SCHEME OF DELEGATION

Classification: Governance

Status: Approved

Policy Lead:	Chief Executive Officer
Last Review Date:	February 2026
Review Due Date:	February 2031
Review Period:	5 years unless required earlier due to changes in the law, regulation, best practice or requirement of the Association

REFERENCE PAGE

Document Title:	**Scheme of Delegations**
Aim:	To establish how Eildon's Board will delegate authority to sub-committees and to staff.
Objective:	1 The Eildon Group will ensure that the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks
Scope of Policy:	All stakeholders
Nominated Officer:	Governance Officer
Approval Source:	Board
Legal & Regulatory References:	Housing (Scotland) Act 2010 Charities & Trustee Investment Act (Scotland) (2005) SHR Regulatory Framework Eildon Housing Association Rules
Procedural References:	Membership of the Association Policy Board Member Code of Conduct
Consultation Completed:	N/A
Risk Implications:	2- Existing policy, substantial revision
Equalities Impact Assessment :	Not Required .
Data Protection Impact Assessment :	Not Required .
Accessibility:	Accessible electronically/online and in print. All documents can be translated and made available in audio, braille and large print versions upon request.

CONTENTS

INTRODUCTION

1. PURPOSE AND SCOPE

1.1 Eildon Housing Association's (Eildon's) Framework of Governance have been agreed to establish how the Board of Eildon Housing Association (the Board) will conduct its affairs and how authority will be delegated and managed.

1.2 The Framework of Governance comprises of the following documents:

- Eildon's Rules
- Standing Orders
- Scheme of Delegation
- Financial Regulations.

1.3 The Scheme of Delegation provides a framework to enable the Board to establish clear arrangements for delegation and effective reporting to support Eildon in operating to high standards of governance and demonstrating compliance with the Scottish Housing Regulator's (SHRs) Regulatory Standards of Governance and Financial Management, specifically:

"(1.2) The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of the governing body and senior officers, ad the governing body exercises overall responsibility and control of the strategic leadership of the RSL.

and

(1.5) All governing body members and senior officers understand their respective roles, and working relationships are constructive, professional and effective."

1.4 The Scheme of Delegation is intended to establish and define the responsibilities and level of authority delegated by the Eildon's Board to Sub-Committees, Office Bearers and staff, represented by the Chief Executive. Only the Board has authority to amend the Scheme of Delegation.

1.5 The contents of the Scheme of Delegation is informed by the Framework of Governance and Eildon's approved policies.

1.6 The Chief Executive may arrange for powers to be delegated relating to specific operational responsibilities to enable these to be exercised by other Eildon staff. These will be documented separately within the Schedule of Delegated Operational Authorities (SoDOA). The SoDOA will be reviewed and approved annually by the Executive Team, within the parameters of the authorities approved by the Board through the Financial Regulations, Scheme of Delegation and other relevant policies.

1.7 In applying the Scheme of Delegation, staff should pay due regard to the need for appropriate reporting of delegated decisions to Board Members both for information purposes and to allow members to properly discharge their scrutiny role.

1.8 The generality of this Scheme of Delegation will be observed by each member of the Eildon Group, except where specific provision is made within the governing documents specific to an individual member of the group.

2. APPROVAL AND REVIEW

2.1 The Secretary will ensure that the Scheme of Delegation is reviewed as part off the Standing Orders review every three years unless required earlier due to changes in law, regulation, best practice or Eildon's requirements.

2.2 The responsibility for the Scheme of Delegation lies with the Board.

2.3 The Board has the authority to approve and review this Governance Policy.

SCHEME OF DELEGATION

The Board has agreed the following framework for granting authority and specific delegations to Sub-Committees, Office Bearers and the Chief Executive:

3. STRATEGY, PLANNING & PERFORMANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
3.1 **Corporate Vision, Values and Strategic Objectives**	• Work with the Executive Team to develop the overarching Vision, Values and Strategic Objectives for Eildon. • Approve these as part of the regular review of the 5 year Strategy.		• Work with the Board providing advice and support in the development the overarching Vision, Values and Strategic Objectives for Eildon enabling this development to incorporate the views of customers, tenants and service users, as well as staff and key partners • Advise the Board on policy considerations/implications of these which will include producing reports, discussion documents and strategies • Implement and evidence the delivery of the vision, values and strategic objectives through the operation of Eildon's activities
3.2 **Corporate Planning Framework**	• Consider and approve the Corporate Planning Framework • Receive and consider quarterly monitoring reports on the performance against annual plans		• Develop and propose an effective corporate planning framework for Board consideration • Ensure that the Corporate Planning Framework is embedded and operating effectively as evidenced by the quarterly performance reporting to the Board and the annual plans presented to the Board

3. STRATEGY, PLANNING & PERFORMANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
3.3 **5 year Strategy and Strategic Implementation Plan (SIP)**	• Work with the Executive Team to develop the 5 year Strategy. • Approve the 5 year Strategy • Approve the SIP to deliver the Strategy • Monitor the implementation of the Strategy through the scrutiny of the quarterly report	**ARCom** • Receive assurance on the quality of reporting of Board Information on a cyclical basis from the external internal auditor, including quarterly Performance Reporting to the Board.	• Work with the Board advising on the development and drafting of the 5 year Strategy, enabling this development to incorporate the views of customers, tenants and service users, as well as key staff and partners. • Deliver the business activities required to achieve the objectives and targets set within the Strategy. • Produce quarterly monitoring reports on the delivery of the Strategy and SIP and highlighting progress and exceptions to the Board

3. STRATEGY, PLANNING & PERFORMANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
3.4 **Medium- and Long-Term Viability Plan (the Viability Plan)** *(incorporating the 5 and 30 year business plan financial projections and the Development Programme)*	• Scrutinise and approve the Viability Plan including underlying assumptions, Development Programme and associated Treasury Management Strategy. • Monitor the delivery of the Development Programme and financial implications of this through the scrutiny of the quarterly report	**ARCom** • Receive assurance on the quality of reporting of Board Information on a cyclical basis from the external internal auditor, including quarterly Development Treasury Reports to the Board.	• Develop and draft a Viability Plan which: ○ demonstrates Eildon's financial sustainability ○ is based on realistic assumptions ○ is tested against appropriate sensitivities to assess the Plan's robustness ○ complies with the Financial Regulations and the Treasury Management Policy and other relevant policies ○ incorporates a realistic and deliverable Development Programme which does not adversely impact on Eildon's financial viability • Produce quarterly Development and Treasury Reports that monitor the delivery of the Viability Plan and the progress of the Development Programme and associated financial implications.

