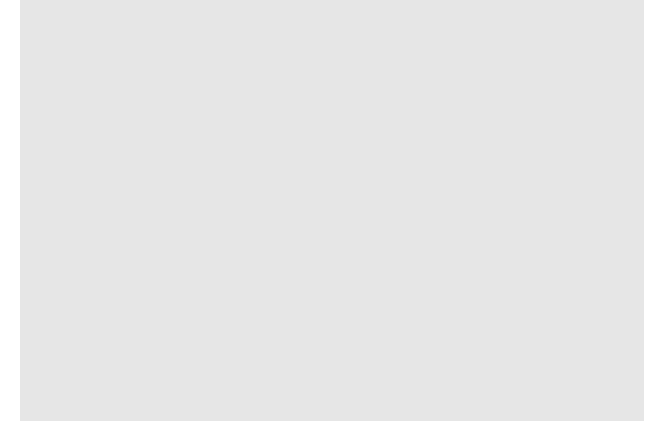
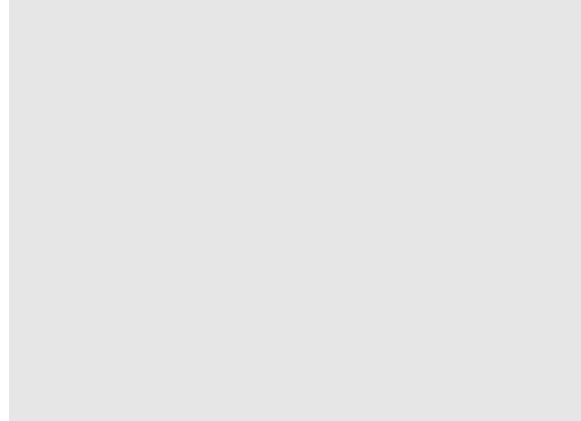


1. GOVERNANCE

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Sub-Committees</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Deciding applications for shareholding membership 2. Approving cancellations of shareholding membership in line with the Rules of the Association. 3. Appointment of the Association's Office Bearers 4. Establishment and dissolution of sub-committees, and approval of their membership, remits, terms of reference and delegated powers 5. Approval of the Association's Scheme of Delegated Authority, Standing Orders and Financial Regulations 6. Approval of the Association's codes of conduct for committee members and employees, and all related group governance policies 7. Appointment of co-opted committee members and filling of casual vacancies 8. Approve all appointments to the board of SFARS Ltd and the appointment of the SFARS chairperson 9. If required, removal of members of committees, sub-committees or boards of any Group Member 10. Approval of payments or benefits where required by the Association's Policy (except that granting of tenancies may be approved by any sub-committee) 11. Approval of use of the seal (where the seal is used) 	<ol style="list-style-type: none"> 1. Appointment of sub-committee chairs (other than for the Audit Committee whose chairperson shall be appointed by the Management Committee and the Staffing Sub-Committee where the convention is that it is held by the Vice Chair of the Association) 	<ol style="list-style-type: none"> 1. Processing of applications for membership and maintaining the Association's register of shareholders 2. Administration and cancellation of shares, as provided for in the Rules 3. Maintaining the Association's governance registers including the register of interests; register of payments and benefits; and register of gifts and hospitality 4. Payment of committee members' expenses in accordance with the Association's procedures 5. Performance of those functions of the Secretary that have been delegated to staff, as stated in the Secretary's role description 6. Submission of Notifiable Events to Scottish Housing Regulator (reporting of same to the next available Management Committee) 7. Preparation of reports for Management Committee/Sub-Committee consideration and approval in relation to payments or benefits in accordance with the Group Policy on Payments and Benefits.

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

- rather than signing/witnessing to execute documents)
12. Approval of the Association's regulatory and financial returns
 13. Approval of the establishment or dissolution of subsidiaries, and appointment of directors to subsidiaries and other bodies.
 14. Approval of all leases for SHA assets including those made to Southside Factoring and Related Services Ltd (SFARS Ltd).
 15. Ensuring compliance with all of the Association's legal and regulatory duties and requirements.



