

Terms of Reference and Standing Orders



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| Name | Terms of Reference and Standing Orders |
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| Meeting | Board of Management |
| Author | Gail Robertson |
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ANGUS HOUSING ASSOCIATION

Terms of Reference and Standing Orders of Board and Sub Committees

1 INTRODUCTION

1.1 This document has been prepared with due recognition to the Scottish Social Housing Charter 2017 – Outcome 2 - “*Social landlords manage their businesses so that: tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides*” and in particular to the standards noted within the Scottish Housing Regulator’s Regulation of Social Housing In Scotland Our Framework 2024.

SCOTTISH HOUSING REGULATOR STANDARDS

STANDARD 1: The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users

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.

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

STANDARD 4: The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisations purpose

STANDARD 5: The RSL conducts its affairs with honesty and integrity

STANDARD 6: The governing body and senior officers have the skills and knowledge they need to be effective.

STANDARD 7: The RSL ensures that any organisational changes or disposals it makes safeguard the interests of, and benefit, current and future tenants

This document should be read with cognisance of the Association's Rules and other related policies noted below.

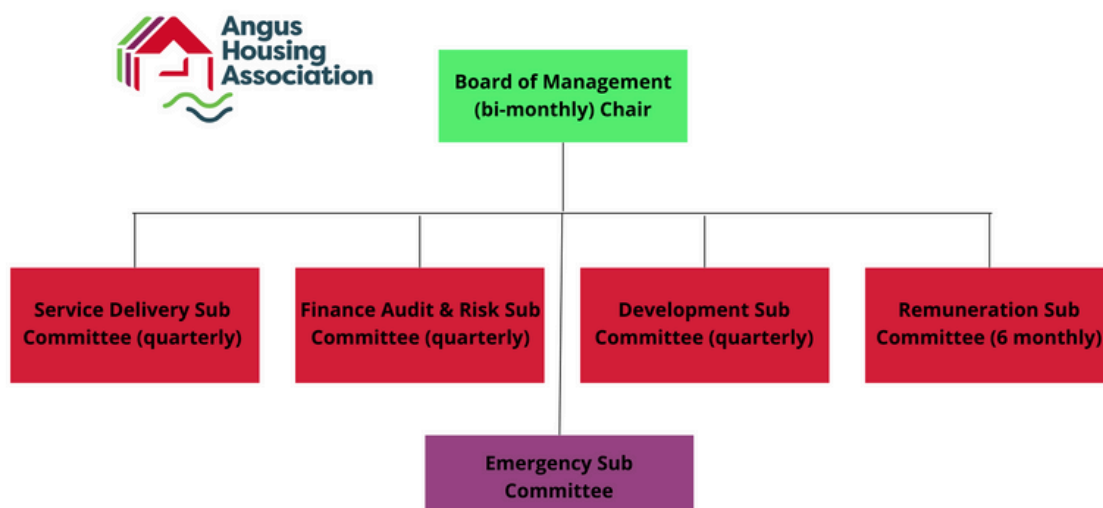
1.2. The Association recognises that it is not practical for the Board to deal with all of the day-to-day decision making within the Association.

1.3. To enable the Association to function effectively, full use is made of delegated authority to Sub Committees, Officers and Staff supplemented by a good and effective system of Policy Documents and operational procedures (Scheme of Delegated Authority).

1.4. The purpose of this document is to clearly articulate the Terms of Reference and Standing Orders for the Board and the tier of delegated authority immediately below the full Board, i.e., the Sub Committee Structure.

1.5. The Association considers the Sub Committee Structure, Terms of Reference and Standing Orders contained in this document to be appropriate to the achievement of the Association's objectives, while complying with the Association's governing instruments and ensuring that all activities and responsibilities can be properly discharged and controlled.

Board Structure



Terms of Reference

2. THE BOARD

2.1. The Board is constituted by and is responsible for ensuring that the Association carries out its affairs in accordance with its Rules, the provisions of current relevant legislation and regulatory guidance and standards.

