

Standing Orders

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Scottish Social Housing Charter Relevant Standards and Outcomes

STANDARD	OUTCOME
N/A	

Scottish Housing Regulator – Relevant Standards of Governance and Financial Management and Guidance

STANDARD	GUIDANCE
SEE APPENDIX 1	

STANDING ORDERS

CONTENTS -

1. [INTRODUCTION](#)
2. [INTREPRETATION OF STANDING ORDERS](#)
3. [COMMENCEMENT, AMENDMENT, REVOCATION AND SUSPENSION OF STANDING ORDERS](#)
4. [THE BOARD](#)
5. [POWERS OF THE BOARD](#)
6. [PROCESSING MEMBERSHIP APPLICATIONS](#)
7. [GENERAL MEETINGS](#)
8. [BOARD MEETINGS](#)
9. [APOLOGIES](#)
10. [SPECIAL LEAVE OF ABSENCE](#)
11. [APPOINTMENT AND ROLE OF CHAIRPERSON](#)
12. [APPOINTMENT AND ROLE OF THE SECRETARY AND OTHER OFFICE BEARERS](#)
13. [CIRCULATION OF AGENDAS AND PAPERS](#)
14. [SUB-COMMITTEES AND DELEGATED AUTHORITIES](#)
15. [DELEGATION OF POWERS TO THE CHIEF EXECUTIVE](#)
16. [CONDUCT OF MEETINGS](#)
17. [VOTING](#)
18. [MINUTES](#)
19. [URGENT DECISIONS](#)
20. [ADMISSION OF THE PUBLIC TO MEETINGS](#)
21. [DECLARING AND MANAGING PERSONAL INTERESTS](#)

22. [PERFORMANCE STANDARDS](#)

- [APPENDIX 1](#) - The Scottish Housing Regulator Regulatory Standards of Governance and Financial Management.
- [APPENDIX 2](#) - The Board – Terms of Reference
- [APPENDIX 3](#) - Audit, Finance and Risk Sub-Committee – Terms of Reference
- [APPENDIX 4](#) - Financial Regulations
- [APPENDIX 5](#) - Scheme of Delegated Authority
- [APPENDIX 6](#) - Schedule of Authorised Signatories
- [APPENDIX 6a](#) - HARP Roles and Responsibilities

STANDING ORDERS

1. INTRODUCTION

- 1.1 Buidheann Tigheadas Loch Aillse agus an Eilein Sgitheanaich Limited, also known as Lochalsh & Skye Housing Association (“the Association”) is controlled and managed in accordance with statutory and regulatory requirements and its Rules. Its Rules are based upon the Charitable Model Rules (Scotland) 2020 (“the Rules”) published by the Scottish Federation of Housing Associations.
- 1.2 The Standing Orders have been approved by the Board of the Association and they set out in greater detail than the Rules the governance structures, procedures, delegation of authority and reporting arrangements. They also include financial regulations which detail the financial policies of the Association.
- 1.3 All policy statements approved by the Board are deemed to be Standing Orders and will be complied with in all respects. For the avoidance of doubt, in cases of conflict, the Rules and legal and regulatory requirements will supersede any provision of these Standing Orders.
- 1.4 The Standing Orders refer to the Code of Conduct for Governing Body Members and the Code of Conduct for Staff. The Association has adopted both Codes published by the Scottish Federation of Housing Associations and which have both been endorsed by the Scottish Housing Regulator.

2. INTERPRETATION OF STANDING ORDERS

- 2.1 The ruling of the Chairperson of the Board as to the meaning or application of any of these Standing Orders will be final.
- 2.2 Reference to the Chairperson includes in his/her absence the Vice-Chairperson.
- 2.3 Reference to the Chief Executive includes in his/her absence the Depute Chief Executive, as appointed by the Board from time to time.
- 2.4 Reference to any gender includes all genders.

3. COMMENCEMENT, AMENDMENT, REVOCATION AND SUSPENSION OF STANDING ORDERS

- 3.1 The Standing Orders are effective from the date of approval by the Board.
- 3.2 The Board may alter, rescind or add to any part of these Standing Orders by a simple majority vote of those present at a relevant quorate Board meeting.

- 3.3 Any of the Standing Orders may be suspended at a general meeting of the Association or at a Board meeting provided that the meeting is quorate and the Motion to suspend is carried by a simple majority of those members present and voting. Suspension of the Standing Orders should be a relatively rare occurrence and if it is found to be required frequently, the Board will undertake a review of the Standing Orders to ensure that they are fit for purpose.
- 3.4 The Chairperson, in conjunction with the Chief Executive, will in any event periodically consider the need for amendments to the Standing Orders and will report as necessary to the Board. A full review of the Standing Orders will be carried out at least every five years.

4. THE BOARD

- 4.1 Control of the Association is exercised by the Board which is responsible for ensuring that the Association meets the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management. These Regulatory Standards are attached separately as an Appendix to the Standing Orders.
- 4.2 The Board will have a minimum of 7 and a maximum (including co-optees) of 15 persons. Membership of the Board, including eligibility and the process for electing members is governed by Rules 37 – 44 of the Association's Rules.
- 4.3 In terms of Rule 41, if an elected Board Member leaves the Board between the Annual General Meetings, this creates a casual vacancy and the Board will appoint a Member to take their place on the Board until the next Annual General Meeting.
- 4.4 The Association's Membership of the Board Policy and Procedures provides further details on the rights of members to be considered for membership.
- 4.5 The Association will endeavour to ensure that co-option to the Board or to a Sub-Committee is used to enable the recruitment of individuals for specific, limited-term business reasons.
- 4.6 Rule 42.3 specifies that the number of co-opted members must not make up more than one-third of the total number of the Board or Sub-Committee members at any one time and they will not be used in the calculation of a quorum for a meeting.

5. POWERS OF THE BOARD

- 5.1 The Board is responsible for directing the affairs of the Association and its business and may do anything lawful which is necessary or expedient to achieve the objects of the Association.
- 5.2 The Board is also responsible for the leadership, strategic direction and control of the Association with the aim of achieving good outcomes for its tenants and other service users in accordance with the Regulatory Standards and Guidance issued by the Scottish Housing Regulator from time to time.
- 5.3 Amongst its most important powers, the Board can:-
 - 5.3.1 Buy, sell, build upon, lease or exchange any land and accept responsibility for any related contracts and expenses.
 - 5.3.2 Agree the terms of engagement and remuneration of those employed in connection with the business of the Association and act as employer for anyone employed by the Association.
 - 5.3.3 Grant heritable securities over land owned by the Association and floating charges over all or any part of property and assets both present and in future owned by the Association. This includes accepting responsibility for any related expenses.
 - 5.3.4 Decide, monitor and vary the terms and conditions under which property owned by the Association is to be let, managed, used or disposed of.
 - 5.3.5 Appoint and remove solicitors, surveyors, consultants, managing agents and employees, as required by the Association's business.
 - 5.3.6 Refund any necessary expenses as are wholly necessary incurred by Board Members and Sub-Committee Members in connection with their duties.
 - 5.3.7 Compromise, settle, conduct, enforce or resist either in a Court of Law or by arbitration any suit, debt, liability or claim by or against the Association.
 - 5.3.8 Accept donations in support of the activities of the Association.
- 5.4 The Board is responsible for directing the business of the Association and can do anything necessary to fulfil that responsibility, except in the case of certain matters that by law and by the Association's Rules can only be dealt with at general meetings of the Association.
- 5.5 Having regard to the list of some of its most important powers in Rule 47, the Board has resolved to reserve the specific matters for its own decision. The

remit and responsibility of the Board together with its Terms of Reference are detailed in Appendices to these Standing Orders.

6. PROCESSING MEMBERSHIP APPLICATIONS

- 6.1 Rule 6 of the Association's Rules defines who can be members of the Association. Rules 7 – 10 together with the Membership of the Association Policy and Procedures sets out how membership should be applied for and how the Board will consider applications received.
- 6.2 Before an application is presented to the Board, the Governance and Compliance Officer will be required to verify that the person applying fulfils the membership criteria.

7. GENERAL MEETINGS

- 7.1 General meetings must be held in accordance with the Association's Rules that set out the powers of general meetings and how they must be called and conducted. The Rules for General Meetings are covered in the Association's Rules, numbers 20 -36. These Rules are not repeated in full in these Standing Orders.
- 7.2 At general meetings, only the business included in the Notice calling the meeting may be discussed.
- 7.3 Only Registered Members or their proxy, where a proxy application has been made in compliance with Rule 27.1 of the Association's Rules, will be entitled to be admitted to general meetings of the Association. The exception to this will be where a decision has been made by the Board at a meeting prior to the general meeting to allow other predetermined persons to attend. The Secretary or their delegate, will be entitled to verify membership or otherwise before allowing entry to the meeting.
- 7.4 Changes to the Rules can only be decided in accordance with Rule 88 at a Special General Meeting. The Board cannot amend the Rules without referring them to a Special General Meeting.
- 7.5 Other matters which cannot be dealt with by the Board, and matters which must be dealt with at the Annual General Meeting, are detailed in Rule 20.

8. BOARD MEETINGS

- 8.1 The Association's Rules contain the regulations regarding the convening and conduct of general meetings and meetings of the Board and are not repeated in full in these Standing Orders.
- 8.2 Before 31 March each year the Chief Executive will publish a calendar of

Board meetings, any Sub-Committee meetings and their usual venues for the next year. Meetings need not be held in any particular place and meetings may be held without any number of those participating in the meetings being together at the same place. The Board can decide when and where to meet but must meet at least 6 times each calendar year.