2. STRATEGY, POLICY AND PERFORMANCE

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Setting group objectives and strategy for the Association and its subsidiaries 2. Approval and monitoring of the Association's business plan 3. Approval of the business plan of SFARS and maintaining a strategic overview of SFARS' performance and risks 4. Approval of any other plans, policies, projections or documents that fall within the strategic role of the Management Committee, unless delegated to sub-committees 5. Determining the Association's policy on business growth or diversification, and on any matters involving material 	<ol style="list-style-type: none"> 1. Monitoring service/business performance for matters within each Sub-Committee's remit 2. Review and approval of policies for service delivery/business management as delegated by the Management Committee, based on the annual programme of policy reviews. (An annual policy review programme will be set out by the Management Committee) 	<ol style="list-style-type: none"> 1. Implementation of the Association's Business Plan and other strategies approved by the Management Committee 2. Provision of regular reports to the Management Committee and sub-committees in relation to all aspects of the Association's performance. 3. Revision of policies, strategies and frameworks and development of new policies, strategies and frameworks for consideration and approval of the Management Committee or the body with delegated authority to approve.

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

<p>changes/departure from existing policy</p> <p>6. Monitoring customer complaints data at an aggregate level (as opposed to individual cases)</p> <p>7. Approval to instigate legal proceedings (except for actions relating to rent arrears or other tenancy breaches which are delegated to the executive)</p> <p>8. Deciding the Association's response to regulatory reports</p>		
---	--	--

3. FINANCIAL MANAGEMENT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Sub-Committees	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Commitment of expenditure, without limit (Note 1) 2. Approval/monitoring of the Association's Business Plan including cash flows and financial projections 3. Approval/monitoring of the Association's annual budget 4. Approval of quarterly management accounts 5. Approval of all loans, overdrafts or granting of security and of any on-lending to the Association's subsidiaries 6. Monitoring compliance with loan covenants and ensuring the Association is meeting its obligations to other funders. 7. Approval to open or close bank accounts 	<ol style="list-style-type: none"> 1. Commitment of budgeted expenditure, where the Financial Regulations permit 	<ol style="list-style-type: none"> 1. Commitment/authorisation of budgeted expenditure, subject to the limits set out in the Financial Regulations and departmental policies and procedures 2. Administration of all insurance claims 3. Approval of committee member expenses 4. Signature of cheques, per the Financial Regulations 5. Maintenance and control of the Association's bank accounts (including payments and the moving of monies by electronic means) 6. Treasury management transactions and executive decisions relating to investments and cash management, in accordance with

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

8. Approval of investments (Note 2)
9. Approval of financial regulations
10. Approval of annual rent review
11. Approval to dispose of any of the Association's property assets (excluding right to buy and LCHO sales)
12. Approval of Director's expenses (Chairperson)
13. Signature of cheques, per the Financial Regulations

- the Association's financial regulations
7. Payroll administration, control of petty cash and the payment of expenses to the Association's employees
 8. Administration of taxation payments, including those relating to VAT, PAYE and national insurance

Notes

- (1) Director and Chairperson have authority to commit expenditure in emergency situations and/or in excess of approved budget (subject to Committee reporting)
- (2) Powers delegated to Head of Finance & Commercial between meetings. HFC must consult with Director and Chairperson if a new or non-approved source is involved

4. STAFFING AND ORGANISATIONAL MANAGEMENT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Staffing and General Purposes Committee	LEVEL 3 Delegated to Management
<ol style="list-style-type: none"> 1. Approval of annual budget for staffing, ICT and other organisational management costs 2. Approval of any major restructuring of staffing or organisational resources 3. Appointment of the Association's senior managers 4. Arrange performance appraisal of Director 5. Approves the remuneration of the Director. 6. Approval of staff pension arrangements and monitoring compliance with pensions 	<ol style="list-style-type: none"> 1. Contribute to reviews of the Association's workforce plans, prior to Management Committee decision 2. Scrutiny and approval of the Association's HR policies, including annual updates to the EVH terms and conditions 3. Monitoring of employment key performance indicators (sickness levels, turnover etc.) 4. Approval/roll-out of staff code of conduct 5. Approval of staff re-grading and salary increases 	<ol style="list-style-type: none"> 1. Subject to budget, recruitment for all established posts (other than senior management posts) and temporary posts 2. Staff performance appraisals, other than for the Director 3. Issuing of employment contracts on behalf of the Management Committee 4. Administration/implementation of staff training and development 5. Payroll, approval of staff expenses and overtime, administration of pensions