2.2. The Aims and Objectives of the Association will continue to be set by the Board as will the strategy developed to achieve these aims and objectives.

2.3. Aims, objectives and strategy will be reviewed annually by updating the Departmental Work Plans and reviewing progress on the Strategic Plan. These documents will also specifically determine the priority areas of work to be addressed by each of the Sub Committees.

2.4. The Board of the Association will meet a minimum 6 times a year and the full Board will agree a timetable of its Meetings and Sub Committee Meetings for the following year.

2.5. The principal areas of responsibility of the full Board are detailed in Appendix 1 of this document and reflect all areas of the regulatory standards including the requirement that the Association must have due regard to:

- Assurance and Notification
- Scottish Social Housing Charter Performance
- Tenant and Service User Redress
- Whistleblowing
- Equality and Human Rights

BOARD OF MANAGEMENT

As per the Association's Rules, the Board of Management will consist of a maximum of 15 and a minimum of 7 members. Meetings of the Board of Management will require 4 members to be quorate.

The Board will appoint Office Bearer roles for the Chair, Vice Chair and Chairs of the sub committees. Appointments will be made at the meeting following the AGM but will be informed by discussions during Board appraisals to take account of succession requirement and time limit on Office Bearer posts.

Where a Chair is standing down but still a member of the Board, the role of Chair will remain with them between the AGM and the next Board meeting. Where the Chair has retired at the AGM and is no longer a member of the Board, the role of Chair will be carried out in the interim by the Vice Chair or one of the Sub Committee Chairs.

The Role of Company Secretary will be carried out by the CEO.

3. SUB COMMITTEE STRUCTURE

3.1. Given the extent and complexity of the work being undertaken by the Association, the Board has delegated authority to various Sub Committees which cover the main areas of activity within the Association. Each Sub Committee has specific Terms of Reference and delegated powers, as outlined later in this document, which cover their areas of activity.

3.2. The Association's Sub Committee structure is as follows:

3.3. The Service Delivery Sub Committee, and Finance & Audit Sub Committee will meet on a quarterly basis.

3.4. The Development Sub Committee will meet bi-annually or when development opportunities arise and discussion on suitability/viability is required.

3.5. The Remuneration Sub Committee will meet a minimum of twice yearly to discuss staff performance and salary setting.

36. Due to its nature, the Emergency Sub Committee has no set meeting arrangements, only meeting as and when required, usually in unforeseen circumstances.

4. MEMBERSHIP OF SUB COMMITTEES

4.1. The Service Delivery Sub Committee and Finance & Audit Sub Committee will each consist of no less than five and no more than eight Board Members, all of whom will be appointed or elected each year at the first Meeting of the full Board after the Annual General Meeting.

4.2 The Development Sub Committee will consist of 3 Board Members, all of whom will be appointed or elected each year at the first Meeting of the full Board after the Annual General Meeting.

The rationale for the reduced number of members is that these meetings will be convened ad hoc, and that any proposals regarding progressing development opportunities will be considered by the full Board.

4.3. The Remuneration Sub Committee will consist of 4 Board Members, all of whom will be appointed or elected each year at the first Meeting of the full Board after the Annual General Meeting.

4.4. The Emergency Sub Committee shall consist of no less than 4 Members which will include the at least Chair or Vice Chair. Where possible the Chairs of the Service Delivery Sub Committee, Finance & Audit Sub Committee or Development Sub Committee will complement the Chair or Vice Chair to satisfy the requirement for 4 members. Where this is not possible the Emergency Sub Committee will be supplemented by additional Board Members appointed by the Board.

5. STANDING ORDERS OF SUB COMMITTEES

5.1. The provisions of the Rules of the Association shall also govern the conduct of each of the Sub Committees of the Association. The following Standing Orders will also however apply to the conduct of all Sub Committee Meetings.

