



## Trust Housing Association Standing Orders

### 1. Introduction

- 1.1 Trust Housing Association is a Registered Social Landlord and is registered as a Scottish Charity with the Office of the Scottish Charity Regulator (OSCR). These Standing Orders have been approved by the Board of Trust Housing Association (Trust). They are a framework for the effective and proper conduct of business and specify the delegated authority and financial regulations within which Trust operates.
- 1.2 All matters that are not referred to in these Standing Orders are reserved to the Board. Where authority is delegated to staff this is in respect of operational matters only.
- 1.3 The Standing Orders take account of Trust's Governing Rules 2020, legislative and regulatory requirements and best practice. In the event of a conflict between these Standing Orders and Trust's Governing Rules, the Rules will prevail.
- 1.4 The Standing Orders can only be amended with the approval of the Board and will be reviewed at least every three years, with the next review being due no later than 2020.

### 2. The Board

- 2.1 The Board is responsible for:
  - Providing effective leadership, control and direction to Trust
  - Exercising good governance across all of Trust's activities
  - Ensuring that Trust achieves its strategic aims and objectives
  - Ensuring that Trust complies with all legislative and regulatory requirements
- 2.2 The Board has agreed a remit detailing its responsibilities and duties which should be read together with this document and the Governing Rules.
- 2.3 The Board will meet at least six times each year.

### 3. Sub-Committees

- 3.1 As per the Governing Rules, the Board has established one sub-committee to which it has delegated authority for taking decisions and agreeing actions in the area of audit and performance.
- 3.2 The responsibilities of the Audit and Performance Committee are detailed in the remit which has been agreed by the Board and will be monitored regularly and reviewed at least every three years.
- 3.3 The Audit and Performance Committee reports to and is accountable to the Board.

- 3.4 The Audit and Performance Committee will meet at least four times each year and will report on its activities to the next meeting of the Board.
- 3.5 The Audit and Performance Committee may obtain appropriate professional advice, without reference to the Board, to enable it to fulfil its responsibilities, subject to the provisions of these standing orders and the agreed remits.

#### **4. Trust Enterprises Limited (TEL)**

- 4.1 TEL is a wholly-owned micro-entity subsidiary of Trust by virtue of Trust being the sole shareholder in TEL and is engaged or intends to be engaged in a range of activities.
- 4.2 The Independence and Responsibilities Agreement between Trust and TEL stipulates the relationship between the parties but does not relinquish the responsibility of Trust and its Board of having primary responsibility for the oversight of its subsidiary.
- 4.3 The Independence and Responsibilities Agreement has been agreed by the Board as well as the Memorandum and Articles of Association of TEL. These agreements will be monitored regularly and reviews will be carried out at least every three years.
- 4.4 To ensure appropriate oversight, one Trust Board Member will be a Member of the TEL Board Members. The TEL Advisors are the Trust Director of Finance & Business Services and the Chief Executive respectively. The Trust Company Secretary also holds the role of TEL Company Secretary.
- 4.5 The Boards of both TEL and Trust will agree any strategic plans for TEL for the forthcoming year following which the respective staff members will be delegated to implement any plans.
- 4.6 The Trust Board have overall authority to ensure the terms of the Independence and Responsibilities Agreement are maintained and that reports are submitted to Trust which evidences that such arrangements exist and reports progress against any strategic plans. The terms of the delegated authority granted to the group detailed in paragraph 4.5 above is documented in the Delegated Authority section of this report.

#### **5. Hearing and Appeals Panels**

- 5.1 The Board may establish hearing and appeals panels as required to hear, investigate and decide upon matters raised by breaches of the Code of Conduct of Board Members or breaches of conduct or performance of the Chief Executive.
- 5.2 Where appropriate, the Board may delegate authority for agreeing the membership and remit of individual panels to the Chief Executive and Chair.
- 5.3 Following consideration of any competent matter referred to it, the Appeals Panel will make a decision and report its actions to the Board. The Appeals Panel is accountable to the Board whose decision is final.