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

<p>legislation</p> <ol style="list-style-type: none"> 7. Management and monitoring of the Association's membership of Employers in Voluntary Housing (EVH) 8. Approval of the Association's policies and workplans for Management Committee and sub-committee recruitment, development and training. 9. Overall responsibility for ensuring the Association complies with its legal and regulatory employer duties with regard to Health and Safety 	<ol style="list-style-type: none"> 6. Forming an ad hoc sub-committee if required, to conduct grievance or disciplinary hearings where committee involvement is required, including hearing a complaint or grievance against the Director 7. Approve/monitor the Association's policy on health and safety at work 8. Oversee planning and implementation of committee member learning and development. 9. Approval of annual Staff Training Plan. 	<ol style="list-style-type: none"> 6. First stage grievance and disciplinary matters 7. Operational management of the Association's responsibility as an employer with regard to Health and Safety 8. Management of the Association's offices and other facilities 9. Management of the Association's ICT systems, including purchasing within the limits specified in the Financial Regulations 10. All operational human resources management issues falling within the conditions of service and the Association's established policies
--	--	---

5. AUDIT AND RISK MANAGEMENT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit Committee	LEVEL 3 Delegated to Management (Staff)
<ol style="list-style-type: none"> 1. Appointment of Audit Committee members and Chair 2. Approval of appointment of external and internal auditors (including re-appointment and removal) 3. Formal approval of annual financial statements 4. Receipt of the external auditor's Management Letter and approval of the 	<p>Audit</p> <ol style="list-style-type: none"> 1. Advise the Management Committee on the appointment and remuneration of external and internal auditors (including any circumstances involving the resignation or termination of the auditor's appointment) 2. Issue of external auditor's Letter of Engagement and approval of proposed programme/approach 	<ol style="list-style-type: none"> 1. All routine liaison with the external and internal auditors 2. Liaison with the external auditors on the audit of the draft annual financial statements 3. Implementation of external and internal auditors' recommendations, and submission of reports to the Audit Committee and Management Committee

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Audit Committee	LEVEL 3 Delegated to Management (Staff)
<p>Association's formal response.</p> <p>5. Approval of the Association's overall risk management strategy</p> <p>6. Decision-making on matters raised by the Audit Committee or the Association's auditors that involve substantive and material risks to the Association's financial position, reputation or ability to meet its statutory and contractual obligations</p> <p>7. Make budgetary provision to support the Audit Committee's work, including assurance reporting as well as audit services</p>	<p>3. Approval of internal audit needs assessment and annual programme of internal audit</p> <p>4. Review external/internal auditor recommendations and the external auditor's Management Letter, and advise the Management Committee on agreed recommendations and actions required</p> <p>5. Monitor the effectiveness of external and internal audit services</p> <p>6. Scrutiny of the annual financial statements, prior to submission to the Management Committee for approval</p> <p>Risk Management and Assurance</p> <p>7. Monitor implementation of the Association's Risk Management Strategy</p> <p>8. Advise the Management Committee (a) quarterly, on material changes to strategic risks, and (b) annually, following an overall review of the risk register</p> <p>9. Approve business continuity policy/plans</p> <p>10. Approval of office/business insurances when the policy is re-tendered</p> <p>11. Oversee ICT strategy, policies and recovery plans</p> <p>12. Instruct investigations for the purposes of reviewing service/activity areas, or to examine suspected irregularities or failures in management and control systems</p>	<p>4. Implementation of the Association's Risk Management Strategy and procedures</p>