- 8.3 All Board and Sub-Committee meetings will be held in accordance with the Association's Rules and these Standing Orders.
- 8.4 The Board or Sub-Committee may adjourn its meeting to any other time and place.
- 8.5 The Board will convene in private session to consider issues which fall within the categories "Confidential" or "Exempt". Confidential information is information supplied to the Association "in confidence" and matters where disclosure is prohibited by Statute or the Courts. Exempt information relates to personal or commercially sensitive matters, matters in the course of negotiations and issues protected by legal proceedings or relating to the serving of certain Notices.
- 8.6 With the exception of the Private Sessions, proceedings at Board and Sub-Committee meetings including agendas, reports, minutes and other documents will be made available to ensure that the business of the Governing Body is transparent. Withholding reports or other information submitted will be by exception as agreed by the Members. Both the meeting agendas and the Minutes of the Board will be publically available on the website except for Private Session Minutes.
- 8.7 Special Board meetings may be requested at any time by the Chairperson or by two Board Members. Apart from electing a Chairperson, if necessary, special Board meetings are only permitted to deal with the business contained in the Notice of the Meeting.
- 8.8 The quorum for Board meetings is 4, but the Board may agree a higher number for the quorum.
- 8.9 Meetings of the Board can take place in any manner which permits those attending to hear and comment on the proceedings.
- 8.10 All speakers must direct their words to the Chairperson and all Board Members must remain quiet and maintain order whilst this is happening. The Chairperson will decide who can speak and for how long.
- 8.11 If any point arises which is not covered in the Rules or Standing Orders the Chairperson will give his/her ruling which will be final.

9. APOLOGIES

- 9.1 Members of the Board or Sub-Committee are required to submit their

apologies for non-attendance at the meeting a minimum of twenty-four hours prior to the commencement time of the meeting.

9.2 Apologies should be communicated in any form to the Chief Executive.

10. SPECIAL LEAVE OF ABSENCE

10.1 A Board Member will cease to be a Board Member if they miss 4 consecutive Board meetings in a row without special leave of absence previously being granted by the Board.

10.2 Special leave of absence can be granted by the Board at the Board Member's request or by exercise of the Board's discretion.

10.3 Requests for special leave of absence should be submitted to the Chief Executive who will arrange to have these considered by the Board at the earliest possible date.

10.4 In considering requests to grant special leave of absence, the Board will also consider the length of time that the leave will be granted for and any arrangements for reviewing the decision following the expiry of that period.

10.5 Members on special leave of absence will be recorded as having "apologised" for absence from a meeting in the calculation of Board Attendance for Performance Monitoring purposes.

11. APPOINTMENT AND ROLE OF CHAIRPERSON

11.1 The appointment of the Chairperson of the Board will be in accordance with Rule 59. The Chairperson will be elected to office annually at the next scheduled Board meeting held after each annual general meeting.

11.2 The same person may be re-elected but must not hold office continuously for more than five annual general meetings.

11.3 The Chairperson will preside at all general meetings of the Association and at meetings of the Board of the Association at which present.

11.4 The Chairperson is responsible for the leadership of the Board and ensuring its effectiveness in all aspects of the Board's role and to ensure that the Board properly discharges its responsibilities as required by law, the Rules and the Standing Orders of the Association. The Chairperson will be delegated such powers as is required to allow the Chairperson to properly discharge the responsibilities of the office. Among the responsibilities of the Chairperson are that:-

11.4.1 the Board works effectively with the senior staff;

11.4.2 an overview of business of the Association is maintained;

- 11.4.3 the Agenda for each meeting is set;
 - 11.4.4 meetings are conducted effectively;
 - 11.4.5 minutes are approved and decisions and actions arising from meetings are implemented;
 - 11.4.6 the Standing Orders, Code of Conduct for Board Members and other relevant policies and procedures affecting the governance of the Association are complied with;
 - 11.4.7 where necessary, decisions are made under delegated authority for the effective operation of the Association between meetings;
 - 11.4.8 the Board monitors the use of delegated powers;
 - 11.4.9 the Board receives professional advice when it is needed;
 - 11.4.10 the Association is represented at external events appropriately;
 - 11.4.11 the appraisal of the performance of Board Members is undertaken, and that the Chief Executive's appraisal is carried out in accordance with the agreed policies and procedures of the Association; and
 - 11.4.12 the training requirements of Board Members, and the recruitment and induction of new Board Members is undertaken.
- 11.5 If the Chairperson and Vice-Chairperson are not present at a Board meeting or are not willing to act, the Board Members present will elect another Board Member to be Chairperson for the Board Meeting. If the Chairperson arrives at the meeting late, s/he will take over as Chairperson of the Board meeting as soon as the current agenda item is concluded.
- 11.6 If the votes of the Board Members are divided equally for and against an issue, the Chairperson will have a second and deciding vote.

12. APPOINTMENT AND ROLE OF THE SECRETARY AND OTHER OFFICE BEARERS

- 12.1 The Board must appoint a Secretary and any other office bearers they consider necessary in accordance with Rule 59. The election process for other office bearers that are identified will reflect those applicable to the position of the Chairperson.
- 12.2 The office bearers will all be Board Members with the exception of the Secretary which will be a staff member.
- 12.3 The Secretary and the other office bearers will be controlled, supervised and

instructed by the Board.

- 12.4 The Secretary's duties include the following (these duties can be delegated to another appropriate employee with the Secretary assuming responsibility for ensuring that they are carried out in an effective manner):-

12.4.1 calling and going to all meetings of the Association and all the Board meetings;

12.4.2 keeping the minutes for all meetings of the Association and Board;

12.4.3 sending out letters, notices calling meetings and relevant documents to members before a meeting;

12.4.4 preparing and sending all the necessary reports to the Financial Conduct Authority, OSCR and the Scottish Housing Regulator;

12.4.5 ensuring compliance with the Rules;

12.4.6 keeping the Register of Members and other registers required under the Rules; and

12.4.7 supervision of the Association's seal.

- 12.5 The role of Vice-Chairperson is to carry out the role of the Chairperson in his/her absence.

13. CIRCULATION OF AGENDAS AND PAPERS

- 13.1 Normally at least 7 days before a meeting of the Board or a Sub-Committee, the following must be issued in writing to every member of the Board or Sub-Committee by post, by hand, by fax or by email:-

- A notice calling the meeting and stating the time and place.
- A statement of the business to be transacted (the agenda).
- All reports and other documents referred to or to be read with the agenda.

- 13.2 Any report or document not sent with the agenda may, with the consent of the Chairperson, be considered at the meeting if it relates to matters which are either:-

- Referred to in the agenda; or
- Is of such urgency or importance that it is desirable that the report or document receives consideration at the meeting.

- 13.3 Any matter that is not included on the agenda may be discussed or decided at a Board or Sub-Committee meeting unless a majority of the Board Members present object.

- 13.4 Members of the Board wishing to have items included on the agenda must give the Chief Executive (or other staff member who acts as Secretary to a Sub-Committee) at least 7 days written notice of the item. The Chief Executive/Staff Member will consult with the Chairperson of the Board and/or sub-committee as to the item's inclusion.

14. SUB-COMMITTEES AND DELEGATED AUTHORITIES

- 14.1 The Board can delegate its powers to Sub-Committees, to working groups, to staff or to office bearers. It will establish the terms of reference for such delegations in writing and include schemes of delegated authority separately as appendices to these Standing Orders.
- 14.2 The minimum number of members for a Sub-Committee is 3 and there must be at least 3 members present for the meeting to take place.
- 14.3 The meetings and procedures of Sub-Committees must comply with the relevant terms of reference and any decisions made by Sub-Committee must be reported to the next Board meeting.
- 14.4 The Board will appoint an Audit, Finance and Risk Sub-Committee and the terms of reference are attached as Appendix 3 to these Standing Orders.
- 14.5 The Sub-Committee Members present at a meeting may elect a Chairperson except the Audit, Finance and Risk Sub-Committee Chairperson, who will be appointed by the Board. The Chairperson of the Board may be a member but not the Chairperson of the Audit, Finance and Risk Sub-Committee.
- 14.6 Standing Orders 8.3, 8.4, 8.6 and 8.7 will apply to any Sub-Committee established by the Board.

15. DELEGATION OF POWERS TO THE CHIEF EXECUTIVE

- 15.1 The Chief Executive is responsible to the Board for the implementation of policy and for the day to day running of all aspects of the Association's activities. The Board, therefore, delegates authority to the Chief Executive in all matters to enable the discharge of responsibilities expeditiously, without necessarily referring to the Board. This can be done in a manner which is deemed appropriate, except in the specific circumstances contained in the Rules, Standing Orders, Codes of Conduct and Scheme of Delegated Authority, or as decided from time to time by the Board.
- 15.2 The Chief Executive is responsible for the interpretation of the Association's policy in all current policy areas. The Chief Executive may delegate responsibilities to other members of staff in accordance with the Scheme of Delegated Authority as approved by the Board .

16. CONDUCT OF MEETINGS

- 16.1 Prescribed rules for the conduct of members at meetings are laid down in the Rules and the Code of Conduct for Governing Body Members contained in the appendices.
- 16.2 Board Members and employees will be given the opportunity to declare an interest in any item on the agenda at the beginning of the meeting and must do so in accordance with their respective Codes of Conduct.
- 16.3 The Chairperson will ensure that all Members are given adequate opportunity to debate all items on the agenda.
- 16.4 The order of business at Board meetings will normally be:-
- To choose a person to preside if the Chairperson is not present.
 - To note apologies for non-attendance.
 - To note declarations of interest.
 - To approve as a correct record the minutes of the previous Board meeting.
 - To consider any matters arising from the minutes of the last meeting that are not on the agenda.
 - To receive and note minutes from other relevant meetings.
 - Items and reports for debate, decision or action.
 - Papers and reports that are for information.
 - To consider any urgent business at the discretion of the Board.
- 16.5 The Chief Executive, other relevant members of staff and external advisers shall attend Board meetings to present reports and otherwise advise and service the Board. Such persons shall leave the meeting if they have a conflict of interest or they are asked to do so by the Board.
- 16.6 The Chairperson has the discretion, subject to the agreement of the meeting, to allow items to be included in the agenda as “Any Other Business”.

17. VOTING

- 17.1 When taking a decision on an agenda item all Board Members must have been present throughout the material part of the deliberations that precede the taking of the decision. If Board Members have not been present through the preceding deliberations, they will be excluded from taking part in the decision-making process.
- 17.2 The majority of the Board Members present at a Board or Sub-Committee meeting shall, except where otherwise required by statute or by the Association’s Rules, determine every question. Each Board Member has one vote. If there are an equal number of votes for and against a decision, the

Chairperson will have a second and deciding vote.