3. STRATEGY, PLANNING & PERFORMANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
3.5 **Corporate Risk Management Framework**	• Annually review and approve the Strategic Risk Register which identifies and assesses the key risks and the associated risk management measures that are in place. • Receive annual confirmation that the Corporate Risk Register is comprehensive and maintained in line with the Risk Management Policy	**ARCom** • Bi-annually review and approve the Strategic Risk Register • Recommending the Strategic Risk Register to Board on an annual basis • Receive assurance from ET that the Operational Risk Registers are up-to-date and being reviewed in line with the Risk Management Policy.	• Bi-annual reporting to ARCom of the ET's assessment and review of the Strategic Risk Register, and ensuring the effective bi-annual assessment and review of the Operational Risk Registers in line with the Risk Management Policy • Annually confirm that the Corporate Risk Register is comprehensive and being maintained in line with the Risk Management Policy • Exception Board report prepared in line with the Risk Management Policy
3.6 **Annual Budget**	• Approve the Annual Budget including underlying assumptions, the annual pay award and staff remuneration proposals and the updated staffing establishment • Monitor the delivery of the Annual Budget through scrutiny of the quarterly report.	**ARCom** • Receive assurance on the quality of reporting of Board Information on a cyclical basis from the external internal auditor, including quarterly Financial Performance and Development Treasury Reports to the Board.	• Propose an Annual Budget for revenue and capital based on the requirements of the Financial Regulations and other relevant policies • Produce quarterly Financial Performance Report that monitors delivery against the approved Budget, and highlights exceptions in line with the Financial Regulations.

3. STRATEGY, PLANNING & PERFORMANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
3.7 Performance Indicators *(inc. Annual Return on Charter (ARC) Indicators)*	• Agree the Key Performance Indicators (KPIs) for the Board and the Board's performance reporting requirements • Approve the Annual KPI and ARC Indicator Targets, and where appropriate tolerances. • Oversee and monitor delivery against these targets through the scrutiny of quarterly performance reports. • Review and approve the annual ARC Indicators prior to submission to the SHR	**ARCom** • Receive assurance on the quality of reporting of Board Information on a cyclical basis from the external internal auditor, including the quarterly Performance Reporting to the Board.	• Prepare and propose appropriate KPIs, targets and tolerances to the Board in line with the requirements of the Scottish Social Housing Charter. • Responsible for achieving the objectives and targets approved by the Board. • Produce quarterly Performance Reports • Produce the Annual Return on the Charter (ARC) Indicators in line with SHR guidance and timelines. • Prepare and publish Eildon's Annual Performance Report
3.8 New Business Activities not identified in the 5 year Strategic Plan	• Scrutinise and approve new business activities not identified in the 5 year Strategic Plan and Strategic Implementation Plan and which will have a material or strategic impact on Eildon.		• Identify and fully evaluate options for new business activities which not identified in the 5 year Strategic Plan and Strategic Implementation Plan. • Where these will have a material or strategic impact on Eildon, prepare and present options appraisals for the proposed new business activities ensuring that the planned outcomes and resource implications are in line with Eildon's Corporate Vision and Strategic Objectives.

3. STRATEGY, PLANNING & PERFORMANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
3.9 **Eildon Group Subsidiary Relationships**	• Appoint the Board Members to sit as Directors of Eildon Group subsidiaries • Approve the Annual Independence and Responsibilities Agreement(s) which set out the key objectives for any subsidiaries within the Eildon Group. • Approve the inter-company charges for services provided between entities in the Eildon Group • Consider and approval proposals for additional services or activities for subsidiaries in the Eildon Group • Consider and agree the resources required to support the subsidiaries activities.		• Support the process to appoint Directors and manage the governance arrangements of subsidiaries within the Eildon Group • Undertake annual review of the Annual Independence and Responsibilities Agreement(s) and, where required, propose updates the key objectives and activities of the subsidiaries. • Prepare and propose appropriate inter-company charges for services between entities in the Eildon Group • Ensuring the availability of agreed resources to meet the agreed objectives and activities of the subsidiaries. • Implementation of the agreed objectives and activities of subsidiaries within the Eildon Group. • Advise and report to the Board where additional services or activities are proposed in relation to subsidiaries within the Eildon Group.

4. BOARD AND SUB-COMMITTEE GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
4.1 **Office Bearers, Sub-Committees**	• At the first meeting after the AGM agree the: ○ Election of the Chair and Vice-Chair; and ○ Membership of Eildon Enterprises Limited (EEL) and the Sub-Committee in accordance with the Standing Orders at the first meeting after the AGM • Approve, via the approval of the Standing Orders, the remits of all Sub-Committees	**Chair** • Where deemed necessary, initiate a meeting of the Office Bearers Group • Grant approval for Board Members to attend Sub-Committee meetings of which they are not members **Chairs of Sub-Committees** • Inform the Board about any issue that needs their approval or is outside the Sub-Committee's responsibilities	• In role of Secretary, initially chair the first meeting of the Board or Sub-Committee after the AGM where there is the requirement to appoint a Chair. • In the absence of the Secretary, the Assistant Secretary may perform this role.
4.2 **Working Groups and Appeals Panels**	• Approve the creation of Working Groups to advise the Board on specific issues. They normally run for up to 12 months; any initial extensions require Board review of the remit and thereafter at six-monthly intervals until completion of the remit. • Approve the establishment of an Appeals Panel, in the event that this is required under Eildon's Disciplinary and Grievance Procedures.		• Support and advise the Working Group(s) and Appeals Panel, or as required arrange for an independent external advisor to support these groups.