5.2. As well as the Members of the Board appointed or elected to make up the Sub Committees, two further Members may be co-opted on to the Service Delivery and Finance & Audit Sub Committees. These co-optees need not necessarily be Members of the Association or of the Board and their attendance at Sub Committee Meetings will not contribute to the formation of a quorum.

5.3. Each Sub Committee will appoint its own Chair who will be an Elected Member of the Board. The appointment will be made at the first Sub Committee Meeting after the Board of the Association has elected or appointed a new Sub Committee.

Should the Chair be absent from a Sub Committee Meeting, the Meeting will be chaired by a Member elected from those present who are themselves elected Members of the Board.

5.4. The Chair or Vice Chair of the Association will normally chair Meetings of the Emergency Sub Committee.

5.5. A minimum of three Elected or Appointed Sub Committee Members will be required to form a quorum at all Sub Committee Meetings.

5.6. In addition to the elected, appointed, or co-opted Members of a Sub Committee, the Chair of the Association will be entitled to attend and participate in all Sub Committee Meetings and his/her attendance will contribute to the formation of a quorum.

5.7. Sub Committee Meetings will meet on a timetable agreed by the Board of the Association. Minutes of Meetings will normally be submitted in advance to the next possible Board Meeting which will be responsible for approval of the Minute as a true record.

5.8. Notification of Sub Committee Meetings will be given to all Members seven days in advance of the Meeting. The notification will specify the date and place of such Meetings and includes an Agenda. Written Reports for the Sub Committee will also be circulated in advance.

5.9. Full sets of papers for all Sub Committee Meetings will be made available to all Members of the Board through Decision Time for their information in order that they can raise any item of interest to them at a subsequent Meeting of the Board.

5.10. Wherever possible, seven days notice and the prior circulation of papers will be the normal procedure for the Emergency Sub Committee but this provision will be waived by the Chair of the Association if it is felt to be necessary.

5.11. Each Sub Committee Chair will be empowered to rule upon whether additional items not included on the advance Agenda can be considered as competent business at Sub Committee Meetings.

5.12. Observers will also be entitled to be in attendance at Sub Committee Meetings and with the agreement of the Chair, may speak on Items of Business which are specifically of interest to them.

5.13. The Remuneration Committee will normally invite the Chief Executive Officer and the Director of Finance & Corporate Services to attend to inform discussion however strict adherence to conflict-of-interest requirements will be adhered to.

5.13. In the event of a quorum not being present at Sub Committee Meetings, all of the business will be dealt with as normal, but no decision will be taken on behalf of the Association until such time as they have been ratified by the next Meeting of the Board.

6. TERMS OF REFERENCE OF SUB COMMITTEES - GENERAL

Each Sub Committee has specific terms of reference governing its activities.

These terms of reference are structured for each Sub Committee as follows: -

a. Principal objectives:

Statement of the main objectives of the Sub Committee in respect of its contribution to meeting the overall aims and objectives of the Association.

b. Main Areas of Activity:

Brief description of the main areas of the Association's activities falling within the Terms of Reference of the Sub Committee.

c. Delegated Powers Requiring Board Ratification:

Areas of work where decisions taken by a Sub Committee only have the status of recommendations until ratified by the full Board of the Association.

Normally, all policy documents adopted by the Association will fall within this category. Policy reviews and new areas of policy will only be developed by Sub Committees when they are in receipt of a specific remit to do so from the Board. This remit will normally be given as part of the Internal Management Planning process but may be specifically given in unforeseen circumstances.

d. Fully Devolved Decision Making Authority:

Areas of the Association's activities where the Sub Committee has full decision-making powers on behalf of the Association. In accordance with the Rules of the Association, any decision made by a Sub Committee shall be reported to the next Meeting of the Board. This will normally be done through the approval of Minutes and Sub Committee Papers at the Board.

1. Standard Agenda Items

All Sub Committees of the Association will have full, delegated authority to deal with the following matters: -

The signing or homologation of the signing of any documents requiring an Authorised Signatory (detailed in the Scheme of Delegated Authority) or to any area of activity where decisions relating to the document have already been taken by the Board or any other Sub Committee.