- 17.3 Where a decision is made by vote, voting shall be either by a show of hands or secret ballot according to the majority decision of Board Members present.

18. MINUTES

- 18.1 Minutes of the proceedings of the Board and all Sub-Committees shall be recorded and copies provided for the members of the Board. The minutes shall be submitted to the next suitable meeting of the Board and if proposed, seconded and signed by the Chairperson of the meeting at which they are accepted, shall be taken as a correct record with or without amendment. The minutes shall then be conclusive evidence of any fact recorded in them.
- 18.2 The minutes are not a verbatim record of all discussions at a meeting. They will record the item under consideration, amendments and the decisions taken. Any members of the Board or a Sub-Committee can ask for his or her dissenting view to be recorded in the minutes of the relevant Board or Sub-Committee meeting.
- 18.3 The Secretary will make arrangements for the safe storage of all Board and Sub-Committee minutes at the Registered Office of the Association.

19. URGENT DECISIONS

- 19.1 The Chairperson with advice and support from the Chief Executive shall have delegated authority (where the nature of the circumstances require immediate or early action) to exercise any of the responsibilities of the functions of the Board:

Except in extreme circumstances, decisions under “Decisions by the Chairperson” should:-

- Be taken in conjunction with at least one other Board Member.
- Only be used where the matter is sufficiently urgent and falls between scheduled meetings.
- The facts and decisions taken should be communicated to all Board Members as soon as possible in writing.
- Be reported to the next Board meeting, homologated and recorded in the Minutes thereof.

With the Chairperson's agreement, the Board members can be consulted virtually, for instance by email to establish support for a course of action.

20. ADMISSION OF THE PUBLIC TO MEETINGS

- 20.1 Members of the general public can be admitted to the Association's general meetings only in accordance with Standing Order 7.3.
- 20.2 The Board may accept deputations from tenants, staff or other members of the public, as long as requests are made in writing and delivered to the Secretary 3 days in advance of the meeting. The request must state the subject on which the deputation desires to be heard and the action they are proposing the Board should take.
- 20.3 Acceptance of such deputations is entirely at the Board's discretion. No deputation authorised shall exceed 5 persons in number. Questions may be put to the deputation by Board Members, but a full discussion and decision will only take place after the deputation has withdrawn. Outcomes of the discussion will be forwarded to the deputation in writing after the meeting.

21. DECLARING AND MANAGING PERSONAL INTERESTS

- 21.1 This matter is also dealt with in detail in the Association's Codes of Conduct for Governing Body Members and Staff. It is a requirement for all Board Members to sign the Code of Conduct annually in order to participate in the Board.
- 21.2 If a Board or staff member fails to disclose a financial or other interest in a contract or other matter, it will be regarded as a breach of the relevant Code.
- 21.3 In the case of a payment made or benefit granted in contravention of the Association's Probity & Transparency Policy, except those covered by any special exception granted by Scottish Ministers, the Association may, and if so directed by the Scottish Housing Regulator shall, effect recovery of such payment or benefit.
- 21.4 Where an interest is declared at any Board or Sub-Committee meeting of the Association, the declaration must be recorded in the minutes of that meeting together with any action taken.
- 21.5 The Chief Executive will record all such declarations of interest in a Register specifically held for that purpose. The information in the Register will be supplemented on an annual basis through requiring all Board Members and staff members to complete a Declaration on Interests form.
- 21.6 Notwithstanding the terms of any Standing Order, any Board Member having an interest in the tenancy of a house belonging to the Association may take part in the general discussion of housing matters that might affect that tenancy, provided they have declared that interest, apart from any matter which is *solely* concerned with the particular tenancy from which his or her interest derives.

22. PERFORMANCE STANDARDS

22.1 In seeking to achieve the highest standards, the Association shall ensure that it adopts and complies with any regulatory standards and performance requirements that are current. The Association will seek to fully consult with tenants to establish service standards and relevant performance targets.

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| Appendix 1 | - The Scottish Housing Regulator Regulatory Standards of Governance and Financial Management |
| Appendix 2 | - Board - Terms of Reference |
| Appendix 3 | - Audit, Finance and Risk Sub-Committee – Terms of Reference |
| Appendix 4 | - Financial Regulations |
| Appendix 5 | - Scheme of Delegated Authority |
| Appendix 6 | - Schedule of Authorised Signatories |
| Appendix 6a | - HARP Roles and Responsibilities |

THE SCOTTISH HOUSING REGULATOR
REGULATION OF SOCIAL HOUSING IN SCOTLAND – OUR FRAMEWORK
STANDARDS OF GOVERNANCE AND FINANCIAL MANAGEMENT FOR RSLs

Standard 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

Guidance

- 1.1** The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's business plan to achieve its purpose and intended outcomes for its tenants and other service users.
- 1.2** The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.
- 1.3** The governing body ensures the RSL complies with its constitution and its legal obligations. Its constitution adheres to these Standards and the constitutional requirements set out below.
- 1.4** All governing body members accept collective responsibility for their decisions.
- 1.5** All governing body members and senior officers understand their respective roles, and working relationships are constructive, professional and effective.
- 1.6** Each governing body member always acts in the best interests of the RSL and its tenants and service users, and does not place any personal or other interest ahead of their primary duty to the RSL.
- 1.7** The RSL maintains its independence by conducting its affairs without control, undue reference to or influence by any other body (unless it is constituted as the subsidiary of another body).

Standard 2

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

Guidance

- 2.1** The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.
- 2.2** The governing body recognises it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities.
- 2.3** The governing body is open and transparent about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.
- 2.4** The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.
- 2.5** The RSL is open, co-operative, and engages effectively with all its regulators and funders, notifying them of anything that may affect its ability to fulfil its obligations. It informs the Scottish Housing Regulator about any significant events such as a major issue, event or change as set out and required in our notifiable events guidance.

Standard 3

The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.

Guidance

- 3.1** The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes, and control costs effectively. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.
- 3.2** The governing body fully understands the implications of the treasury management strategy it adopts, ensures this is in the best interests of the RSL and that it understands the associated risks.
- 3.3** The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.
- 3.4** The governing body ensures financial forecasts are based on appropriate and reasonable assumptions and information, including information about what tenants can afford to pay and feedback from consultation with tenants on rent

increases.

- 3.5** The RSL monitors, reports on and complies with any covenants it has agreed with funders. The governing body assesses the risks of these not being complied with and takes appropriate action to mitigate and manage them.
- 3.6** The governing body ensures that employee salaries, benefits and its pension offerings are at a level that is sufficient to ensure the appropriate quality of staff to run the organisation successfully, but which is affordable and not more than is necessary for this purpose.
- 3.7** The governing body ensures the RSL provides accurate and timely statutory and regulatory financial returns to the Scottish Housing Regulator. The governing body assures itself that it has evidence the data is accurate before signing it off.

Standard 4

The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

Guidance

- 4.1** The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.
- 4.2** The governing body challenges and holds senior officers to account for their performance in achieving the RSL's purpose and objectives.
- 4.3** The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.
- 4.4** Where the RSL is the parent within a group structure it fulfils its responsibilities as required in our group structures guidance to:
 - a)** control the activities of, and manage risks arising from, its subsidiaries;
 - b)** ensure appropriate use of funds within the group;
 - c)** manage and mitigate risk to the core business; and
 - d)** uphold strong standards of governance and protect the reputation of the group for investment and other purposes.
- 4.5** The RSL has an internal audit function. The governing body ensures the effective oversight of the internal audit programme by an audit committee or otherwise. It has arrangements in place to monitor and review the quality and effectiveness of internal audit activity, to ensure that it meets its assurance needs in relation to regulatory requirements and the Standards of Governance

and Financial Management. Where the RSL does not have an audit committee, it has alternative arrangements in place to ensure that the functions normally provided by a committee are discharged.

- 4.6** The governing body has formal and transparent arrangements for maintaining an appropriate relationship with the RSL's external auditor and its internal auditor.

Standard 5

The RSL conducts its affairs with honesty and integrity.

Guidance

- 5.1** The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.
- 5.2** The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.
- 5.3** The RSL pays due regard to the need to eliminate discrimination, advance equality and human rights, and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.
- 5.4** Governing body members and staff declare and manage openly and appropriately any conflicts of interest and ensure they do not benefit improperly from their position.
- 5.5** The governing body is responsible for the management, support, remuneration and appraisal of the RSL's senior officer and obtains independent, professional advice on matters where it would be inappropriate for the senior officer to provide advice.
- 5.6** There are clear procedures for employees and governing body members to raise concerns or whistleblow if they believe there has been fraud, corruption or other wrongdoing within the RSL.
- 5.7** Severance payments are only made in accordance with a clear policy which is approved by the governing body, is consistently applied and is in accordance with contractual obligations. Such payments are monitored by the governing body to ensure the payment represents value for money. The RSL has considered alternatives to severance, including redeployment.
- 5.8** Where a severance payment is accompanied by a settlement agreement the

RSL does not use this to limit public accountability or whistleblowing. The RSL has taken professional legal advice before entering into a settlement agreement.

Standard 6

The governing body and senior officers have the skills and knowledge they need to be effective.

Guidance

- 6.1** The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body.
- 6.2** The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.
- 6.3** The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.
- 6.4** The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.
- 6.5** The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.
- 6.6** If the governing body decides to pay any of its non-executive members then it has a policy framework to demonstrate clearly how paying its members will enhance decision-making, strengthen accountability and ownership of decisions, improve overall the quality of good governance and financial management and deliver value for money.
- 6.7** The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal, and

requires continuous professional development.