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

6. HOUSING AND COMMUNITY SERVICES

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Neighbourhood Committees</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Approval of the Association’s policies and budgets for housing services and for tenant consultation and participation 2. Approval of community development programme and budget, including resource levels to be delegated to each Neighbourhood Committee to clarify budgetary responsibility of NCs 3. Approval of the annual rent increase 4. Monitor and report overall performance in relation to the Scottish Social Housing Charter 5. Monitor organisation-wide performance in relation to housing management service standards and targets (quarterly) 6. Approval of the granting of tenancies or other service-related issues, where required by the Association’s Policy on payments and benefits 	<ol style="list-style-type: none"> 1. Monitor and contribute to policy reviews on all aspects of the Association’s housing services, including tenant experience and outcomes and partnerships with other agencies (e.g. on anti-social behaviour) 2. Monitor quality of outcomes, value for money and tenant satisfaction with the Association’s service performance, including overall complaints issues/remedies and possible service improvements 3. Decide and oversee the Association’s local approach to tenant consultation and resident involvement 4. Lead on the Association’s approach to tenant scrutiny, by carrying out scrutiny activity directly and/or by supporting scrutiny activity by other groups of tenants 5. Decide priorities for the share of the community development budget delegated to each Neighbourhood Committee 6. Promote tenant involvement in work relating to the Scottish Social Housing Charter 7. Review and comment on the Association’s proposed annual reports on the Charter and other communications about services 	<ol style="list-style-type: none"> 1. Interpretation and implementation of all approved policies and service plans 2. Management of empty properties, including abandoned properties 3. The allocation of properties (unless prior Committee approval is required under the Policy on Payments and Benefits) 4. The provision of accommodation for homeless persons, including referrals under Section 5 of the Housing (Scotland) Act 2001 5. The granting of tenancies and occupancy agreements 6. All tenancy management matters, including the provision of tenancy support services, tenancy successions, and all applications for landlord permissions 7. Initiating and managing legal actions in respect of rent arrears and other breaches of tenancy conditions, up to the stage of enforcing decrees for eviction 8. The management of leases and management agreements with third parties 9. Making all statutory payments to tenants

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Neighbourhood Committees	LEVEL 3 Delegated to Management (Staff)
	<ol style="list-style-type: none">8. Approval of discretionary payments to tenants and service users, in accordance with the Association's policies9. Approve enforcement of decrees for eviction10. Bring forward new ideas and suggested improvements for all matters covered by the Neighbourhood Committee's role and remit	<p>and any discretionary payments provided for in the Association's policies</p> <ol style="list-style-type: none">10. The collection of rents, service charges and factoring charges, including arrears recovery11. Implementation of the Tenant Participation Strategy12. All matters relating to neighbour relations and anti-social behaviour13. Implementation of the Estate Management Policy and all budgeted expenditure14. Assessment and resolution of tenant complaints under the Model Complaints Policy15. Hearing of appeals made by customers against a decision made by the Association in line with the Allocations Policy.16.

7. REPAIRS AND MAINTENANCE SERVICES

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Neighbourhood Committees</p>	<p>LEVEL 3 Delegated to Management(Staff)</p>
<ol style="list-style-type: none"> 1. Approval of the Association’s policies, budgets and programmes for repairs and planned/cyclical works 2. Approval of the Association’s main contracts for repairs and cyclical works 3. Monitor compliance with the Association’s legal obligations for stock/tenant safety 4. Monitor overall performance in relation to the Scottish Social Housing Charter 5. Monitor organisation-wide performance in relation to repairs service standards and targets (quarterly) 	<ol style="list-style-type: none"> 1. Monitor and contribute to policy reviews on all aspects of the Association’s repairs and maintenance services, including tenant experience and outcomes 2. Contribute advice and views on local investment priorities and receive/contribute information on repairs and investment delivery at local level 3. 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 4. Decide and oversee the local approach to tenant consultation and communications on repairs and maintenance issues 5. Lead on the Association’s role in tenant scrutiny (as with housing services) 6. Approval of compensation payable to tenants and service users, in accordance with the Association’s policies. 7. Bring forward new ideas and suggested improvements for all matters covered by the Neighbourhood Committee’s role and remit 	<ol style="list-style-type: none"> 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 (Director and Chairperson) 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 compliance with the Association’s health and safety obligations