7. TERMS OF REFERENCE - SERVICE DELIVERY SUB COMMITTEE

a. Principal Objectives:

The principal objectives of the Service Delivery Sub Committee will be to ensure that all of the Strategies, Policies, Procedures and Performance of the Association in the areas of Housing Management and Asset Management service delivery are developed, implemented, monitored, evaluated, and reviewed to ensure the cost effective and compliant delivery of quality services to the Association's tenants and clients.

b. Main Areas of Activity

- Allocation and Letting of Houses
- Control of Rent Loss through Voids
- Rent Levels, Rent Collection and Arrears Control
- Factoring Services to Owner Occupiers
- Estate Management
- Interpretation of Tenancy and other Agreements
- Monitoring of Improvement, Modernisation and Planned Maintenance Programmes approved by the Board
- Monitoring of Day-to-Day Repairs Service
- Monitoring of Cyclical Maintenance
- Monitoring of Development Programme
- Information Provision to Tenants and Applicants
- Review and monitoring of Wider Role activities relating to Financial Inclusion and Tenant Participation

c. Delegated Powers Requiring Board Ratification

- All Policies
- Alterations to the terms of Tenancy and other legal agreements
- Awarding of Cyclical Maintenance and Planned Replacement contracts
- Agreements with Local Authority on Nomination Arrangements

d. Fully Devolved Decision Making Authority

- Monitoring all aspects of the Association's performance in relation to Housing Management and Asset Management Services
- Considering proposed policies in detail and making recommendations to the Board
- Action on all aspects of Allocation and Letting of houses as delegated in the Association's Policies and Procedures
- Approval of any extensive action required to bring void properties back into a lettable condition
- Approval of legal action in respect of serious rent arrears (including approval for evictions), former tenant arrears or other debts owed by tenants or owner occupiers to whom a Factoring Service is provided
- Approval of legal action with regard to tenancy disputes, general tenancy matters and the interpretation of Tenancy and Factoring Agreements
- The granting of and monitoring of Commercial Leases
- Determining the Cyclical Maintenance and Planned Replacement Programmes within budgets set by the Board and monitoring their implementation
- Approval of any action of an emergency or urgent nature to protect the fabric of the Association's property or the long-term safety of its tenants
- Monitor and evaluate the services provided by the FIT to ensure the service remains relevant, affordable and continues to meet with the Associations values whilst contributes to tenancy sustainment and the Associations Housing Management services.
- Evaluate the Tenant Participation services to ensure the Association meets it's regulatory and legal obligations whilst improving and enhancing the Associations services and communities we serve.
- Approve spend on Community Benefit projects and ensure they meet with the Association's values and contribute towards tenancy sustainment and enhancing our communities

8. TERMS OF REFERENCE - FINANCE & AUDIT SUB COMMITTEE

a. Principal Objectives

The principal objectives of the Finance & Audit Sub Committee will be to: -

- Ensure that the Association exercises sound financial management in all of its areas of activity to meet Regulatory Standards 3 and 4
- Ensure the Association delivers compliant governance in the areas of Human Resources and Health & Safety Management
- Continuously review the Information/Communication Technology (ICT) and other technological requirements needed to ensure activities are carried out in a cost-effective way
- Give direction, monitor and evaluate the Association's development activities to ensure that investment decision for new housing make a positive and cost-effective contribution to meeting the Association's overall objectives.

b. Main Areas of Activity

- Budgeting and Financial Planning
- Management Accounting
- Monitoring of Financial Controls
- Treasury Management
- Risk Management
- Cost Control
- Attainment of Value for Money
- Maximising Income
- Raising Private Finance