Standard 7

The RSL ensures that any organisational changes or disposals it makes safeguard the interest of, and benefit, current and future tenants

Guidance

Where an RSL is considering organisational or constitutional change, or acquisition or disposal of land or assets:

- 7.1** The governing body discusses and scrutinises any proposal for organisational change and ensures that the proposal will benefit current and future tenants.
- 7.2** The RSL ensures that its governance structures are as simple as possible, clear and allow it to meet the Standards of Governance and Financial Management, Constitutional Requirements, and Group Structures guidance.
- 7.3** The RSL ensures adequate consultation with, and support from, key stakeholders including tenants, members, funders (who may need to give specific approval) and local authorities as well as other regulators.
- 7.4** The governing body is satisfied that the new (or changed) organisation will be financially viable, efficient and will provide good outcomes for tenants.
- 7.5** The RSL establishes robust monitoring systems to ensure that delivery of the objective of the change and of commitments made to tenants are achieved (for example in relation to service standards, operating costs and investment levels).
- 7.6** Charitable RSLs seek consent/notify OSCR of changes to their constitution and other changes as appropriate.
- 7.7** The governing body ensures that disposals, acquisitions and investments fit with the RSL's objectives and business plan, and that its strategy is sustainable. It considers these taking account of appropriate professional advice and value for money - whether as part of a broader strategy or on a case by case basis.
- 7.8** The RSL complies with regulatory guidance on tenant consultation, ballots and authorisation.
- 7.9** The RSL notifies the Regulator of disposals in accordance with regulatory guidance.
- 7.10** The RSL only agrees fixed or floating charges where the assets are used to support core activities. This should exclude providing security in relation to staff pensions.

BOARD - TERMS OF REFERENCE

1. The Board will oversee, control and direct the affairs and business of the Association and ensure that the actions of the Chairperson, Secretary and any other officers of the Association are undertaken in accordance with the Rules and Objects.
2. The Board will provide leadership to the Association, setting the Association's values and standards and ensuring that it achieves good outcomes for its tenants, other service users, communities and stakeholders.
3. The Board will set the Association's strategic aims, ensuring that the resources to meet these are in place, and will review performance against these aims.
4. The Board will take objective decisions in the interests of the Association; and in doing so be open about what it does and publish information about its activities.
5. The Board can delegate authority to the Chief Executive and other managers. The Board can also delegate any of its powers to Sub-Committees, to working groups, to staff or to office bearers consisting of such Board members and other persons as it thinks fit.
6. The Board will scrutinise the performance of the Association in meeting its stated aims and objectives and hold the Chief Executive to account for the performance of staff.
7. The Board will ensure that the Association's budgets and borrowings are undertaken in accordance with the Rules, Standing Orders and Financial Regulations.
8. The Board will ensure that the AGM and any General Meetings of the Association are called and conducted in accordance with the Rules.
9. The Board can decide to affiliate to the Scottish Federation of Housing Associations, and to any other organisations having objectives similar or relevant to those of the Association.
10. The Board is responsible for ensuring that the recommendations or directions made by the Scottish Housing Regulator in the course of its regulatory activities are implemented.
11. The Board will meet to discuss annually the strengths, weaknesses, skills and performance of the Board. The Board will also review the effectiveness of its Sub-Committees and working groups.
12. The Board can decide on the appointment of any of its members or any employee to act as a signatory. Such appointments will be reflected in the Schedule of Authorised Signatories.

13. The Board will fulfil its role as outlined in relevant Governance Policies, including monitoring performance in handling complaints, and dealing directly with any Whistleblowing reports and complaints against the Chief Executive.
14. The Board will consider and take the final decision on the recommendations from its Sub-Committees.
15. The Board reserves the right to itself to deal with the following issues:
 - 15.1 Appointment (and if necessary, investigation of complaints against or dismissal of) the Chief Executive.
 - 15.2 Approval of strategies and plans relating to business growth, including housing development proposals.
 - 15.3 Approval of the submission to the Scottish Government's Housing Investment Programme.
 - 15.4 Approval of the Business Plan and other strategic Plans.
 - 15.5 Approval of the Financial Plan.
 - 15.6 The letting of a Board-level Contract not identified in the investment programme or in the approved budget.
 - 15.7 Overriding responsibility to ensure fulfilment of the requirements and expectations of the Scottish Housing Regulator, including those set out in its Regulatory Standards of Governance and Financial Management.
 - 15.8 Overriding responsibility to ensure compliance with the requirements and expectations of other regulators, such as the Financial Conduct Authority, the Office of the Scottish Charity Regulator and the Pensions Regulator.
 - 15.9 The extension or restriction of the scope of the Association's activities.
 - 15.10 The review of the effectiveness of the Association's work and of the standards and levels of services provided, including the identification of the need for new or improved services; and the review of the necessity for existing ones.
 - 15.11 Approval of all strategic policies and plans.
 - 15.12 Considering and making decisions on proposed payments or benefits to be granted to governing body members or employees, ensuring these are taken in accordance with regulatory requirements, the associated Codes of Conduct and relevant policies.
 - 15.13 Matters reserved to it by Financial Regulations.

- 15.14 Matters of doubt or difficulty or which involve, or appear likely to involve, major changes in policy.
 - 15.15 Major matters concerning relationships with central government, local authorities, statutory bodies, other housing associations and other community organisations.
 - 15.16 Any matter referred to it by a general meeting.
 - 15.17 The reference of any matter to a general meeting.
 - 15.18 Authorisation of the use of the Association's Seal.
 - 15.19 Authorisation of the disposal of any assets of significant value.
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AUDIT, FINANCE AND RISK SUB-COMMITTEE – TERMS OF REFERENCE

The responsibilities of the Audit, Finance and Risk Sub-Committee include:-

1. Monitoring the content and integrity of the following:-
 - Annual Financial Statements
 - Annual Report on the Charter
 - Quarterly Management Accounts
 - Quarterly Risk Register Reviews
2. Monitoring the integrity of any formal announcements relating to the Association's financial performance and reviewing significant financial reporting judgements contained in them.
3. Reviewing the Association's internal financial controls.
4. Monitoring and reviewing the effectiveness of the Association's internal audit arrangements and approving the internal audit plan.
5. Making recommendations to the Board in relation to the appointment, re-appointment and removal of the external auditor or the internal auditor.
6. Approving the remuneration and terms of engagement of the external auditor and the internal auditor.
7. Reviewing and monitoring the external auditor and internal auditor's independence and objectivity and the effectiveness of the audit processes, taking into consideration relevant UK professional and regulatory requirements.
8. Developing and implementing the Association's policy on the engagement of the external auditor or the internal auditor to supply non-audit services, taking into account relevant ethical guidance regarding the provision of non-audit services by the external audit or internal audit firm.
9. Considering the reports produced by the internal auditor and approving the management responses to recommendations made.
10. Reporting to the Board, identifying any matters in respect of which it consider that action or improvement is needed and making recommendations as to the steps to be taken.
11. Considering the draft annual Financial Statements, the Audit Findings Report and the Letter of Representation and to making recommendations on any actions to be taken on these to the Board, including the terms of the Association's response to the Audit Findings Report.

12. Considering the proposed Five-Year Financial Plan, the summary Thirty-Year Financial Plan, including annual budgets and recommending approval to the Board for inclusion in the Business Plan.
 13. Considering the Association's Policies and processes for identifying and managing risk, and recommending the addition of new risks or removal of existing risks from the Risk Register as appropriate.
 14. Considering and recommending new Finance Policies to the Board for approval.
 15. Considering and recommending amendments to budgets and targets and recommending corrective action to the Board.
 16. Considering matters relating to the Association's Pension Policy, including the annual return on the Defined Benefit Scheme to SHAPS, the outcomes of the triennial reviews and making recommendations to the Board.
 17. Taking instruction from the Board on internal in-depth reviews into elements of the Association's work or performance.
 18. Developing and reviewing of the Strategic Risk Register, and making recommendations to the Board on its adoption.
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1. FINANCIAL REGULATIONS

- 1.1 The financial regulations of the Association form part of its overall system of financial and management control. The Rules of the Association, the Terms of Reference of the Board, and the Standing Orders outline how the Association will be controlled and run.
- 1.2 This document sets out the Association's Financial Regulations which form part of the Standing Orders. It translates into practical guidance the Association's broad policies relating to financial control. It applies to the Association and all its subsidiary undertakings.
- 1.3 Compliance with the Financial Regulations is compulsory for all staff connected with the Association. It is the responsibility of the Chief Executive to ensure that staff are made aware of the existence and content of the Association's Financial Regulations.
- 1.4 The Audit, Finance and Risk Sub-Committee is responsible for reviewing the Financial Regulations and ensuring any additions or changes that are necessary are recommended to the Board for approval.
- 1.5 The Association's detailed Financial Procedures are maintained by Finance Services staff and set out how the Financial Regulations will be implemented.

2. FINANCIAL CONTROL

The Board

2.1 The Board has ultimate responsibility for the Association's finances. Its financial responsibilities are:

- to ensure the solvency of the Association
- to safeguard the Association's assets
- to ensure the effective and efficient use of resources
- to ensure compliance with the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management
- to ensure that financial control systems are in place and are working effectively and that a statement of assurance is produced annually by the internal audit provider
- to ensure that the Association complies with the regulatory body's code of audit practice
- to approve the Association's Business Plan and Financial Plan
- to approve annual budgets of income and expenditure and to approve the annual Financial Statements
- to recommend to the annual general meeting (AGM) the appointment of the Association's external auditors.

2.2 The Board is also responsible for ongoing monitoring of the Association's financial position and financial control systems. The Board will:

- ensure that short term budgets are in line with agreed longer term plans and that they are followed
- consider any other matters relevant to the financial performance of the Association and take action accordingly
- ensure that it has adequate information to enable it to discharge its financial responsibilities.

Audit requirements

2.3 The Director of Finance & Corporate Services is responsible for drawing up a timetable for annual accounts purposes and will advise staff and the external auditors accordingly.

2.4 The Board will review and approve the Association's annual Financial Statements.

2.5 External auditors and internal auditors shall have authority to:

- access Association premises at reasonable times
- access all assets, records, documents and correspondence relating to any financial and other transactions of the Association
- require and receive such explanations as are necessary concerning any matter under examination

- require any employee of the Association to account for cash, stores or any other Association property under his/her control
 - access records belonging to third parties such as contractors when required.
- 2.6 Whenever any matter arises which involves, or is thought to involve, irregularities or fraud concerning cash, stores or other property of the Association or there is any other suspected irregularity in the exercise of the activities of the Association, the Chief Executive shall notify the Board, in accordance with the Association's Anti-Fraud Policy. The Chief Executive will take steps as necessary by way of investigation and involvement of internal audit and report the matter to the Scottish Housing Regulator where required. The Association will also ensure that its Whistleblowing Policy and Procedures are implemented where appropriate.