4. BOARD AND SUB-COMMITTEE GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
4.3 Association Membership	• Approve application for Memberships and issue of a share certificate using Eildon's common seal. • Receive updates on all issues of membership share certificates.		• Ensure accurate and timely maintenance of the Membership Share Register • Support the membership application process
4.4 Board Members	• Consider and approve the documents that constitute the Board Member Handbook • Oversee the operation of the Code of Conduct for Board Members • Establish and oversee a framework for the support, training and annual review of Board members and the assessment of the Board's effectiveness • Consider and approve the appointment of a co-opted Board Member	**Chair** • Initiation of Investigation of alleged breach of Members' Code of Conduct • Undertake Board Member reviews and prepare report to Board • Consider and agree any Board Member special leave arrangements. • Work with the CEO to recruit new Board Members either for (a) election at the AGM or (b) appointment as a co-optee • Approve Board Member Expense claims **Vice Chair** • In a absence of Chair approve Board Member Expense claims .	• In role of Secretary support: ○ the process Board Member election/re-election as set out in Eildon's Rules and Board Member Handbook and taking a recommendation to the AGM. ○ the review and updating of the Board Member Handbook ○ the review of the Board's effectiveness ○ ensure that Board expenses are claimed in line with the Board Member Expenses policy ○ in exceptional circumstances approve Board Member Expense Claims ○ Support the Chair in the recruitment of new Board Members

4. BOARD AND SUB-COMMITTEE GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
4.5 Agendas and Minutes	• Approve the minute of the Board Meeting • Receive all Sub-Committee and Working Group minutes as part of the next relevant Board meeting agenda	**Chair** • Approval of draft minutes of Board Meetings **Sub-Committee Chairs** • Approval of draft minutes of Sub Committee Meetings **Sub-Committees** • Approve the minutes of the Sub-Committee Meeting	• Ensure the timely preparation of notices, papers, agendas and draft minutes for the Board, Sub-Committees and any Working Groups or Appeals Panel.
4.6 Board Information	• Receive annual assurance on the quality of the information presented in Board papers • Ensure that the Board has the necessary information to carry out its obligations under Eildon's Framework of Governance.	**ARCom** • Receive annual assurance on the quality of the information presented in Board papers by virtue of an annual programme of internal audit, by the outsourced Internal Auditor.	• Ensure that all reports and information presented to the Board and Sub-Committee contains the necessary background information and adequate detail to enable Board members to make timely and informed decisions and exercise their responsibilities as set out in Eildon's Framework of Governance. • Ensure that these reports are timely and accurate, enable the Board to monitor Eildon's performance and identify any areas of concern promptly.

4. BOARD AND SUB-COMMITTEE GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
4.7 Professional and Independent Advisers *(including Internal and External Auditors)*	• Request and utilise appropriate/relevant professional and independent advice to support the Board's knowledge and decision making as required	**ARCom Chair** • Makes recommendation to the Chair on the appointment of Internal and External Auditors **Chair** • Approve recommendation to the AGM on the appoint of External Auditors **ARCom** • Approve and oversee the procurement process for Internal and External Auditors.	• Ensure that appropriate/relevant professional and independent advice is made available to the Board and procured in compliance with the Procurement Policy and Financial Regulations

4. BOARD AND SUB-COMMITTEE GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
4.8 Emergency Arrangements	• Receive a copy of all signed Urgent Decision reports at the first meeting after the decision has been approved by the Chair (or other Office Bearer). • Receive reassurance from the Chief Executive that the provisions of paragraph 10 of the Standing Orders are being used appropriately and consider any proposed changes required to ensure its ongoing effectiveness.	**Chair** ***(or Vice Chair or other Office Bearer)*** • Approve any Urgent Decision Report ensuring the rationale and significance is appropriate to decisions being made outside of the Board Meeting cycle. • Prior to approving any such report, consult with as many of the other Office Bearers as possible.	• In the event of an Urgent Decision being required, prepare and present a report to the Chair (or authorising Office Bearer) setting out the nature of the matter and its significance, together with the options available, the decisions required and their implications. • This authority is limited to a maximum cumulative financial impact of £100k within a single financial year. The financial implications of these decisions will be included in the revised forecast within the quarterly reports. • In the event that the urgent decision provisions are used more than 4 times within a six month period, undertake on a review and confirm to the Board ongoing appropriate use of the provisions of paragraph 10 of the Standing Orders and, if required, propose any changes required to ensure the provision is utilised as intended. • Eildon's Business Continuity Plan sets out the arrangements that will apply in the event of any major incident affecting Eildon. Nothing in our Framework of Governance shall prevent the effective implementation of the approved Business Continuity Plan.

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.1 **Eildon's Framework of Governance:** (i.e. Eildon's Rules, Standing Orders, Scheme of Delegation and Financial Regulations)	• Oversee the effective operation of Eildon's Framework of Governance • Review and Approve the documents that constitute this Framework of Governance: ○ Eildon's Rules ○ Standing Orders ○ Scheme of Delegation ○ Financial Regulations in accordance with its rules, legislation and regulatory expectations • Receive assurance from ARCom that the Framework of Governance is operating effectively.	**ARCom** • Receive assurance from the Eildon Internal Audit processes Framework of Governance is operating effectively. • Receive assurance from the Internal Audit programme and the Annual External Audit that the Financial Regulations are being observed and operating effectively	• Advise and support the Board in the review of the Framework of Governance documents making it aware of the requirements to ensure compliance with the: ○ SHR Regulatory Standards for Governance & Financial Management; ○ SFHA Model Rules and guidance; and ○ all other legislative and regulatory expectations. and that they reflecting the structure and requirements of the Eildon Group. • Develop and implement the policy and procedural guidance to support the organisational compliance with the Framework of Governance. • Record the approved delegations of specific operational authorities and approvals from the Chief Executive to other Eildon staff within the Schedule of Delegated Operational Authorities (SoDOA)