- Personnel Matters
- Computerisation of Association Functions
- Acquisition of Land and Property
- Approval of Detailed Scheme Designs
- Promotion and Review of the Association's Development Strategy
- Consideration of Internal Audit Reports

c. Delegated Powers requiring Board Ratification

- Approval of Annual Budget and Annual Accounts
- Recommendations on the re-appointing or changing of Auditors
- Amendments to approved Budgets
- Changes to Financial regulations
- All Personnel Policies including any Review of Staff Structures
- Development Strategy
- Policies on Low-Cost Home Ownership
- Acquisition of Land or Property from the Association's Reserves
- Disposals of Land or Property owned by the Association
- Association involvement in Joint Venture Estate Strategies with other Housing Associations, Local Authorities, or the Private Sector
- Approval of borrowing

d. Fully Devolved Decision-Making Authority

- Ensuring that adequate Financial Control Systems are in place and monitoring their effectiveness
- Monitoring of Covenant Compliance
- Ensuring appropriate Books of Account are kept
- Agreeing Budget Timetables and draft Annual Budgets for approval by Board
- Monitoring income, expenditure, and cash flows
- Receiving Quarterly Management Accounts
- Approving Cash Flow Projections and Loan Portfolio Returns, Five Year Financial Plan and for quarterly submission to the Scottish Housing Regulator
- Control of Bank Overdrafts

- Ensuring that the Association carries adequate Insurance and that Insurance quotations are competitive
- Ensuring that there is adequate cash security
- Agreeing authorised signatories for cheques and Grant Applications
- Make recommendations for the approval of Private Finance arrangements for Development Projects to the Management Committee
- Ensuring the Association fulfils its obligations to file Accounts and Annual Returns with the Scottish Housing Regulator, the Financial Services Authority and the HMRC.
- Monitoring the Association's relationship with the TPT Retirement Solutions which manages the Association's Staff Pension Scheme
- Dealing with any issues relating to staff welfare including developing staffing policies and procedures with assistance from specialist consultants where necessary Monitoring Staff Holidays, Sickness, Overtime and Time Off in Lieu
- Approving regular changes to Conditions of Service and Salary levels
- Acquisition of Land or Property required to meet the objectives of the Association's Development Strategy where HAG funding is available.
- Monitoring the Association's Development Programme and, in particular, performance on expenditure relative to agreed targets
- Deciding upon the most appropriate procurement route for all Development Projects in accordance with the Association's policies and procedures
- Appointing Technical Consultants on a project-by-project basis, or other basis, agreeing fee levels and where necessary, agreeing consultants to be invited to fee tender or work with the Association on a Partnering basis.
- Discussing and agreeing options and proposals for all development projects
- Deciding on courses of action to resolve problems of projected cost over-runs on a project-by-project basis
- Receiving reports and monitoring progress of projects from outline proposals to final completion

- Monitoring expenditure on all development projects and in particular, on contracts which are on site
- approval of write off of bad and doubtful debts
- Scrutinise initial Reports from Internal Auditors in detail prior to presentation to the Board

9. TERMS OF REFERENCE - EMERGENCY SUB COMMITTEE

a. Principal Objectives

The principal objectives of the Emergency Sub Committee of the Association will be to:

- Deal with urgent and unforeseen matters which arise and upon which decisions cannot be delayed until the next Board and/or appropriate Sub Committee Meeting

b. Main Areas of Activity

- Urgent matters requiring immediate decisions

c. Fully Devolved Decision-Making Authority

- All matters requiring immediate decisions

10. TERMS OF REFERENCE – DEVELOPMENT SUB COMMITTEE

a. Principal Objectives

The principal objectives of the Development Sub Committee of the Association will be to: -

- Give consideration to possible development opportunities
- Approval and Review of Design Guidance,
- Policy and strategy review
- Review procurement route for individual development projects

b. Main Areas of Activity

- Consider outline scheme feasibility considering location, mix, demand, and design
- Review detailed design proposals and give recommendations to the Board of Management
- Discussing and agreeing tenure options on individual developments
- Review of development
- Review of development strategy and make recommendations to the Board of Management

c. Fully Devolved Decision-Making Authority

- Specifics of Design Guide
- Policy review
- Procurement

11. TERMS OF REFERENCE – REMUNERATION SUB COMMITTEE

a. Principal Objectives

The principal objectives of the Remuneration Sub Committee of the Association will be to: -