External Audit

- 2.7 The appointment of external auditors will take place annually at the AGM and it is the responsibility of the Audit, Finance and Risk Sub-Committee to make recommendations on the appointment.
- 2.8 The primary role of external audit is to report on the Association's Financial Statements. In order to reach their opinion and to report on the appropriate use of funds it is the responsibility of external audit to carry out such examination of the accounts, underlying records and control systems as are necessary to reach their opinion. Their duties will be in accordance with advice set out in the code of audit practice and the Auditing Practices Board's auditing standards.
- 2.9 Each year the Audit, Finance and Risk Sub-Committee will review the effectiveness of external audit and the standard of the audit service provided. In addition, the Audit, Finance and Risk Sub-Committee will carry out a comprehensive review of the external audit arrangements every year and a competitive tendering exercise will be held at least every seven years.

Internal Audit

- 2.10 The Board is responsible for ensuring that the Association has appropriate arrangements in place for internal audit.
- 2.11 The main responsibility of internal audit is to provide the Chief Executive and the Board with assurance on the adequacy of the internal control systems.
- 2.12 The internal audit service remains independent in its planning and operation and has direct access to the Chief Executive and to the Board.
- 2.13 The internal auditors will comply with the Auditing Practices Board's auditing guideline *Guidance for Internal Auditors*.

- 2.14 The Association may, from time to time, be subject to audit or investigation by external bodies such as HMRC who have statutory rights of access.

RESPONSIBILITIES

The Chief Executive

- 2.15 The Chief Executive is responsible for the operational management of the Association's affairs. He or she must assist the Board in determining its strategic objectives and promote the achievement of such objectives through the effective deployment of the Association's resources.
- 2.16 The Chief Executive must ensure that effective arrangements are in place for day-to-day financial administration including:
- financial and business planning
 - preparation of annual capital and revenue budgets
 - preparation of management accounts and monitoring and control of income and expenditure against budgets
 - preparation of the Association's annual financial statements and other accounts which the Association is required to submit to other authorities
 - financial appraisal for major investment decisions
 - maintenance of satisfactory financial systems
 - provision of professional advice to the Board on all matters relating to financial policies and procedures including treasury management.
- 2.17 The Chief Executive should also ensure that clear lines of responsibility for financial matters are established and maintained throughout the Association.
- 2.18 Where resources are devolved to budget holders, the budget holder is accountable to the Chief Executive for his/her own budget.

BUDGETING

Resource Allocation

- 2.19 Resources are allocated annually, on the recommendation of the Board.

Budget Preparation

- 2.20 The Director of Finance & Corporate Services is responsible for ensuring a revenue budget is prepared annually for consideration by the Board. The budget will include cash flow forecasts for the year and a projected year-end Statement of Financial Position. The Director of Finance & Corporate Services must ensure that budgets are prepared in sufficient detail in order to support the resource allocation.

Development Programmes

- 2.21 The Development Manager Lead is responsible for preparing a Development Programme. Capital expenditure on land, building, furniture and associated costs relating to the Development Programme can only be considered as part of the Development Programme approved by the Board.
- 2.22 The Development Manager Lead is responsible for ensuring that statements concerning all development expenditure are presented to the Board on a regular basis for monitoring purposes.
- 2.23 Proposed capital projects should be supported by:
- a statement which demonstrates the project's consistency with the strategic plans and asset management strategy approved by the Board
 - an initial budget for the project which should include a breakdown of costs including professional fees, VAT and funding sources
 - a financial evaluation of the project together with its impact on revenue expenditure plus advice on the impact of alternative plans
 - an investment appraisal in an approved format
 - a demonstration of compliance with normal tendering procedures and regulatory body requirements
 - a cashflow forecast.

Financial Planning

- 2.24 The Chief Executive is responsible for preparing a Business Plan for approval by the Board and the Director of Finance & Corporate Services is responsible for preparing long term financial forecasts for up to 30 years. Financial plans should be consistent with the strategic plans and development strategies approved by the Board.

Budgetary Control

- 2.25 The control of income and expenditure within an agreed revenue budget is the responsibility of the designated budget holder who must ensure that day to day monitoring is undertaken effectively. Budget holders are responsible to the Chief Executive for the income and expenditure appropriate to their budget. The budget holder will be assisted in this duty by management information provided by Finance Services.

Virement

- 2.26 Where a budget holder is responsible for more than one budget, virement (the authority to transfer budgets) is permitted up to an agreed level of the budget from which virement is sought, in consultation with the Director of Finance & Corporate Services and following the approval of the Chief Executive.
- 2.27 Virement between budgets held by different budget holders is permitted up to an agreed level of the budget from which virement is sought, in consultation

with the Director of Finance & Corporate Services with the approval of the transferring budget holder and the Chief Executive.

ACCOUNTING POLICIES

Basis of Accounting

- 2.28 The consolidated financial statements are prepared on the historical cost basis of accounting and in accordance with applicable accounting standards.

Format of the Accounts

- 2.29 The accounts are prepared for the financial year ending 31 March, in the format required by the Statement of Recommended Practice (SORP) on Accounting for Registered Social Landlords.

Basis of Consolidation

- 2.30 The consolidated financial statements consolidate the financial statements of the Association and all its subsidiary undertakings for the financial year.

ACCOUNTING RETURNS

- 2.31 The Director of Finance & Corporate Services is responsible for ensuring that arrangements are in place for consolidating and despatching financial returns and other periodic financial reports to the regulatory body and other agencies as required.

ACCOUNTING RECORDS

Basis of Accounting

- 2.32 The Director of Finance & Corporate Services is responsible for the retention of financial documents. These should be kept in a form acceptable to the relevant authorities.
- 2.33 The Association is required by law to retain prime documents. These include:
- accounts raised (six years)
 - copies of receipts (six years)
 - payroll records (six years)
 - VAT records (six years).
- 2.34 For auditing and other purposes, the Association should retain other financial documents for at least three years.

3. INCOME AND BANKING

General

- 3.1 The Director of Finance & Corporate Services is responsible for ensuring that appropriate procedures are in operation to enable the Association to receive all the income to which it is entitled.
- 3.2 Levels of charges, rents and lettings are determined by procedures approved by the Board.
- 3.3 The Director of Finance & Corporate Services is responsible for ensuring that appropriate procedures are in operation for the prompt collection, security and banking of all income received.
- 3.4 The Director of Finance & Corporate Services is responsible for ensuring that all grants are received and appropriately recorded in the Association's accounts.
- 3.5 The Director of Finance & Corporate Services is responsible for ensuring that all claims for funds are made by the due date.

APPOINTMENT OF BANKERS

- 3.6 The Board is responsible for the appointment of the Association's bankers on the recommendation of the Director of Finance & Corporate Services. The Director of Finance & Corporate Services shall report annually on the performance of the Association's bankers to the Audit, Finance and Risk Sub-Committee.

BANKING ARRANGEMENTS

- 3.7 The Director of Finance & Corporate Services is responsible, on behalf of the Board, for liaising with the Association's bankers in relation to the Association's bank accounts and the issue of cheques. All cheques shall be ordered on the authority of the Chief Executive who shall make sure that proper arrangements are in place for their safe custody.
- 3.8 Only the Chief Executive may open or close a bank account for dealing with the Association's funds. All bank accounts shall be in the name of the Association, or one of its subsidiary companies.
- 3.9 All cheques drawn on behalf of the Association must be signed in the form approved by the Board. Details of authorised persons and limits for all types of payment including BACS and CHAPS shall be provided for in the Association's detailed Financial Procedures.
- 3.10 The Director of Finance & Corporate Services is responsible for ensuring that procedures are in place for all bank accounts to be subject to regular

reconciliation and independent review and for all large or unusual items to be investigated as appropriate.

CASH RECEIPTS

- 3.11 All monies received within the Association, from whatever source, must be recorded on a daily basis, together with the form in which they were received and checked by two members of staff. An authorised receipt of the Association should be issued. Custody of all cash holdings must comply with the requirements of the Association's insurers.
- 3.12 No deductions may be made from any cash collected on behalf of the Association prior to paying into the bank.
- 3.13 Personal or other cheques must not be cashed out of money received on behalf of the Association.

RENTS

- 3.14 The procedures for collecting rents must be approved by the Director of Finance & Corporate Services who should ensure that:
- Appropriate policies and procedures are in place to collect overdue rents, and
 - Outstanding rents are monitored and reports prepared for the Board or the Audit, Finance and Risk Sub-Committee, as required.

THE COLLECTION OF DEBTS

- 3.15 The Director of Finance & Corporate Services should ensure that:
- debtors invoices are raised promptly in respect of income due to the Association
 - debtors are raised on official invoices
 - swift and effective action is taken to collect overdue debts in accordance with the Association's formal procedures
 - outstanding debts are monitored and reports are prepared for Board.
- 3.16 The Director of Finance & Corporate Services is responsible for implementing credit arrangements and indicating a period within which different types of invoice must be paid.

WRITE OFF OF ARREARS AND DEBTS

- 3.17 Requests to write-off debts must be submitted to the Board for consideration and approval.

GIFTS, BENEFACTIONS AND DONATIONS

- 3.18 The Director of Finance & Corporate Services is responsible for maintaining records in respect of gifts, benefactions and donations made to or declined by the Association in accordance with the Association's policies on such matters.

SECURITY OF DOCUMENTS

- 3.19 The Chief Executive is responsible for the safekeeping of official and legal documents relating to the Association. Signed copies of deeds, leases, agreements and contracts must, therefore, be forwarded to the Chief Executive. All such documents shall be held in an appropriately secure, fireproof location and copies shall be held digitally as well, where appropriate, by the Associations solicitors.

STOCKS AND STORES

- 3.20 The Chief Executive is responsible for establishing adequate arrangements for the custody and control of stocks and stores within the Association.