## **6. Working Groups, Advisory Panels & Area Committees**

- 6.1 The Board may establish Working Groups and Advisory Panels to assist its consideration of specific issues. The Board will not normally delegate decision making authority and such groups must be formally established and a remit agreed by the Board. Working Groups will not exceed a life span of twelve months and their work will be reviewed by the Board.
- 6.2 All groups established under the terms of this section of the Standing Orders report to and are accountable to the Board.
- 6.3 The Chairs Support Group has been established as an advisory group made up of the Chair and Vice-Chair of the Board, The Chair and Vice-Chair of the Audit and Performance Committee. This group has no lifespan limit and acts in an advisory capacity.
- 6.4 The Transformation Working Group has been established as an advisory group to provide support, guidance and expertise to the senior management team on the organisational re-design and business transformation project across Trust.
- 6.5 The Project Growth Working Group has been established as an advisory group to provide support, guidance and expertise to the senior management team as required in the formation of the current and any future partnership bids.
- 6.6 The Governance Working Group has been established to take forward and implement self-assessment in relation to the Scottish Housing Regulator's (SHR) Standards of Governance and Financial Management.
- 6.7 The Wishaw & District Area Committee has been established to oversee the delivery of the tenant promises offered in the transfer of engagements with Trust.

## **7. Membership and Composition**

- 7.1 Board and sub-committee membership is as stated in the Governing Rules.
- 7.2 Role of Members  
The Board has agreed a job description for its members and on an annual basis will undertake a skills review and subsequent recruitment and/or training process should there be any skills gaps identified.

## **8. Personal Interest**

- 8.1 The Board must declare on an annual basis any conflicts of interest by submitting a form to the Company Secretary who oversees the process and register.
- 8.2 Any potential conflicts of interest must be declared at the start of all meetings of the Board, Audit and Performance Committee, Working Groups, Hearings and Panels. All agendas will contain a standing item for declaration of interests. All declarations will be recorded in the minutes. Board members will not normally be permitted to remain during the discussion of a matter in which they have an interest, or to vote on it, and their withdrawal and return will be recorded in the minutes. Where the

members of the Board decide that the member may remain, they will not take part in the discussion nor participate in any vote on the matter. The reasons for the Board decision will be recorded in the minutes.

## **9. Office Bearers**

- 9.1 At its first meeting following the AGM, the Board will elect a Chair and Vice-Chair. The responsibilities of the Chair are described in the Governing Rules.
- 9.2 The PA to the Chief Executive acts as the Company Secretary to the Board and in accordance with Governing Rule which describes the duties of the Company Secretary.
- 9.3 In the absence of the Chair, the Vice-Chair will undertake his/her duties. Co-optees cannot be elected, or act, as office bearers.
- 9.4 In the period between the AGM and the first meeting of the Board, the incumbent Chair will continue to act in that role “pro-tem”; failing him/her, the incumbent Vice-Chair. In the event that neither the Chair nor Vice-Chair remains as a member of the Board following the AGM, the elected Board will meet immediately after the AGM to elect office bearers to ensure that the efficient operation of Trust’s business is not interrupted.
- 9.5 The Chair of the Audit & Performance Committee will be appointed by the sub-committee members at the first meeting after the AGM, as will chairs of advisory groups and working parties.
- 9.6 Trust’s office bearers must ensure that they liaise regularly and effectively with each other and with the Chief Executive and senior staff together with attending Chair Support Group meetings which are held four times a year.
- 9.7 The Audit and Performance Committee Chair is responsible for reporting to the Board on the decisions and actions taken by the sub-committee and for ensuring that appropriate recommendations are made on matters requiring Board approval.
- 9.8 Where a decision requires to be taken on a matter not previously considered by the Board or sub-committee, outwith the schedule of meetings, and it is not practicable for a meeting (of either the Board or the sub-committee) to be called, and failure to make a decision would be prejudicial to the interests of Trust and/or its service users, the Chief Executive has delegated authority to consult with the Chair, Chair of the sub-committee and the other office bearers to make a decision and implement action. A report will then be tabled at the next meeting of the sub-committee or the Board for homologation.
- 9.9 The Board and sub-committee may delegate authority to the office bearers to make decisions and take action in respect of specific issues and within agreed principles between meetings. All such decisions and actions must be reported to the next meeting of the Board or sub-committee.

## **10. Meetings**

- 10.1 All meetings will be held in venues which are accessible or by virtual means such as conference or video call.
- 10.2 An annual schedule of all Board and sub-committee meetings will be agreed and circulated following the AGM.
- 10.3 In the event of a special meeting of the Board being called by the Chair, or two Board members, the provisions in the Governing Rules will apply.