- Consider the Chief Executive Officer's appraisal
- Set the Association's salary structure and pay scheme
- Review and set annual salary increase
- Hear appeals relating to grievance or disciplinary

b. Main Areas of Activity

- Urgent matters requiring immediate decisions

c. Fully Devolved Decision-Making Authority

- All matters requiring immediate decisions
- Signing Chief Executive Officer's Appraisal

11. REVIEW OF THE EFFECTIVENESS OF SUB COMMITTEES

In order to ensure that the Sub Committee Structure, their Terms of Reference, Standing Orders and Operation contribute positively to meeting the Aims and Objectives of the Association, this document will be reviewed every three years.

Meeting Management

Use of Board Portal

AHA uses the Decision Time (DT) Board portal. A full list of meeting dates for the coming year will be published on DT in December of the preceding year. This will include the Board Annual Strategic Away Day. Papers will be released 7 days before the meeting and DT will advise Board and staff by email that papers can be accessed, and provide arrangements for advising of apologies.

Agendas

The responsibility for the formulation of the agenda for each meeting lies with the CEO, relevant Director and the meeting Chair. Each agenda item will indicate the purpose of the paper and who will present it to the Board. Each agenda item will indicate what is required from the Board and are shown in the list below:

- for information
- decision required
- approval required
- instruction required
- for noting
- for ratification
- assurance
- for recommendation

Papers

In most cases, agenda items will be supported by papers made available to the Board when the agenda is published. Agenda's may include items where late papers are expected and this information will be contained within the DT email advising of the release of the papers.

Only in rare occasions, will the Chair of the meeting allow a paper to be tabled at the meeting. This may be where the Board are already aware of the issues, the action being taken and where an approval for example is required to be minuted. The tabling of late paper will be under the discretion of the relevant Chair.

Meeting Format

Where possible, the Board prefers to convene in person meetings however it recognises that some members of the Board, staff or other advisors, may have to attend remotely. As such, the Association is equipped with the IT to allow this.

Agenda Order

The agenda is structured in a way which aims to allow items that will require most discussion to be addressed first and items of less urgency and standing items later in the meeting. Confidential items will be placed at the end of the meeting where staff can easily excuse themselves for the meeting. Confidential items are locked on DT and can only be viewed by those who are appropriate to the issue being considered.

Pre Board/Sub Committee Meeting

The CEO or relevant Director, will discuss the agenda prior to the meeting. This will include discussions relating to any late papers, possible conflict of interest, AOB item and identification of any staff or consultants who will be joining the meeting to speak to papers they are involved with.

The CEO or Directors will identify if the agenda running order will be required to change due to staff or visitors arrival/travel for example. AOB item must be within the Board's remit and will be agreed prior to the meeting.

Attendance of Staff

Staff are required to attend meetings where they have business being considered by the Board however noted below are the core staff who normally attend every meeting. Staff may be asked to leave the meeting for confidential item are discussed, where the item relates to a conflict of interest or where the Board require a discussion with an external consultant in private. As part of induction or staff development, staff are encouraged to attend a meeting relevant to their work and where approved by the lead officer and the Chair

Board - Led by CEO. Directors, Corporate Services Officer (Minute Taker), Health and Safety Officer (Health & Safety Report), other staff as required where they have papers/business with the Board.

Finance, Audit and Risk - Led by Director of Finance and Corporate Services. CEO, Director of Asset Manager. Corporate Services Officer (Minute Taker), Finance Manager (Quarterly Accounts, Budget, Business Plan)

Service Delivery - Led by Housing Services Director and Director of Asset Manager. CEO. Customer Services Assistant (Minute Taker)

Emergency - Led by CEO. Directors, Corporate Services Officer (Minute Taker)

Development - Led by Director of Asset Management, CEO. Customer Services Officer (Minute Taker)

Remuneration - at the request of the Sub Committee, the CEO and Director of Finance and Corporate Services attend but will excuse themselves where items which are a conflict of interest are discussed.