4. EXPENDITURE

GENERAL

AUTHORITIES

- 4.1 The Director of Finance & Corporate Services is responsible for purchases. Purchasing authority may be delegated to named individuals (or budget holders) within the Association.
- 4.2 The Director of Finance & Corporate Services shall maintain a register of those staff authorised to certify invoices for payment.
- 4.3 Budget holders are not authorised to commit the Association to expenditure without first reserving sufficient funds from their agreed budget(s) to meet the purchase cost.
- 4.4 The authorised member of staff (or budget holder) certifying the invoice for payment must be different from the member of staff responsible for signing the order form.

PETTY CASH

- 4.5 Petty cash will be controlled through the Imprest system. Detailed guidance is contained in the Association's Financial Procedures.

PURCHASE ORDERS

- 4.6 The ordering of goods and services shall be in accordance with the Association's detailed Financial Procedures/purchasing policies.

TENDERING

- 4.7 Subject to special rules imposed by the regulatory bodies, the Association's tendering and acceptance procedures involving competition are included in the Association's Procurement Policy.

CONTRACTS

- 4.8 Building Contracts are the responsibility of Board and are administered by the Association's Development Manager Lead and will comply with the detailed contracting procedures set out in the Association's Development Policies.
- 4.9 Proposals will normally be initiated by the Technical Manager in respect of planned replacements or general improvement schemes.
- 4.10 Consultants may be appointed to a project, as determined by Board. Appointments shall be subject to tendering and other procedures where appropriate.

- 4.11 Proposals shall be presented in the form of costings or investment appraisals as appropriate for the Board. Investment appraisals should comply with appropriate regulatory body guidance.
- 4.12 Following consideration by the Board, the submission should be forwarded to the Grant funding body where appropriate. Grant funding body guidance on best practice should be followed even when Grant funding body approval is not required.
- 4.13 Conditions of Contract for the purchase of goods will be followed as described in the Association's detailed Financial Procedures.
- 4.14 Following completion of a capital project, a final report should be submitted to the Board recording actual expenditure against budget and reconciling funding arrangements. For each contract above a threshold determined by the Board documentary evidence concerning the decision-making process should be retained for audit purposes.

PAYMENT OF INVOICES

- 4.15 The procedures for making all payments shall be in a form specified by the Director of Finance & Corporate Services.
- 4.16 The Director of Finance & Corporate Services is responsible for deciding the most appropriate method of payment for categories of invoice.
- 4.17 Suppliers should be instructed by the budget holder to submit invoices for goods or services to the Association.
- 4.18 Budget holders are responsible for ensuring that expenditure within their area of responsibility does not exceed funds available.
- 4.19 Payments will only be made against invoices which have been certified for payment by the appropriate budget holder. Certification of an invoice should involve at least two members of staff in the process and will ensure that:
- the goods have been received, examined and approved with regard to quality and quantity, or that services rendered or work done is satisfactory
 - where appropriate, it is matched to the order
 - invoice details (quantity, price, discount) are correct
 - the invoice is arithmetically correct
 - where appropriate, an entry has been made on a stores record or departmental inventory
 - VAT issues have been complied with where they apply

- an appropriate cost centre is quoted. This must be one of the cost centre codes included in the budget holder's area of responsibility and must correspond with the types of goods or service described on the invoice.
- 4.20 Invoices must be passed for payment as soon as they have been certified. Care must be taken by the budget holder to ensure that discounts receivable are obtained.

5 SALARIES AND WAGES

GENERAL

- 5.1 The Director of Finance & Corporate Services is responsible for ensuring that procedures are in place for all payments of salaries and wages to all staff including payments for overtime or services rendered. All time sheets and other pay documents will be in a form prescribed or approved by the Director of Finance & Corporate Services.
- 5.2 All Association staff will be appointed to the salary scales approved by the Board and in accordance with appropriate Conditions of Service. All letters of appointment must be issued by the Chief Executive. The Human Resources Officer is responsible for personnel issues and will keep Finance Services informed of all matters relating to personnel for payroll purposes.
- 5.3 In particular these include:
- appointments, resignations, dismissals, supervisions, secondments and transfers
 - absences from duty for sickness or other reason, apart from approved leave
 - changes in remuneration including normal increments and pay awards
 - information necessary to maintain records of service for pension, income tax, national insurance, etc.
- 5.4 All casual and part-time employees will be included on the payroll.
- 5.5 All payments must be made in accordance with the Association's detailed payroll Financial Procedures and comply with Inland Revenue regulations.

PENSIONS

- 5.6 The Board is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees. The Audit, Finance and Risk Sub-Committee is responsible for reviewing pension arrangements and making recommendations to the Board.
- 5.7 The Director of Finance & Corporate Services is responsible for day to day pension matters including:
- paying of contributions to various authorised pension schemes
 - preparing the annual return to various pension schemes.

TRAVEL, SUBSISTENCE AND OTHER ALLOWANCES

- 5.8 All claims for payment of subsistence allowances, travelling and incidental expenses shall be completed in a form approved by the Director of Finance & Corporate Services in accordance with the Expenses Policy and Procedures.

- 5.9 Claims by members of staff must be approved by the budget holder and certified by Finance Services.

6. ASSETS

LAND, BUILDINGS, FIXED PLANT AND MACHINERY

- 6.1 The purchase, lease or rent of land, buildings or fixed plant can only be undertaken as part of an approved development programme.
- 6.2 The Director of Finance & Corporate Services is responsible for ensuring that procedures are in place to maintain the Association's register of land, buildings, fixed plant and machinery.

INVENTORIES

- 6.3 In addition to the asset register, an inventory should be maintained for all plant and equipment, furniture and stores in with a value in excess of £100.
- 6.4 Inventories will be checked annually and retained in the form prescribed by the Director of Finance & Corporate Services.

ASSET DISPOSAL

- 6.5 Disposal of non-housing plant, equipment and furniture must be in accordance with procedures agreed by the Board.
- 6.6 Disposal of land and buildings must only take place with the authorisation of the Board. Regulatory body consent may also be required for disposals if prescribed by Regulator guidance.

TREASURY MANAGEMENT (INVESTMENTS AND BORROWINGS)

- 6.7 The Board is responsible for approving a Treasury Management Policy setting out a strategy and policies for cash management, long term investments and borrowings. The Board has responsibility to ensure implementation, monitoring and review of such policies.
- 6.8 All executive decisions concerning borrowing, investment or financing (within policy parameters) shall be delegated to the Director of Finance & Corporate Services and an appropriate reporting system established. All borrowing and investments shall be in the name of the Association and shall conform to any relevant regulatory requirements. The Director of Finance & Corporate Services is required to act in accordance with the Association's Treasury Management Policy as approved by the Board.
- 6.9 The Director of Finance & Corporate Services will report to the Board annually on the activities of the treasury management operation and on the exercise of treasury management powers delegated to them including monitoring compliance.

7. OTHER

GROUP STRUCTURES AND SUBSIDIARIES

- 7.1 In certain circumstances it may be advantageous to the Association to establish group structures or subsidiaries to undertake services on its behalf.
- 7.2 The Board is responsible for approving the establishment of group structures or subsidiaries and the procedure to be followed in order to do so.
- 7.3 It is the responsibility of the Board to establish the shareholding arrangements and appoint directors of companies wholly or partly owned by the Association.
- 7.4 The directors of companies where the Association is the majority shareholder must submit their Minutes of Board Meetings to the Board.

RISK MANAGEMENT

- 7.5 The Board is responsible for developing a strategic Risk Management Plan, in line with the requirements of the regulatory body, in order to identify the risks facing the Association and types of protection required to cover these risks. The Plan should cover important potential liabilities and be sufficient to meet any potential risk to all assets. This will be reviewed by the Audit, Finance and Risk Sub-Committee on a quarterly basis, and recommended to the Board for approval.

INSURANCE

- 7.6 The Director of Finance & Corporate Services is responsible for effecting insurance cover as determined by the Board. The Director of Finance & Corporate Services is therefore responsible for obtaining quotes, negotiating claims and maintaining the necessary records and for dealing with the Association's insurers about specific insurance problems.
- 7.7 The Director of Finance & Corporate Services must ensure that any agreements negotiated with external bodies in relation to any property of the Association cover any legal liabilities to which the Association may be exposed. Association staff must give prompt notification to the Director of Finance & Corporate Services of any potential new risks and additional property and equipment which may require insurance and any alterations affecting existing risks.
- 7.8 Association staff must advise the Chief Executive immediately, of any event which may give rise to an insurance claim. The Chief Executive will arrange for notification to the Association's insurers and, if appropriate, arrange for a claim for transmission to the insurers.
- 7.9 The Director of Finance & Corporate Services will keep a register of all insurances held by the Association and the property and risks covered.

- 7.10 The Technical Manager is responsible for keeping suitable records of plant which is subject to inspection by an insurance company and for ensuring that inspection is carried out in the periods prescribed.
- 7.11 All staff using their own vehicles on behalf of the Association shall maintain appropriate insurance cover for business use.

TAXATION

- 7.12 The Director of Finance & Corporate Services is responsible for taxation as it applies to the Association. The Director of Finance & Corporate Services will ensure there are proper procedures in place in order to comply with statutory requirements including those concerning VAT, PAYE, National Insurance, Pensions and Corporation Tax.
- 7.13 The Director of Finance & Corporate Services is responsible for maintaining the Association's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate. The Director of Finance & Corporate Services is responsible for developing an effective taxation strategy which will minimise the tax burden to the Association.

SECURITY

- 7.14 The Chief Executive has corporate responsibility for ensuring that proper security is maintained at all times for all buildings, stock, stores, furniture, cash, etc of the Association.
- 7.15 The Chief Executive shall be responsible for ensuring there are proper arrangements for maintaining security and privacy of information. Access to areas where confidential data is stored will be restricted to authorised persons. Information relating to individuals held on computer will be subject to the provisions of the Data Protection Act 2018 and any subsequent legislation.