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.2 Policies	• Receive assurance from ARCom on the effectiveness of the Policy Framework. • Agree the Policy Framework which determines policy classifications and which have been delegated to Sub-Committees or ET for review and approval. • Review and approve those Policies not delegated by the Board (i.e. Strategic and Governance), including consideration of recommendations from the relevant Sub-Committee.	**ARCom** • Scrutinise the effectiveness of Eildon's policy and procedure framework through the Internal Audit Plan and assurance framework • Review policies delegated to it by the Board and make recommendations for approval of these **RemCo** • Consider and comment on organisational policies from an employer's role	• Prepare and present Policies to the Board or Sub-Committees in accordance with the policy classification • Maintain a framework for policy classification and a Policy Register on behalf of the Board, and ensure review periods and cycles are followed • Review and approve Policies delegated to it by the Board in accordance with the Board approved Policy Framework • Evidence compliance with Eildon's key governance and strategic Policies the Internal Audit ProgrammeWhere appropriate, procure appropriate professional and independent advisers to support the setting of these policies.

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.3 **Health & Safety**	• Annual review and approval of the Health and Safety Policy Statement of Intent • Seek assurance from ARCom that appropriate governance and operational oversight is in place for Health & Safety • Scrutinise the annual review of health, safety and well being performance.	**Chair** • Jointly sign the annual Health & Safety Policy Statement of Intent following Board Approval with the Chief Executive Officer **ARCom** • Seek assurance that Health & Safety Policy and associated risk control measures are operating effectively and in line with current regulatory requirements	• Jointly sign the annual Health & Safety Policy Statement of Intent following Board Approval with the Chair • Ensure that the Health & Safety Policy and associated Manual is reviewed and maintained, implemented inc staff training, and monitored throughout all of Eildon's business activities, and that these keep pace with changing regulatory requirements. • Ensure that health & safety arrangements are adequately resourced and that risk control measures are in place and are effective. • Ensure that the Eildon Occupational Safety & Health Group (EOSH) is established and operating effectively to support the oversight of Eildon's health and safety arrangements. • Annually present the Board with a review health, safety and well being performance. • Ensure all appropriate regulatory reporting on Health and Safety matters is done in a timely manner

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.4 **Approval of Regulatory Returns** *(including Scottish Government, SHR, Care Inspectorate, Financial Conduct Association (FCA) and OSCR)*	• Considering and approving the annual ARC Indicators and Annual Assurance Statement to the SHR • Advised of any Notifiable Events reported to the regulatory bodies and, where required, of any corrective action being taken and receive progress updates where necessary • Receiving assurance of compliance with legislative and regulatory reporting requirements	Chair • In circumstances set out in the SHR guidance, ensure the timely submission of a Notifiable Event, updating the Board as soon as is practicable.	• Prepare and advise the Board in relation to the specified annual regulatory returns for the Board's approval prior to submission • Submit the Five Year Financial Plan to the SHR based on the Board approved Viability Plan, 5 Year Strategy and SIP • Submit the Loan Portfolio Return(s) to the SHR based on the Board approved Treasury Management Strategy and Board approved loan activity. • Ensure the timely and accurate submission of all other regulatory returns not requiring Board approval. • Ensure the timely reporting of Notifiable Events to the regulatory bodies, updating the relevant Office Bearers and Board as soon as is practicable.

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.5 Partnerships, Management Agreements and leases with other organisations	• Approve leases, partnership and management agreements with voluntary and other organisations above the CEO threshold or where the agreement will have a material or strategic impact on Eildon.		• Negotiate and sign partnership agreements, management agreements and leases with voluntary and other organisations, presenting for approval where above the CEO threshold or where the agreement will have a material or strategic impact on Eildon. The CEO threshold for activities contained within Board approved Plans/Strategies is: ○ Duration ≤ 48 months ○ Total value ≤ £250k and outwith the Board approved Plans/Strategies it is: ○ Duration ≤ 12 months ○ Total value ≤ £100k • Ensure appropriate contract and performance management arrangements are in place in order to demonstrate that these agreements/leases are achieve the outcomes intended. • All of Eildon's leases of Eildon's properties to other organisations will be recorded on its Disposals Register

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.6 **Entitlements, Payments and Benefits (EPB)**	• Declarations of interest made as appropriate at the beginning of each Board meeting • Individual Members must update their Register of Interests annually, in line with the requirements of the Board Member Handbook and EPB Policy • Consider an annual report on interests recorded on the register • Receive updates on the offers of employment and tenancies to individuals connected to Eildon.		• Maintain a Register(s) of Interests for staff and Board members, in line with EPB Policy and the Employee and Board Member Handbooks. • Prepare an annual report for the Board on the entitlements, payments, benefits that have been recorded in such Registers. • Ensure compliance with the EPB Policy and that the Board is informed of offers of employment and tenancies to individuals connected to Eildon in a timely manner.
5.7 **Public Statements**	•	**Chair** • Consulted on the issue of public statements in relation to matters CEO deems potentially sensitive	• Approval of statements to the press or other public statements on behalf of the Eildon Group, consulting with the Chair or Vice-Chair where deemed appropriate.
5.8 **Consultation**	• Participate in consultations if governing body input is required	**Sub-Committee** • Participate in consultations if CEO deems appropriate.	• Respond to consultation documents from peers, regulatory and other bodies and partners on behalf of Eildon. Advise the Board/Sub-Committee where its input is required