Minutes

In addition to a minute taker present at each meeting, the meeting is recorded to aid with the accuracy of the minute. Once the minute has been approved, the meeting recording is deleted. Minutes will note the time and venue of the relevant meeting, Board and staff in attendance, apologies or absences, start and end times including agreement to extend meeting over 2 hours, persons coming in or leaving the meeting, discussion and decisions taken (including means of reaching decision - consensus/agreement by majority/vote).

A target of 10 working days is in place for the draft minute to be available to the lead officer for the meeting and the Chair. Following review, the minutes are presented at the next available Board meeting. Once approved, the Chair is required to provide an electronic signature within DT.

Before being published on the website, the minutes, following Board approval, are reviewed by the Association's Data Protection Officer who advise on any redactions of sensitive data. When agreed, the Corporate Services Officer publishes to the Website. Minutes of the Remuneration Sub Committee are not published due to their content. DT can limit access to the minute of confidential items for Board and staff

Where staff are excluded from the meeting due to conflict of interest or confidentiality, a member of the Board will take the minute and the recording will be paused. In some cases, the CEO or other senior officer may remain and will take the minute where this is the case.

Meetings

The Chair of each meeting has responsibility for the management of each meeting. This includes timing for each item and discussion on moving beyond the 2 hour limit if required. AHA's rules state a 2 hour limit for meetings however, with a majority approval, the Chair can continue the meeting past this. If business remains unfinished, the Chair may recommend meeting to be re-convened to complete the outstanding business or to be carried forward to the next scheduled meeting.

Written Resolutions

In rare cases, a meeting may be convened to consider a written resolution. This normally concerns legal requirements relating to lending. The meeting and agenda item will make it clear that a written resolution is being considered and the timescales for responses. DT allows the Board to approve an agenda item online and will record as such. The majority of the membership for the relevant Board or sub committee will be required to approve a written resolution.

Working Groups

The Board has the authority to set up working groups. These groups will normally have a single focus and be short term in nature. This may be for areas such as the Annual Assurance Statement or the Business Plan which recur annually or to consider a specific project or issue. The Board has discretion to identify Board and staff involved and the expected life of the group dependent on the issue. The Board can co-opt to a working group in line with the Association's rules.

Appendices

Appendix 1: Principle Responsibilities of the Board

Appendix 2: Role Descriptions for Governing Board Members and Office Bearers (policy)

APPENDIX 1 – PRINCIPAL RESPONSIBILITIES OF BOARD

- Set the strategic direction of the Association
- Ensure compliance with the Rules of the Association
- Exercise overall responsibility and control of the strategic leadership of the Association
- Ensure compliance with constitutional, regulatory and legal obligations
- Oversee effective financial and treasury management controls and procedures
- Ensure security of assets, proper use of public and private funds and sufficient liquidity at all times
- Maintains a robust business planning and control framework, identifying and managing risk effectively
- Challenge and hold senior officers to account
- Approve submission of the Annual Assurance Statement and Annual Report on Charter
- Deliver good outcomes and services for tenants and stakeholders
- Ensure compliance with all regulatory standards detailed within the Regulatory Framework published by the Scottish Housing Regulator
- Approve minutes of all sub committee meetings
- Ratify all policies and procedures formulated by the sub committees
- Ensure compliance with all internal and external audit requirements
- Approve annual budgets and rent increases
- Oversee compliance of the Association's Complaints Policy
- Promote the positive image of the Association
- Actively manage risk and accountabilities
- Conduct the business of the Association with integrity, openness, and transparency
- Agree the content and changes to tenancy agreements
- Approve nomination agreements with local councils
- Acquire land or property