HOSPITALITY

- 7.16 The limits concerning acceptable expenditure for entertaining guests from outside bodies are set out in the Association's Probity & Transparency Policy.
- 7.17 Members of the Board and members of staff should refuse all material hospitality and gifts offered by an individual or company that does or could provide services to the Association where they are offered as an inducement to secure favour. Any hospitality or gifts that are accepted must be recorded in the Gifts and Hospitality Register.

CLIENTS' CHEQUES

- 7.18 Clients will be encouraged to write their own cheques when money is due to the Association.

- 7.19 However, on occasion, when clients are unable to complete writing out a cheque, but are able to sign, an officer of the Association may assist. This action must be in the presence of a witness and the relevant pro-forma must be completed and filed in the appropriate case file.
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SCHEME OF DELEGATED AUTHORITY

1. Introduction

- 1.1 The Association's Standing Orders specify the powers of the Board at Section 5 and the Terms of Reference of the Board are detailed in Appendix 2.

The matters and responsibilities which are retained by the Board include:-

- Appointment and removal of the Chief Executive
- Legal responsibilities as an employer
- Health and Safety obligations
- Legal and regulatory duties and responsibilities
- Ensuring systems are in place to allow the monitoring of key performance standards

- 1.2 The Board have agreed to delegate specific authority to the Audit, Finance and Risk Sub-Committee as detailed in Appendix 3.

- 1.3 Section 15 of the Standing Orders describes the Board's agreement to delegate authority to the Chief Executive in all matters to enable the discharge of responsibilities expeditiously, without necessarily referring to the Board (but ensuring that the Board retain their authority as described in their Terms of Reference). The Chief Executive delegates a range of responsibilities to the Management Team and other staff members.

The Senior Management Team consists of the Chief Executive and the following officers:-

- Director of Finance & Corporate Services
- Technical Manager.
- A wider Leadership Group adds the Housing Services Manager, Tenant Engagement and Sustainability Manager, and the Development Manager Lead.

The Senior Management Team will generally meet on a monthly basis to discharge its functions and responsibilities which include:-

- To provide advice, guidance and support to the Board
- To inform and assist in the development of strategic plans
- To implement the Association's strategic plans
- To manage the Association's operations and service delivery
- To control, monitor and report on performance against objectives and targets

- 1.4 The Chief Executive delegates responsibilities to other members of staff in accordance with this Scheme of Delegated Authority which has been approved by the Board.

2. **Principles of Delegation**

- 2.1 Delegation to the Chief Executive includes delegation to officers and service teams designated by the Chief Executive for the purpose of the function concerned.
- 2.2 Delegation follows the principle that service decisions are made as close as possible to the customer.
- 2.3 In the absence of the officer to whom a function is delegated, the function may be carried out by other members of the service team or an officer designated responsible for performance of the duties during such absence.
- 2.4 The Chief Executive and other officers have authority to act in all operational matters not expressly reserved to the Board or sub-committees, notwithstanding that such matters may not be specifically identified in this scheme.
- 2.5 In exercising authority delegated to them, the Chief Executive and officers must have regard to, and must act in accordance with the policy of the Association, its Board and sub-committee and in accordance with the Association's Standing Orders and Financial Regulations.
- 2.6 Specific Delegated Authorities are detailed in [Annex A](#), attached.
- 2.7 Specific Delegated Financial Authorities are detailed in [Annex B](#) attached.
-

GOVERNANCE

Authority For	Delegated to
Signing important documents and Returns	See “Schedule of Authorised Signatories” – Appendix 6
Preparation and issue of notice, agenda, papers and minutes of Board	Chief Executive, in consultation with Senior Management Team, Managers and Corporate Services Team
Approval of minutes of Board meetings	The Board
Preparation and issue of notice , agenda, papers and minutes of Audit, Finance and Risk Sub-Committee	Chief Executive in consultation with Senior Management Team, Managers and Corporate Services Team
Approval of minutes of Finance and Audit Committee meetings	The Board
Preparation and issue of notice, agenda, papers of minutes for AGM	Chief Executive, in consultation with the Secretary and Corporate Services Team
Maintenance of all Registers required by Regulators	Chief Executive, in consultation with Senior Management Team, Managers and Corporate Services Team
Agreeing inclusion of Contractors and Consultants on approved Framework of contractors/consultants	Technical Manager and Development Manager Lead
Making statements to the press or other public statements on behalf of LSHA	Chief Executive and/or Chairperson, or others as directed by them.

CORPORATE

Authority For	Delegated to
Recruitment of Chief Executive	Office Bearers (or as agreed by Board)
Recruitment of Senior Management Team	Chief Executive and Office Bearers (or as agreed by Board)
Recruitment of Staff within agreed staff establishment	Chief Executive in consultation with Senior Management Team and Managers
Line Management of Chief Executive	Chairperson (or as agreed by Board)
Line Management of Senior Management Team	Chief Executive
Line Management of all other staff	Senior Management Team and Managers
Grievance and Disciplinary issues relating to Chief Executive	Office Bearers (or as agreed by Board)
Grievance and Disciplinary issues relating to Senior Management Team members	Chief Executive
Grievance and Disciplinary issues relating to all other staff	Senior Management Team and Managers
Appeals relating to employment issues	3 members from Board
Approving borrowing and investment	Board (but see also Financial

strategies and principles	Regulations)
Agreeing Financial Regulations	Board
Approval of Annual Accounts	Board
Approval of Business Plan	Board
Approval of Financial Plan	Board
Monitoring financial performance and reporting to Board	Chief Executive, Director of Finance & Corporate Services and Audit, Finance and Risk Sub-Committee
Ensuring annual internal and external audits carried out	Chief Executive, Director of Finance & Corporate Services and Audit, Finance and Risk Sub-Committee
Agreeing the opening and closure of bank or building society accounts in LSHA names	Director of Finance & Corporate Services
Holding of all bank and cheque books and other documentation in respect of LSHA financial affairs	Director of Finance & Corporate Services
Incurring and instructing payment of all items of budgeted expenditure within the terms of agreed budgets and Financial Regulations	Chief Executive and Senior Management Team, and service managers.
Approval of annual rents and service charges	Board
Agreeing to the writing off of arrears and bad debts	Board
Instructing Eviction Action for breach of tenancy conditions	Senior Management Team
Amendments to Job Descriptions	Human Resources Officer in consultation with Senior Management Team and Managers
Overtime payments or TOIL for extra hours outwith Flexible Working Policy	Managers in consultation with Senior Management Team
Salary changes (cost of living & increments as set by EVH)	Director of Finance & Corporate Services in consultation with Senior Management Team
Re-grading (individual positions)	Chief Executive in consultation with Senior Management Team, Managers and Human Resources Officer
Special Leave	Senior Management Team and Managers
Annual Leave dates	Senior Management Team and Managers
Public Holiday dates	Senior Management Team and Managers
Training Courses	Senior Management Team and Managers
Data Protection Arrangements Freedom of Information Arrangements Subject Access Requests	Chief Executive, Governance and Compliance Officer (Data Protection Officer)

Disposal of surplus office equipment/ furniture	Finance Services Manager
Redress Compensation Payments	Senior Management Team and Managers

DEVELOPMENT AND ASSET MANAGEMENT

Authority For	Delegated to
Approving Potential Development Sites identified by Development Services	Board
Negotiating terms for the acquisition of sites and making recommendations to the Board	Development Manager Lead
Approving Site Acquisitions / Disposals	Board
Ensuring targets specified in Approved Development Programme are achieved	Chief Executive and Development Manager Lead
Negotiating terms of loans to fund individual developments and making recommendations to the Board	Director of Finance & Corporate Services
Negotiating grant(s) to fund individual developments	Development Manager Lead
Approval of Tender	Board
Appointment of Contractors and Consultants	Chief Executive and Development Manager Lead
Approval of Claims against Contractors/ Consultants	Chief Executive and Development Manager Lead
Ensuring Asset Management Programme is achieved	Technical Manager

HOUSING SERVICES

Authority For	Delegated to
Awarding points to housing applicants	Housing Services Manager/Housing Services Officer/Housing Services Clerical Assistants
Offers of rented properties	Housing Services Manager/Housing Services Officer
Offers of LCHO properties	Housing Services Manager/Housing Services Officer
Withdrawal of offers	Housing Services Manager/Housing Services Officer
Suspension from housing list	Housing Services Manager/Housing Services Officer/Housing Services Clerical Assistants
Approval of applications for Low Cost Home Ownership (Shared Ownership)	Housing Services Manager/Housing Services Officer
Instructing offers to sell Low Cost Home Ownership properties (Shared Ownership)	Housing Services Manager/Housing Services Officer
Assigning, sub-letting, lodgers or mutual exchange approvals	Housing Services Manager/Housing Services Officer
Conversion from joint to sole tenancy approvals or vice-versa	Housing Services Manager/Housing Services Officer
Instigating abandonment procedures	Housing Services Manager/Housing

	Services Officer
Decision to offer a lease	Housing Services Manager/Housing Services Officer

FINANCE SERVICES

Authority For	Delegated to
Investing surplus funds (in line with Treasury Management Policy)	Director of Finance & Corporate Services
Credit applications	Director of Finance & Corporate Services
Loan draw downs	Director of Finance & Corporate Services
Relevant Grant claims	Director of Finance & Corporate Services
VAT returns	Director of Finance & Corporate Services
Payroll year-end returns	Director of Finance & Corporate Services/Finance Services Manager
HMRC taxable benefits	Director of Finance & Corporate Services/Finance Services Manager
Insurance renewals	Director of Finance & Corporate Services/Finance Services Manager
Signing relevant contracts (within budget and transaction limits)	Chief Executive/ Director of Finance & Corporate Services / Finance Services Manager
Authority to cancel sales invoices	Director of Finance & Corporate Services
Bank drawings and transfers (BACS, DDs, cheques, Debit Card)	Finance Services Manager/Finance Services Assistant
Credit Card payments (up to card limit)	Finance Services Manager/Finance Services Assistant
Approval of invoices for payment	Chief Executive/ Director of Finance & Corporate Services
Rent refunds	Rent Account Manager/Rent Account Assistant
Adjustments to rent accounts	Rent Account Manager/Rent Account Assistant
Issuing Notice of Proceedings (i) for rent debt (ii) for other grounds	(i) Rent Account Manager/Rent Account Assistant/Tenant Adviser/Corporate Services Assistant (ii) Housing Services Manager/Housing Services Officer
Debt referrals to debt collection agency (i) rent (ii) non-rent	(i) Rent Account Manager/Rent Account Assistant (ii) Finance Services Manager/Finance Services Assistant
Agreeing debt repayment schedules (i) rent (ii) non-rent	(i) Rent Account Manager/Rent Account Assistant/Tenant Adviser/Tenant Engagement & Support Manager (ii) Finance Services Manager/Finance Services Assistant
Instructing court action for recovery (i) for rent arrears (ii) for other grounds	(i) Rent Account Manager/Rent Account Assistant (ii) Housing Services Manager/Housing Services Officer
Decision not to proceed with eviction (once granted and approved by Board)	Chief Executive/Rent Account Manager/Housing Services Manager in consultation with Director of Finance & Corporate Services