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.9 Customer Experience, Engagement and Complaints	• Consider and approve the Customer Charter and associated Customer Standards • ? • Approve Customer Voice Strategy • Receive the annual report on customer experience activities and performance • Receive an annual report on the customer satisfaction survey and approve the associated action plan	ARCom • Receive assurance on complaints management on a cyclical basis from the external internal auditor	• Ensure that the appropriate policies and procedures are in place and operating effectively • Ensure that complaints are dealt with effectively and in line with these, and appropriate improvement action taken when required • Develop the Customer Charter and associated Customer Standards for Board approval • Ensure appropriate customer satisfaction surveys are undertaken and provide the Board with an annual report on the customer satisfaction survey and action plan • Prepare an annual report to the Board on customer experience incorporating complaints, customer service and customer engagement activities and performance • Ensure customer receive regular updates on our customer experience performance

5. ORGANISATIONAL GOVERNANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
5.10 **Data Governance and IT/Cyber Security**	• Ensure that Eildon has the appropriate governance arrangements in place to manage data and IT/Cyber security.	**ARCom** • Receive assurance on IT/Cyber Security compliance on a cyclical basis from the external internal auditor	• Ensure that Eildon has appropriate Data Protection and IT/Cyber Security policies, procedures, recovery plans and governance arrangements in line with regulatory requirements • Ensure that Eildon has a nominated Data Protection Officer in line with the Data Protection Policy • Ensure that Freedom of Information, and other regulatory information request processes are managed within the regulatory timeframes and in accordance with the approved policies and procedures • Monitor the compliance and performance of these polices and identify any corrective action or escalated reporting required
5.11 **Group Structures and Subsidiaries**	• Approving the business case, establishment and changes to group structures and subsidiaries accordance with SHR requirements		• Advise the Board on potential changes to group structures or the establishment of subsidiaries, including securing the appointment of relevant external advisors to support the Board as required.

6. TENANCY MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
6.1 **Rent, Service Charges and Board Charges**	• Approve the proposed consultation approach for the annual review of rent and service charges for the next financial year, in line with the Rent Setting Policy, leases and management agreements. • Approve the proposed annual rent and service charges for the next financial year, taking into account feedback from the consultation and Eildon's economic operating environment		• Prepare proposals for rent and service charge levels in line with the Rent Setting Policy. • Undertake tenant consultation on these proposals and summarise the findings as part of the report to Board recommending the annual rent and service charge levels. • Ensure approved annual changes are communicated and implemented within timescales as set in the tenancy agreement, lease or management agreement. • Ensure that the rent and service charge levels for new or remodelled properties are implemented in line with the Rent Setting Policy
6.2 **Other Customer related Charges**	• Approve proposed levels of all other standard charges to our tenants for the next financial year as part of the Annual Budget approval		• Prepare proposals for Board consideration on the levels for all other charges to customers (e.g. Care & Repair Membership Fee) in line with Eildon's agreed policies and procedures • Ensure approved levels are communicated to customers and the charges due are collected • Advise the Board on the proposals to introduce new charges

6. TENANCY MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
6.3 **Refunds, payments and compensation to Customers**	• Approve the CEO threshold within the Financial Regulations for the delegation of authority to approve such payments, above which they must be brought to Board for approval.	**ARCom** • Receive assurance through the Internal Audit programme that there is compliance with the policies and procedures applicable to these payment processes	• Ensure that there are approved polices to cover: ○ the refund of rent and service charges, ○ decant, home loss and disturbance payments to tenants ○ right to compensation for approved improvements made by tenants ○ other reimbursements and compensation to tenants and customers • Administer and monitor these policies and associated procedures for individual payments within the CEO threshold.
6.4 **Tenant Arrears and Debt Write-Off**	• Approve the write-off of any former tenant arrears above the CEO threshold as set in the Financial Regulations • Any current tenant debt / credits written-off may only be done with prior approval of the Board • Receive the quarterly tenant arrears and cumulative tenant debt write-off report in accordance with the applicable policies.	**ARCom** • Receive assurance through the Internal Audit programme that there is compliance with the policies and procedures applicable to the arrears and debt write-off	• Management of tenant and service user arrears in line with the Rent Arrears Policy and Rechargeable Repairs Policy • Approve the write-off of any former tenant debt / credits up to the CEO threshold as set out within the Financial Regulations • Prepare an quarterly tenant arrears and cumulative tenant debt write-off report for presentation to the Board

6. TENANCY MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
6.5 **Tenancy Legal Actions**	• Receive an annual report as part of the year end performance report on Legal Actions undertaken during the year, in line with Eildon's approved policies	**ARCom** • Receive assurance through the Internal Audit programme that the legal actions procedures applicable to the Tenancy Management are being managed appropriately.	• Instructing Notice of Proceedings for breach of tenancy conditions, in accordance with Eildon's approved policies • Approve legal action for the recovery of a tenancy or management transfer, in accordance with Eildon's approved policies • Approve legal action for debt recovery (former tenancies) in line with the approved Policies
6.6 **Allocation and Offer of Tenancy**	• Consider and approve allocation polices for tenancies owned by Eildon • Receive updates on the offers of tenancies to individuals connected to Eildon.	**ARCom** • Seek assurance through the internal audit plan as appropriate	• Consider and approve related management policies such as Tenancy Management and Void Management policies • Ensure that Eildon operates a fair and transparent application and allocation process for tenancies, and that all offers of tenancies comply with the applicable allocation policy • Ensure that tenancy agreements are signed in line with the appropriate legal terms and Eildon's approved policies, and tenants receive appropriate advice and support to effectively manage and sustain their tenancies

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.1 **Treasury Management**	• Approve the Treasury Management Strategy including the annual Action Plan and Golden Rules which underpins the Mid- and Long-Term Viability Plan	**ARCom** • Receive assurance on the quality of reporting of Board Information on a cyclical basis from the external internal auditor, including quarterly Financial Performance and Development Treasury Reports to the Board.	• Prepare and advise the Board on the annual Treasury Management Strategy ensuring this complies with the Treasury Management Policy, sets out Eildon's borrowing and investment plans and performance parameters which underpins Viability Plan and the associated Development Programme contained therein • Report performance against the Treasury Action Plan and Golden Rules as part of the quarterly Development & Treasury Reports. • Report performance against the key financial loan covenants as part of the quarterly Financial Performance Reports. • Produce an Annual Treasury Report in line with the Treasury Management Policy • As appropriate, procure appropriate professional and independent advisers to support the delivery of the Treasury Management activities