## **11. Quorum**

- 11.1 The quorum for meetings of the Board is four.
- 11.2 The quorum for meetings of the Audit and Performance Committee is three.
- 11.3 Co-optees do not count towards determining the quorum at either Board or sub-committee meetings.
- 11.4 All members of an Appeals Panel must be present for a meeting to proceed.
- 11.5 The quorum for working groups and advisory panels will be determined by the Board.

## **12. Business at Meetings**

- 12.1 Seven days advance notice of meetings will be given with papers provided electronically. Notice of meetings must include an agenda of the business and all supporting papers.
- 12.2 Urgent business which has not been notified in advance of the meeting may be considered if a majority of those attending agree.
- 12.3 The Chair, respective Sub Committee-Chairs and the Chief Executive / Director of Finance & Business Services will liaise over the preparation of the agenda for meetings of the Board and sub-committee.
- 12.4 Members of the Board, sub-committee, working groups and advisory panels may propose items for inclusion on the agenda for a meeting by contacting the Chair or the Chief Executive. The Chair will decide whether the item is to be included and the nature of any supporting papers required.

## **13. Chairing Meetings**

- 13.1 Where the Chair is not present at the appointed start of a meeting of the Board, the Vice-Chair will preside or, failing him/her, the Board members present will appoint another member, who cannot be a co-optee, to act as Chair for that meeting or until the Chair arrives.
- 13.2 Where the Chair of the sub-committee, working group or advisory panel is not present at the appointed start time, those members present may appoint one of their

number, who cannot be a co-optee, to act as Chair for that meeting or until the Chair arrives.

13.3 The Chair will decide on all matters of order raised at meetings and will determine the order of debate. The Chair is responsible for:

- ensuring that members participate in discussions and are allowed to contribute
- allocating adequate time for board members to speak
- ensuring voting procedures are in place and these are followed
- announcing votes at general meetings

13.4 The Chair may vary the order of business from that detailed on the agenda.

## **14. Length of Meetings**

14.1 Meetings will normally last for two hours. Members at a meeting may agree, by majority, to extend the meeting for not more than a further hour in order to conclude the business in hand. Any business not dealt with at the end of a meeting will be carried forward to the next scheduled meeting or may be identified as business to be conducted at a Special Meeting held for that purpose.

## **15. Staff Attendance at Meetings**

15.1 The Chief Executive, Executive Team and Head of Strategic Services will normally attend all meetings of the Board with additional officers in attendance where appropriate. The Company Secretary will attend to take the minutes.

15.2 The Chief Executive, Executive Team and Head of Strategic Services will normally attend meetings of the Audit and Performance Committee with additional officers in attendance where appropriate. The Company Secretary will attend to take the minutes.

15.3 The Chief Executive, in consultation with the Chair, may invite relevant staff to attend all or part of a Board or sub-committee meeting where appropriate.

15.4 Staff attending meetings of the Board or sub-committee will not be entitled to vote.

15.5 Staff may be required to leave a meeting of the Board or sub-committee in the event of specific agenda item(s) being deemed to be taken in private. This is unlikely to happen frequently and the Chief Executive and Company Secretary will normally remain during such discussions.

15.6 The Chief Executive will determine appropriate staff attendance and support for any working groups or advisory panels established by the Board.

15.7 The Chief Executive will attend meetings of hearing/appeals/advisory panels and working groups, unless the matter being dealt with involves him/her directly.

## **16. Attendance of other Parties**

16.1 The Board and sub-committee may invite external parties, such as advisors and consultants, to attend meetings to discuss specific items of business. Their

attendance will normally be confined to the discussion of the specific item under consideration unless the Chair determines otherwise.

## **17. Minutes**

- 17.1 Minutes of meetings will be prepared and circulated to the Chair, if possible within fourteen days of the meeting. They will be circulated electronically and presented to the next meeting for approval and signature by the Chair.
- 17.2 In the case of the sub-committee, minutes will be presented to the next meeting of the Board for noting and/or approval if there are any recommendations relating to matters not delegated.
- 17.3 In the case of Working Groups/Advisory Panels, minutes will be presented to the next meeting of the Board for noting and, where appropriate, approval, in accordance with the agreed remit and level of delegation.
- 17.4 In the case of Hearing or Appeals Panels, a report will be made to the Board on the outcome of the Panel's consideration.
- 17.5 The Company Secretary has responsibility for ensuring the preparation and circulation of draft minutes for all meetings of the Board, sub-committee and Working Groups/Advisory Panels. Draft minutes will be agreed with the Chair of the meeting before being distributed to members.