PROPERTY SERVICES

Authority For	Delegated to
Categorising repairs (emergency, urgent, routine, rechargeable)	Technical Manager/Property Services Officers/Property Services Assistants
Authorising works orders (within expenditure authorisations)	Technical Manager/ Property Services Officers /Property Services Assistants
Allocating work to contractors	Technical Manager/Property Services Officers /Property Services Assistants
Signing Property Services contracts (within transaction and budget limits)	Technical Manager
Instructing emergency repairs	Technical Manager/ Property Services Officers /Property Services Assistants
Re-decoration packs (per the Re-let Standard)	Technical Manager/Property Services Officer
Authority to cancel recharge or other property related invoices	Technical Manager/ Director of Finance & Corporate Services

DELEGATED FINANCIAL AUTHORITIES

1. Delegated Financial Authorities (DFAs) are assigned to individual members of staff and teams.
2. When an authorised member of staff is absent from their post, the team or a designated alternative officer is assigned DFAs on a temporary basis to ensure that the day-to-day operations of the Association continue to function.
3. Expenditure can only be committed where there is a budget approved by the Board for that expenditure. Staff authorised to commit expenditure up to the DFA may only do so within the budgeted amount.
4. Budget holders must maintain strict control over their budgets and ensure that budget statements are reviewed regularly to prevent an overspend.
5. Orders for goods and services and payment of invoices may only be authorised by officers within their DFA.
6. Finance Services staff will be responsible for checking the validity of certifying/authorising members of staff.
7. The DFA applies to the value of the goods or services on each transaction up to the budget total unless the member of staff has authority to expend the Total Budget for the category of spend.

Level	Examples	Delegated Financial Authorities	Commitment	Invoice Approval	Exceptions
Grade 4 and below	CSA, HSCA	De Minimis	£nil ⁽¹⁾	£500	(1)
Grade 5	PSA, TA	Minor	£500	£1,000	
Grade 6	HSO, EA, PA, HRO, GCO	Moderate Signing documents (e.g. tenancy agreements) absent Grade 7 and above	£1.5k	£3k	
Grade 7 – non-Managers	PSO, DO	Major	£3.5k	£7k ⁽²⁾	(2)
Grade 7 – Service Managers	HSM, CRM, HPM, TESM, RAM, FSM	Major Signing documents not required to be signed by SMT or above	£5k	£10k ⁽³⁾	(3)
Grade 8+ (ex-CE)	TM, DoFCS, DML	High Signing documents not required to be signed by CE or above	£250k ⁽⁴⁾	£500k	(4)
CE	CE	Highest Signing any document not required to be signed by the Board	£1m	>£500k	0
Board	n/a	Approval of total LSHA budget All items not covered by DFA's above	>£1m	n/a	

Exceptions

- (1) CSA's have authority for orders of stationery up to £200
- (2) PO can authorise any invoice(s) for development works approved under the Development Plan
- (3) FSM has authority to approve payroll and related payments (pension, HMRC) up to £120k
- (4) Two of Grade 8+ including CE can commit up to £500k

Comments

The Board approves the total budget for LSHA, and delegates execution to Management. For all types of spend, commitment of expenditure must be for work in line with our policies and standards, can be met from the available budget and is in line with that person's area of responsibility as a budget holder / service staff.

	<u>BUDGET HOLDERS</u>									
Budget Heading	TESM	CE	DML	DoFCS		TM	FSM	HPM	CRM	HRO
Salaries and Associated Cost				✓			✓			
Recruitment Costs		✓								✓
Staff Expenses		✓		✓						
Vehicle Costs				✓			✓			
Office Rates/ Water Charges				✓						
Rent Payable				✓			✓			
Office Repairs						✓				
Insurances				✓			✓			
Telephone				✓						
Heat & Light				✓						
Postage				✓						
Stationery				✓						
Printing				✓						
Publicity & Advertising	✓	✓								
Equipment Repairs & Renewals						✓				
IT Consumables and Support Contracts				✓						
Courses/Training		✓								✓
Conferences		✓								
Subscriptions		✓								
Board Travel		✓								
Tenant Participation	✓									
Office Cleaning						✓				
Bank Charges				✓						
Handyperson Materials								✓		
Health & Safety		✓								
Hospitality		✓								
Compensation		✓								

	<u>BUDGET HOLDERS</u>									
<u>Budget Heading</u>	TESM	CE	DML	DoFCS		TM	FSM	HPM	CRM	HRO
Office Consumables				✓						
Consultancy		✓								
Audit and Accountancy				✓						
Legal Fees		✓		✓						
Reactive Repairs						✓				
Cyclical Maintenance						✓				
Planned Maintenance						✓				
Service Charges						✓				
Exceptional Circumstances Fund	✓									
Biomass Costs						✓				
Care & Repair									✓	
IT Equipment				✓						
Housing Development		✓	✓							
Development Feasibility Studies		✓	✓							
Petty Cash				✓			✓			

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Appendix 6

SCHEDULE OF AUTHORISED SIGNATORIES

All Dispositions, Deeds of Servitude and similar traditional documents, Standard Securities, Property Leases, Loan Agreements and Shared ownership Occupancy Agreements will be signed in terms of the Requirements of Writing (Scotland) Act 1995 in the following manner, namely by:-

Any Board member and a witness, or the Secretary and a witness, or any one of the following Authorised signatories as listed in the table below and a witness.

Otheriwise the following table will apply.

DOCUMENT	ANY BOARD MEMBER	BOARD CHAIR-PERSON	SECRET-ARY	CHIEF EXEC	DML	LSM	DoFCS	FSM	HSM	TM	NOTES (see below)
Loan Agreements	O	O	O	O	-	-	O	-	-	-	-
Share Certificates	O	O	X	-	-	-	-	-	-	-	-
Fixed Loan Agreement Renewals	-	-	-	O	-	-	O	-	-	-	(3)
Wayleave Agreements	-	-	-	O	O	O	-	-	-	-	(4)
Tenancy Agreements	-	-	O	O	O	O	O	O	O	O	(5)
Cheques	-	-	-	O	-	-	O	O	-	-	(1), (2)
Building Contracts	-	-	O	O	O	O	O	-	-	O	(4)
Grant Offers	-	-	O	O	O	O	O	-	-	O	(3)
Grant Claims	-	-	O	O	O	O	O	-	-	O	(3)
FCA Annual Return	-	-	X	-	-	-	-	-	-	-	-
OSCR Annual Return	-	-	X	-	-	-	-	-	-	-	-
Corporation Tax Return (NWHCE)	-	-	X	-	-	-	-	-	-	-	-
Annual Financial Statements	O	O	X	-	-	-	-	-	-	-	-
Service Contracts	-	-	O	O	-	O	O	-	-	O	(3)
Agency Agreements	-	-	O	O	O	O	O	-	-	O	(3)
Management Agreements	-	-	O	O	-	O	O	-	-	O	(3)
Lease Finance Agreements	-	-	O	O	-	O	O	O	-	O	(3)
Partnership Agreements	-	-	O	O	O	O	O	-	-	O	(3)
SHR/SG Submissions:											
- ARC	-	-	-	O	-	-	O	-	-	-	-
- FYFP	-	-	-	-	-	-	O	O	-	-	-
- Consents	-	-	-	O	-	O	O	-	-	-	-
- Loan Portfolio	-	-	-	-	-	-	O	O	-	-	-
- Factoring Return	-	-	-	O	-	-	-	-	-	O	-
- EESSH Return	-	-	-	O	-	-	O	-	-	O	-
- Annual Assurance Statement	-	X	-	-	-	-	-	-	-	-	-

KEY:

O = Allowed
X = Mandatory

NB. In terms of Rule 63 of the Model Rules the use of a common seal is not required. The seal must only be used if the Board decides this. When/if the seal is used, the document must be signed by one of the Secretary or a Member of the Board or another person duly authorised to subscribe the document on the Association's behalf and recorded in the Register.

NOTES:

- (1) CE/Depute CE cannot sign together
- (2) FSM/RAM cannot sign together
- (3) Anyone from list
- (4) Anyone from list + witness
- (5) Any gr 7 or above or gr 6 in their absence + any grade witness

HARP ROLES AND RESPONSIBILITIES

First Name	Surname	Job Title	User Group Type	User Group	For Project Team Use Only Delegated Authority Level	Primary Business Area
Alastair	MacGregor	CE	Approver	Approver	2,500,000	Development
		CE	Endorser	Endorser		Development
		CE	Finance Approver	Finance Approver	2,500,000	Development
James	Swinnerton	DML	Endorser	Endorser		Development
		DML	Approver	Approver	2,500,000	Development
Mike	Shucksmith	DO	System Administrator	System Administrator		Development
		DO	Inputter	Inputter		Development
John	Lamont	CRM	Inputter	Inputter		RSL Adaptation
Lesley	Kirkwood	LSM	Inputter	Inputter		Shared Equity
Lesley	MacIntosh	FSM	Finance Approver	Finance Approver	500,000	Finance
		FSM	Finance Inputter	Finance Inputter		Finance
Fiona	Duguid	FSA	Finance Inputter	Finance Inputter		Finance