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.2 Banking Arrangements	• Approve the appointment of Eildon's lead banking provider. • Consider and approve the use of new payment and income management services, within the context of the Financial Regulations • Approve the changes to the list of approved counterparties within the Treasury Management Strategy		• Maintain operational cash management, merchant services and banking arrangements which demonstrates effective control and efficient management of Elidon's cash receipts and payment obligations • Recommend the appointment of the lead banking provider to Eildon for all its operational banking requirements. • Open and close bank accounts with this lead banking provider for the management of operational cashflows in the name of entities within the Eildon Group in line with the Treasury Management Policy. • Recommend changes to new payment and income management services for Board approval, via the updating of the Financial Regulations. • Establish investment banking arrangements with approved counterparties and in line with the Treasury Management Policy and Framework of Governance

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.3 **Loan Facilities**	• Approve the changes to the list of approved counterparties within the Treasury Management Policy/Strategy • Approve new loan facilities and any other necessary action to ensure that funds for operational and development plans are available, within the approved parameters of the Treasury Management Strategy and Policy • Delegate authority for execution of the legal agreements associated with the approved terms and conditions of the new loan facility. • Receive assurance through the quarterly reporting that there is compliance with the loan agreement covenants and that, where required, action is being taken to address any pressure identified in these through the forward projections.	**ARCom** • Receive assurance on the quality of reporting of Board Information on a cyclical basis from the external internal auditor, including quarterly Financial Performance and Development Treasury Reports to the Board.	• Identify and negotiate appropriate debt facilities, within the approved parameters of the Treasury Management Strategy and Policy and present these to the Board for approval • Ensure compliance with the loan covenants and promptly identify where these covenants are nearing breach. Monitoring of key covenant compliance will be included in the quarterly financial performance reporting to Board, along with the forward forecasting of these within the quarterly Development & Treasury report. • Manage effective relationships with lenders and ensure all commitments under the agreements are met.

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.4 Procurement	• Approving the Annual Procurement Strategy and the associated list of intended procurements for the forthcoming financial year, which will be incorporated into the Annual Budget and is in line with the Procurement Policy. • Approve the tender outcome and appointment of suppliers above the approved CEO Threshold as established in the Financial Regulations. • Receive updates for information on all contracts signed under delegated authority with a total value of £100k and over.	**ARCom** • Receive assurance on the operation of Procurement as part of the internal audit programme	• Develop and present the annual Procurement Strategy for Board approval as part of the Annual Budget setting process, in line with the requirements of the Procurement Policy, Financial Regulations and associated procedures. • Undertake all procurement activities including negotiating contracts for the supply of goods and services that have been included in the Annual Budget and Procurement Strategy. This will compliance with the provisions oof the Procurement Policy and Financial Regulations. • Approve the tender results and appoint suppliers for goods and services, within up to the CEO threshold contained in the Financial Regulations • Prepare Board reports recommending approval of the outcome of tender process above the CEO threshold contained in the Financial Regulations. • Maintain a Contracts Register • Present an annual report on procurement activity at the end of each financial year.

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.5 **Grant Income (non-Development Programme or Stage 3 Adaptations Related)**	• Consider and approve the terms and conditions, resource implications and any other potential organisational impact of accepting a grant offer for non-Development Programme funding above the CEO threshold as set in the Financial Regulations.		• Develop business cases to support grant applications relating to non-Development Programme business activities, ensuring full resource implications are understood. • Accept the terms and conditions for grant offers, within the CEO thresholds • Prepare a report to secure Board approval to accept the terms and conditions of grant offers above the CEO , ensuring they are clear on the obligations arising from the conditions • Ensure that the funds received are used and accounted for in accordance with the accepted terms and conditions and accounting standards, and that any grant claims are robust and accurate.
7.6 **Grant Income Development Programme**	• Consider and approve the level of Scottish Government and other 3rd party funding to support the Development Programme.		• Develop business cases for viability individual development projects to support funding requests and project inclusion in the SHIP and the approved Development Programme. Updating the funding requirements to ensure that the project continues to be viable throughout the Gateway stages. • Ensue grant applications, offers and claims are timely and accurate and maximise the allocated funding from Scottish Government and other bodies

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.7 **Grant Income Stage 3 Adaptations**	• Approve the match funding budget for Eildon's Stage 3 Adaptations budget as part of Annual Budget approval		• Manage the prioritisation of Stage 3 adaptations to Eildon properties within the approved matched funding budget. • Ensure grant applications, offers and claims are timely and accurate and maximise the allocated funding from Scottish Government.
7.6 **Annual Financial Statements (AFS)**	• Consider and approve any material changes to accounting policies • Review and approve the Going Concern Statement and Statement of Internal Controls for inclusion in the AFS • Review and approve the draft AFS prior to the completion of the annual Audit • Consider and approve the Annual Audit Summary report and agree the signing of the Letter of Representation • Recommend to the AGM the adoption of the AFS	**ARCom** • Receive annual assurance report from external Internal Auditor on Eildon's internal control framework • Consider the Annual Audit Summary report and audited AFS and recommend these to the Board	• Prepare the draft annual accounts in accordance with Eildon's accounting policies, proposing changes to these policies for Board approval as appropriate and require by accounting regulation • Ensure that the Internal Auditor's assurance report on internal controls is presented to ARCom for review at its final meeting before the financial year ends. • Present the draft AFS to the Board, including securing approval of the Going Concern and Internal Controls statements and highlight any changes to accounting policies. This should be done before the external audit is undertaken. • Ensure the AFS meet all legal and regulatory requirements. • Share the final Letters of Representation and Audit Findings Report with the Board before the AFS are signed and presented at the AGM • Submit the AFS on time to all relevant regulatory bodies..