## **18. Voting**

- 18.1 Decisions at meetings will normally be made by a show of hands and will be carried by a majority.
- 18.2 Where the members present are equally divided, the Chair will have a second or casting vote.
- 18.3 A member may request that his/her dissent from a decision is recorded in the minutes of the meeting. Any member making such a request must not actively dissociate themselves from or criticise the decision in public.
- 18.4 Two members may request that a secret ballot is held about a specific issue. The Company Secretary will make the necessary arrangements for the secret ballot and will count the results before passing them to the Chair to be declared.
- 18.5 A vote to suspend Standing Orders must be supported by a majority of those present and will apply only to the meeting at which the vote is taken.

## **19. Openness and Confidentiality**

- 19.1 Minutes of the meetings of the Board will be available to the public, once they have been approved.
- 19.2 Some items may require to be treated as confidential (for example those relating to individuals or groups of individuals) or commercially sensitive and be considered in private and therefore will be excluded from public access. A majority of those

attending the meeting where such items are under discussion may agree to categorise that item as confidential or commercially sensitive.

19.3 Items categorised as confidential or commercially sensitive and considered in private will be the subject of a separate, confidential minute.

## **20. Emergencies**

20.1 Trust has approved a Business Continuity Plan that sets out the arrangements that will apply in the event of a disaster or emergency situation arising. Nothing in these Standing Orders will prevent the effective implementation of the approved plan.

20.2 Where emergency decisions are required and it is not practicable to hold a meeting of the Board or Office Bearers, the Chair (or in his/her absence, the Vice-Chair) and Chief Executive (or in their absence, a member of the Executive Team) will take all necessary decisions to fulfil Trust's responsibilities to service users or partners. All such decisions and actions must be reported to the Board at the earliest opportunity.

## **21. Delegated Authority**

21.1 The Board is responsible for all decisions taken and actions carried out by or on behalf of Trust. The Board recognises that good governance depends on a clear definition and understanding of the authorities which are attached to Board and staff members. It also recognises that the successful implementation of Trust's strategies and plans require the establishment of effective and appropriate levels of delegation to ensure that activities and decisions are not unnecessarily delayed. This Scheme of Delegated Authority and Trust's Financial Control Framework have been approved by Trust's Board for that purpose.

21.2 All matters not specified in this Scheme of Delegation or Financial Control Framework are reserved to the Board, unless the matter is urgent, in which case, the Chair and the Chief Executive are authorised to take decisions and implement action, provided a report is made to the next meeting of the Board for homologation. It will be for the Chair to decide whether a special meeting of the Board should be called for that purpose

21.3 Delegated authority to staff relates to operational responsibilities.

21.4 Office Bearers, acting with senior staff, have authority to:

- Represent Trust on official business, consistent with agreed policies and procedures
- Implement agreed emergency procedures and the provisions of Trust's Business Continuity Plan
- Take urgent decisions and/or action between meetings, in consultation with the Chief Executive and/or Executive Team
- Take decisions on specific issues between meetings that have been delegated to one or more office bearers by the Board.

21.5 The Chief Executive, in consultation with senior staff, has authority to:

- Ensure the effective implementation of Trust's strategies, policies and plans



- Represent Trust on official business, consistent with agreed policies and procedures
- Carry out all necessary legal and financial duties to ensure Trust's compliance with statutory and regulatory requirements.

21.6 The Board has agreed the following specific delegations:

21.6.1 Governance

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 1.1	Approving Annual Returns to the Scottish Housing Regulator and Scottish Government	Board
	Signing Annual Returns to the Scottish Housing Regulator and Scottish Government Submission of Returns to the Scottish Housing Regulator and Scottish Government	Chair, with approval from Board Chief Executive
DA 1.2	Signing Annual Returns to OSCR / Submission of Returns to OSCR	Chair, with approval from Board Chief Executive
DA 1.3	Signing Annual Returns to Financial Conduct Authority / Submission of Returns to FCA	Chair, in consultation with Chair of Audit and Performance Committee and agreed by Board Director of Business Services
DA 1.4	Approving returns to the Care Inspectorate / Submission of returns to the Care Inspectorate	Executive Team / Branch Managers
DA 1.5	Approval of strategic and operational policies Approval of Tender Opening Policy	Board / Executive and Leadership Teams Board