8. DEVELOPMENT AND ASSET MANAGEMENT

<p>LEVEL 1 Reserved to Management Committee</p>	<p>LEVEL 2 Delegated to Neighbourhood Sub-Committee</p>	<p>LEVEL 3 Delegated to Management (Staff)</p>
<ol style="list-style-type: none"> 1. Approval of the Association’s Development Strategy and Asset Management Strategy 2. Approval of the Association’s Strategy and Development Funding Plan (SDFP) submission 3. Approval of the Association’s annual budget (and associated programme proposals relating to development, major works and adaptations) 4. Approval to purchase land or buildings for development Approval of borrowings and of security to be offered for approved development projects or major works project 5. Approval of cost over-runs following contract acceptance in excess of £50,000 6. Approval to settle any contractual claims 	<ol style="list-style-type: none"> 1. Contribute to formulation of development and asset management strategies prior to Management Committee approval 2. Provide input to annual budget proposals on development, major works and adaptations, 3. Approval of design guides, technical briefs and policies for development and procurement 4. Approval of project procurement methods, where single stage competitive tendering is not used 5. Approval of housing mix and project briefs for approved projects 6. Review and approval of individual projects at the following key stages: project proposal stage, cost plan, tender, contract management, post-completion 7. Appointment of technical consultants and contractors, within approved budget, based on staff selection recommendations 8. Monitor the Association’s performance in relation to the Scottish Housing Quality Standard and the Energy Efficiency 	<ol style="list-style-type: none"> 1. Operational management of the Association’s programmes for development, major works and property adaptations 2. Making grant applications to Glasgow City Council and others 3. Tender acceptance of planned maintenance projects in programme and budget, up to £50,000 4. Authorise payment of pre-contract expenditure for approved development projects in programme and budget, up to £50,000 5. Acceptance of grant offers from Glasgow City Council and any other sources 6. Signing of building contracts 7. Supervision and performance review of professional consultants and contractors 8. Issuing client instructions to consultants and contractors 9. Approval of home loss payments and statutory disturbance payments 10. Approval of non-statutory disturbance

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Neighbourhood Sub-Committee	LEVEL 3 Delegated to Management (Staff)
	<p>Standard for Social Housing</p> <p>9. Review resident satisfaction results for completed development and major works contracts</p> <p>10. Approval of applications from repairs and maintenance contractors to join the Association's approved standing list, and reviews of the approved contractors' list</p>	<p>payments or compensation payments up to the limits stated in the Association's procedures</p> <p>11. Approval of contract cost over-runs up to £20,000 following contract acceptance stage</p> <p>12. Submission of applications for Scottish Housing Regulator consent where required under Part 9 of the Housing (Scotland) Act 2010</p>

9. COMMUNITY SUPPORT

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Neighbourhood Sub-Committee	LEVEL 3 Delegated to Management
<p>1. Approval of the Association's Strategy and Policies in relation to Volunteering, Community and Advice Services including</p> <ul style="list-style-type: none"> • Glasgow Care & Repair • Community Initiatives • Housing Support • Welfare Rights and Money Advice <p>2. Approval of the Association's Strategy, Business Plan and Policies in relation to</p>	<p>1. Input into review and monitoring of all services supporting local communities and neighbourhoods.</p> <p>2. Input into the development of Neighbourhood Plans and / or service plans for particular programme or activities</p> <p>3. Oversight of consultation with local communities in relation to services or</p>	<p>1. Operational management of all capital and revenue programmes of community support.</p> <p>2. Making grant applications for programmes or projects of Community support.</p> <p>3. Acceptance of grant offers</p> <p>4. Supervision and performance management</p>

STANDING ORDERS, APPENDIX 2: SCHEME OF DELEGATED AUTHORITY

LEVEL 1 Reserved to Management Committee	LEVEL 2 Delegated to Neighbourhood Sub-Committee	LEVEL 3 Delegated to Management
<p>Volunteering, Community and Advice Services.</p> <p>3. Approval and monitoring of the Association's Contract and Service Level Agreements in relation to Community and Advice Services</p> <p>4. Approval of all capital investment relating to Community Initiatives i.e. new community centre, new community park etc.</p>	<p>proposals.</p>	<p>of consultants and contractors</p>