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.7 **Insurance**			• Consider and approve proposals for obtaining adequate insurance cover for Eildon's assets and activities taking professional advice as appropriate • Ensure that claims are instigated promptly and costs are recovered as appropriate under the insurance policies
7.8 **Non-Tenancy Debt Write-Off**	• Approve the write-off of non-tenant debt write-off above the CEO threshold as set in the Financial Regulations • As part of the quarterly financial performance report, receive an update on the cumulative position in relation to non-tenant debt write-offs.		• Approve the write-off of non-tenant debt write-off up to the CEO threshold as set in the Financial Regulations • Include within the Board's quarterly financial performance report, an update on the cumulative position in relation to non-tenant debt write-offs

7. RESOURCE MANAGEMENT – FINANCE & PROCUREMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
7.9 Financial Management & Control	• Scrutinise the quarterly management accounts and financial performance report, and approve the “revised budget forecast” for the year and, in line with the Financial Regulations, approve the associated budget movements above the CEO threshold, ensuring that the changes do not compromise the Eildon’s financial viability.	**ARCom** • Receive assurance via internal audits of the effective and compliant operation of the Financial Regulations and associated procedures	• Establish robust Financial Regulations and procedures for procurement which establish delegated authority detailing the process of committing to, certifying and authorising expenditure and maintain appropriate segregation of duties and other internal controls • Take decisions to ensure that the Annual Budget and Treasury Management Strategy are met and authorise overspends on budgets within the CEO thresholds se out in the Financial Regulations ensuring that these changes do not compromise Eildon’s financial viability • Prepare quarterly management accounts and financial performance reports which will include a revised full year forecast incorporating budgetary adjustments made within the CEO thresholds and make recommendations to the Board if budget movements or additional resources as required by the Financial Regulations above the CEO thresholds. • Ensure that all income and expenditure related matters are carried out in accordance with the Financial Regulations and Treasury Management Policy with Budget Holders informed and equipped take the appropriate actions

8. RESOURCE MANAGEMENT – DEVELOPMENT & ASSET MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
8.1 Development Programme	• Approve the Development • Annually scrutinise and approve the Development Programme contained in the Viability Plan • Monitor and scrutinise the delivery, revisions to funding implications of the Development Programme through the quarterly reports, approving variations above the CEO threshold		• Develop a robust Development (or Strategy/Policy) for Board approval establishing out the objectives and governance for the Development Programme • Develop a rolling Development Programme which underpins the Viability Plan, supports the achievement of the Development Plan(or Strategy/Policy) objectives and does not compromise Eildon's long-term financial viability. • Use the Development Programme and Plan(or Strategy/Policy) to inform, and be informed by, the Strategic Housing Investment Plan (SHIP) developed by Scottish Borders Council. • Proactively monitor and manage the delivery of the Development Programme within the timeframes, funding availability and budgets approved, agreeing variations within the CEO thresholds established in the Financial Regulations. • Provide programme delivery updates as part of the quarterly Development & Treasury Report, including the impact on the funding requirements associated with the programme and associated wider financial implications, securing Board approval for these where required

8. RESOURCE MANAGEMENT – DEVELOPMENT & ASSET MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
8.2 **Asset Management**	• Approve the Property Asset Management Strategy and Annual Plan • Consider and approve proposals for significant specific capital investment and remodelling proposals which have a material or strategic impact		• Develop and update the Property Asset Management Strategy for Board approval • Prepare an annual Property Asset Management Plan which will underpin the development of the Annual Budget and Viability Plan in relation to Eildon's current property estate. • Develop and present proposals for significant specific capital investment and remodelling proposals which have a material or strategic impact on the Viability Plan
8.3 **Repairs and Maintenance**	• Receive quarterly key performance information on repairs and maintenance • Consider reports on any significant matters that the CEO brings to the Board's attention and where appropriate approve any proposed solutions	**ARCom** • Receive assurance via internal audits of the effective and compliant operation of the policies and procedures	• Develop and maintain appropriate repairs and maintenance policies and procedures to enable the compliant, effective and efficient management of Eildon's properties, ensuring compliance with the Financial Regulations as appropriate • Monitor performance of property compliance, repairs and maintenance taking appropriate action to address issues as they arise. • Provide information to the Board to enable them to monitor key indicators and make the Board aware of any significant matters and what the impact of these are.

8. RESOURCE MANAGEMENT – DEVELOPMENT & ASSET MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
8.4 **Land and Property transactions**	• Consider and approve proposals for individual new build site acquisition proposals and delegate authority for execution of the legal agreements. • Consider and approve the disposal of properties or sites through sale • Approve Shared Ownership Buy-Back or sale decisions above the CEO threshold		• Negotiation and conclusion of Servitudes and Wayleave agreements in relation to Eildon assets • Approve and negotiate Shared Ownership Buy-Back or sale decisions within the CEO threshold. The CEO threshold is up to a maximum of £75k (total purchase, “make good” and other costs) and where the option appraisal demonstrates long term benefit to Eildon • Identify and propose sites for acquisition and incorporation in the Development Programme aligned to the Development Plan (or Strategy/Policy), SHIP objectives and availability of funding. • Identify property or sites that should be disposed where they no longer fit Eildon’s strategic plans, highlighting the full implications of doing so to the Board • Negotiate and conclude the contracts for acquisition or disposal within the terms of the Board delegated authority

8. RESOURCE MANAGEMENT – DEVELOPMENT & ASSET MANAGEMENT

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
8.5 Individual Development Projects	• Consider and approve proposals for new site acquisitions in line with the Development Programme governance • Consider options to manage the increase projections in project costs prior to contract award, including considering the need to secure additional funding from partners. and approving the delegated parameters for negotiating this. • Consider and approve tenders for the construction or acquisition of new build properties. Ensuring that necessary funding approvals in place • Approve pre-approval project development costs above the CEO threshold as set out in the Financial Regulations		• Work with key partners, including the Scottish Government and local authorities, undertaking appropriate option and investment appraisal on specific new build development proposals within the requirements established in the Development Plan (or Strategy/Policy) and Financial Regulations • Manage individual development projects complying within the governance requirements established in the Development Plan (or Strategy/Policy) and Financial Regulations and other relevant policies and procedures. • Including the financially and strategically viable projects within the Development Programme for Board approval as part of the annual Viability Plan • Securing Board approval prior to site acquisition • Select tenders for new build construction or acquisition through the procurement process for recommendation to the Board for approval • Incur preliminary project development costs to the CEO threshold prior to Board approval for the project.