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 1.6	Approval of authorised signatories	Board
DA 1.7	Approval of recommendation to the AGM on the appointment of the Auditors	Board, on recommendation from the Audit and Performance Committee
DA 1.8	Approval of appointment of internal auditors	Board, on recommendation from Audit and Performance Committee
DA 1.9	Agree any remedial action identified by the internal auditor	Audit and Performance Committee
DA 1.10	Preparation and issue of notice, agenda, papers and minutes for meetings of Board	Chief Executive and Company Secretary, in consultation with Chair/Vice Chair
DA 1.11	Approval of draft minutes of Board meetings	Chair
DA 1.12	Preparation and issue of notices, agenda, papers and minutes of Hearing/Appeals/Advisory Panels, and Working Groups (parties/groups/panels)	Chief Executive, (unless the subject of a hearing or appeal) in consultation with respective Chairs
DA 1.13	Preparation and issue of notice, agenda, papers and minutes of the Audit and Performance Committee	Director of Finance & Business Services, in consultation with Chair / Chief Executive/Company Secretary
DA 1.14	Approval of draft minutes of sub-committee meetings	Relevant Chair

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 1.15	Preparation and issue of notice, agenda, papers and minutes for AGM	Company Secretary, in consultation with Chair
DA 1.16	Approval and Monitoring of all Registers required by Regulators	Board / Company Secretary
DA 1.17	Maintenance of all Registers required by Regulators	Chief Executive, in consultation with Director of Business Services / Company Secretary
DA 1.18	Making/approving statements to the press or other public statements on behalf of Trust	Relevant member of the Executive Team or Marketing and Communications Officer
DA 1.19	Disposal of land and property requiring specific consent Disposal of land and property covered by general consent	Board Chief Executive
DA 1.20	Taking and granting of Leases / Local Authority contracts	Chief Executive
DA 1.21	Approving Pension, death in service benefit arrangements and related Deeds. Signature of Trust Deed documents Day to day operation and signatory	Board Chair and Company Secretary Director of Business Services

## 21.6.2 Finance and Resources

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 2.1	Approve additions and deletions to the staffing establishment	Board
DA 2.2	Approve changes to terms and conditions of employment	Board
DA 2.3	Development and negotiation of all issues relating to remuneration of staff, working environment, training and development and EDI	Board
DA 2.4	Recruitment of Chief Executive	Office Bearers (or as agreed by the Board)
DA 2.5	Recruitment of Directors	Office-bearers and Chief Executive
DA 2.6	Recruitment of all other staff within agreed establishment	Chief Executive or designated line manager/s
DA 2.7	Line Management of Chief Executive	Chair
DA 2.8	Line Management of Executive Team	Chief Executive
DA 2.9	Line Management of all other staff	Designated Line Managers
DA	Grievance and Disciplinary issues relating to Chief Executive	Chair and Office Bearers

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
2.10		
DA 2.11	Grievance and Disciplinary issues relating to Executive Team	Chief Executive
DA 2.12	Grievance and Disciplinary issues relating to all other staff	Human Resources and Line Manager
DA 2.13	Approving borrowing and investment strategies and principles	Board (see also Financial Control Framework)
DA 2.14	Agreeing Financial Control Framework	Board
DA 2.15	Approval of Annual Accounts	Board
DA 2.16	Approval of Budget	Board
DA 2.17	Monitoring financial performance and reporting to Board	Board / Director of Business Services and Leadership Team
DA 2.18	Ensuring annual audit carried out	Audit and Performance Committee, Director of Business Services and Leadership Team
DA 2.19	Agreeing and implementing remedial action identified in the course of the annual audit	Audit and Performance Committee, reporting to Board
DA	Agreeing and overseeing the implementation of changes to Trust's accounting policies	Audit and Performance

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
2.20	and practices	Committee
DA 2.21	Agreeing the opening and closure of bank or building society accounts in Trust's name  Holding of all bank and cheque books and other documentation in respect of Trust's financial affairs	Board  Director of Business Services
DA 2.22	Approve the terms of all insurances required by Trust	Director of Business Services
DA 2.23	Agree internal management control systems	Audit and Performance Committee
DA 2.24	Incur and instruct payment of all items of budgeted expenditure within the terms of agreed budgets and financial regulations	Chief Executive, Leadership Team and officers specifically identified in Financial Regulation FR06
DA 2.25	Agree action to address short term cash flow difficulties	Board

### 21.6.3 Housing and Estate Management

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 3.1	Signing tenancy agreements	Operational staff as appropriate
DA 3.2	Approval of the setting of annual rents and service charges	Board
DA 3.3	Agree to the writing off of arrears within the terms of financial regulations	As detailed in FR06