9. RESOURCE MANAGEMENT – PEOPLE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
9.1 **People Strategy**	• Consider and approve the People Strategy, taking account of RemCo recommendations	**RemCo** • Consider the People Strategy to ensure delivery of Eildon's key strategic objectives, including a workforce plan, organisational culture and terms & conditions. • Recommend the Strategy to the Board for approval.	• Develop and consult on a People Strategy to ensure Eildon's vision, strategic objectives and values are achievable • Implement and deliver the Board approved People Strategy

9. RESOURCE MANAGEMENT – PEOPLE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
9.2 Staffing Establishment	• Consider and approve the Staffing Establishment proposed as part of the Annual Budget • Review and approve proposals for major changes to the Staffing Establishment where the change has a substantial management or budgetary (i.e. above the CEO threshold established in the Financial Regulations) implications. • Scrutinise the quarterly performance reports and note any changes to the establishment executed under delegated authority by the CEO	**RemCo** • Review and approve proposals for major changes to the Staffing Establishment where the change has a substantial budgetary or management implications. • Recommend the proposals for Board Approval	• As part of the construction of the Annual Budget, produce an updated, affordable Staffing Establishment for approval by the Board which reflects the business activities for the year. • Evaluate and approve in year changes proposed for the Staffing Establishment within the CEO threshold set out in the Financial Regulations. Ensure that the quarterly performance reports highlight any changes to the establishment implemented under delegated authority. • Prepare proposals for RemCo and Board consideration in relation to major changes to the Staffing Establishment where the change has a substantial management or budgetary (i.e. above the CEO threshold established in the Financial Regulations) implications. • Where such proposals are within the CEO threshold ensure that the full implications are understood and documented in line with the requirements of the Financial Regulations.

9. RESOURCE MANAGEMENT – PEOPLE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
9.3 **Offers of Employment and Employment Contracts**	• Approve the recruitment of the CEO	**Chair or Vice Chair** • Signing of offers of employment and contracts for the post of CEO	• Ensure that the appropriate policies and procedures are in place to support the recruitment of staff to the approved staffing establishment. • Responsibility for the recruitment of posts in the approved Staffing Establishment and offers of employment and employment contracts to staff with the exception of the CEO position

9. RESOURCE MANAGEMENT – PEOPLE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
9.4 **Staff Terms and Conditions including Remuneration**	• Approve the annual pay award and remuneration package and staffing establishment as part of the Annual Budget • Consider the recommendations from RemCo following the Triennial Review of Employee Benefits and approve any changes to staff remuneration and employee benefits for incorporation in the Annual Budget. • Approve any material changes to the Standard Contract of Employment	**Chair (or Chair of RemCo)** • Approve non-contractual payments in line with Eildon's polices. **RemCo** • Development and negotiation of terms and conditions of remuneration for staff, including the annual pay award. • Consider the Triennial Review of Employee Benefits and recommend to Board any proposed changes to staff remuneration and benefits **ARCom** • Receive assurance on the internal controls for the staffing and payroll process on a cyclical basis from the external internal auditor.	• Prepare and advise RemCo on the options for the annual pay award and, if required, propose any other changes to staff remuneration. • Lead the Triennial Review of Employee Benefits ensuring that staff engage in the process and that the resource engaged to undertake the review is appropriately qualified and experienced. • Advise the Board and RemCo of any proposed material changes to Eildon's Standard Contract of Employment • Make non-contractual payments to staff including the termination of employment consequent upon restructuring or early retirement, ensuring these are executed in accordance with Eildon's policies.

9. RESOURCE MANAGEMENT – PEOPLE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
9.5 Employment related Grievance, Disciplinary or Performance matters		**Chair** • Lead the process to investigate any matter pertaining to the CEO, with the support of the People Manager or other external adviser as appropriate **RemCo** • Review proposed changes to policies relating to employee performance, grievance and discipline	• Lead the process to investigate any matter pertaining to employees, other than the CEO, with the support of the People Manager or other external adviser as appropriate. • Matters relating to a member of the Executive Team may not be delegate to anyoned below the CEO. • Ensure that the appropriate appeals procedures are in place for employees

10. CARE COMPLIANCE

Item	Board Responsibility	Office Bearer or Sub-Committee Responsibility	Chief Executive Responsibility
10.1 **Care Inspectorate**	• Receive reports relating to complaints / service concerns made to the Care Inspectorate	**ARCom** • Receive Care Inspectorate reports and service improvement plans resulting from regulated care services inspections, and monitor delivery of these plans • Receive reports relating to complaints / service concerns made to the Care Inspectorate.	• Provide ARCom with Care Inspectorate reports and service improvement plans resulting from regulated care services inspections. • Ensure that the ARCom and, where appropriate, the Board are advised of complaints / service concerns made to the Care Inspectorate and provided with a report outlining improvement plans arising from any subsequent investigation. • Ensure that the improvement plans are delivered and provide evidence to ARCom to demonstrate this. • Keep ARCom updated on changes to the Care Inspectorate inspection and regulation processes • Inform ARCom of any new care service registration arrangements