DA 3.4	Agree to the writing off of rechargeable repairs or equivalent within the terms of financial regulations	As detailed in FR06
DA 3.5	Instructing Recovery Action for breach of tenancy conditions	Board
DA 3.6	Agreeing Eviction	Board

#### 21.6.4 Development and Property Management

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 4.1	Negotiating terms for the acquisition of sites and making recommendations to Board  Approving Site Acquisition	Chief Executive and Director Asset Management Services  Board
DA 4.2	Approving our submissions to the Local Authorities Strategic Housing Investment Plans (SHIP) /Strategic Local Programmes (SLP)	Board
DA 4.3	Ensuring any targets specified in the Local Authority's Strategic Housing Investment Plan (SHIP)/Strategic Local Programmes (SLP) are achieved	Chief Executive and Director of Asset Management Services
DA 4.4	Approving outline scheme proposals	Board
DA 4.5	Agreeing savings to individual schemes:  Up to 10% of agreed costs  Over 10% of agreed costs	Chief Executive and Director of Asset Management Services  Board
DA		



<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
4.6	Negotiating terms of loans to fund individual developments and making recommendations to the Board	Director of Business Services
DA 4.7	Ensuring borrowings and investments comply with statutory and regulatory requirements and Trust's Rules	Director of Business Services and Board
DA 4.8	Negotiating grant(s) to fund individual developments	Director of Asset Management Services /Director of Business Services
DA 4.9	Appointment of Contractors and Consultants	Appropriate Director in consultation with the Chief Executive/Director of Business Services
DA 4.10	Approval of material claims against Contractors/Consultants  Intimation of claims	Board  Chief Executive/Director of Asset Management Services

#### 21.6.5 Authorised Signatories

Authorised Signatories are required for all documents including contracts, annual returns to Regulators, tenders and tenancy agreements. Trust's authorised signatories for these purposes are:

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
DA 5.1	Legal documents requiring the use of the Seal	Normally Chief Executive/Company Secretary together with appropriate Board members as and when required

Ref	Authority For	Delegated To
DA 5.2	<p>Contracts: Employment</p> <p>Development Consultants</p> <p>For Works, Goods and Services (see FR06)</p>	<p>Human Resources with Operational staff as appropriate</p> <p>Director of Asset Management Services</p> <p>Chief Executive or appropriate Service Director</p>
DA 5.3	<p>Annual Returns to Regulators and Scottish Government (including The Scottish Housing Regulator and OSCR)</p>	<p>Chair and/or Chief Executive</p>
DA 5.4	<p>Trust Enterprises Limited (TEL)</p> <p>Annually agree with TEL any strategic plans for the forthcoming year following which TEL officers will be delegated to implement the plan.</p> <p>Reports to the Board providing evidence to satisfy the terms of the Independence and Responsibilities Agreement and progress against any strategic plans.</p>	<p>Chief Executive and Director of Business Services in consultation with Trust Board Members on the Board of TEL</p> <p>Chief Executive and Director of Business Services</p>
DA 5.5	<p>Invitations to Tender</p>	<p>Appropriate Director in consultation with the Chief Executive/Director of Business Services (see Financial Control Framework)</p>
DA 5.6	<p>Local Authorities Strategic Housing Investment Plans (SHIP)/Strategic Local Programmes (SLP)</p>	<p>Director of Asset Management Services</p>
DA	<p>Tenancy Agreements</p>	<p>Operational staff as appropriate</p>

<b>Ref</b>	<b>Authority For</b>	<b>Delegated To</b>
5.7		
DA 5.8	Shared Ownership Occupancy Agreements	Operational staff as appropriate
DA 5.9	Homestake Agreements/Mortgage to Rent	Director of Customer Services/Director of Asset Management Services
DA 5.10	Scottish Government funding documentation	Director of Asset Management Services
DA 5.11	Grant Claims	Director of Asset Management Services
DA 5.12	Loan documentation	Director of Business Services
DA 5.13	Bank Signatories (for authorisation of cheques and/or electronic fund transfers)	Chief Executive and/or Directors and Head of Financial Services
DA 5.14	Administrative Processing – i.e. ordering goods and services, authorising payroll transactions and initiating payments	A scheme of delegated authority for these issues is included within Financial Regulation FR06

## **22. Monitoring and Review**

22.1 This remit was approved by the Board on 29 October 2020. It will be reviewed not later than 2023.