



## VOLUNTARY MANAGEMENT COMMITTEE MEMBER VACANCIES

Do you want to improve your personal wellbeing?...and your career prospects? Do you want to play a role in improving the lives of others and the Clydesdale area?

If the answer is **"YES"** then volunteering as a Management Committee member with us might be the thing for you!

*We are looking to recruit people as voluntary committee members. We need people who are motivated by a positive desire to work with us in achieving our Vision of 'Quality homes and excellent services for all - for today and the future'.*

We are a Registered Social Landlord and Scottish Charity with 738 affordable rented homes across rural South Lanarkshire and the Clyde Valley. We have high tenant satisfaction levels and a track record of strong performance. Our current challenges include improving the energy efficiency of our homes, supporting tenants with money problems and establishing a community hub.

We need new committee members who have a range of skills and personal qualities who will strengthen our leadership in achieving the best we can for tenants and other service users. We would welcome interest from individuals with a commitment to our objectives and who have appropriate skills, but in particular would welcome applications from people with experience and knowledge in one or more of the following areas:

Property maintenance/construction • Governance • Finance • Tenant/community engagement

Although Management Committee work is unpaid, we will reimburse out of pocket expenses, including care and travelling costs. We also provide comprehensive induction training as well as supporting ongoing personal development. The main reward though is knowing that you are part of a team that is helping to improve the lives of others.

Our Management Committee meets monthly in Lanark (usually held on the last Wednesday of the month – between 6.00 and 8.00pm).

**Interested?** For further details and a recruitment pack, please contact Joe Gorman on 01555 665316, or email [joe.gorman@clydesdale-housing.org.uk](mailto:joe.gorman@clydesdale-housing.org.uk) or write to us at Clydesdale Housing Association Ltd, 99 High Street, Lanark, ML11 7LN. The deadline for return of application forms is 22 November 2019 and we aim to meet with candidates week beginning on 2 December 2019.

Clydesdale Housing Association is a not-for-profit housing association registered under the Co-operative and Community Benefits Societies Act 2014 (Register no.2237R(S)). We are also recognised by HMRC as a Scottish Charity (No.SC034228) and registered under the Housing (Scotland) Act 2001 with the Scottish Housing Regulator as a Registered Social Landlord (Landlord No.HAL93).

Visit our website [www.clydesdale-housing.org.uk](http://www.clydesdale-housing.org.uk) for more information about us.

## 1. Vision and Common Values

Our Vision is:

**Excellent housing services and quality homes for today and the future.**

Delivered through these Common Values:

- starting at the point of service delivery, we listen and learn from customers. We use this learning to improve how we work and achieve excellence;
- we encourage leadership and teamwork to identify and share progressive ideas;
- we value our people's commitment and support their enthusiasm in achieving success.

## 2. History & Origins

CHA was established as a Registered Social Landlord (RSL) in 1987 by local volunteers, following an initiative by Clydesdale District Council concerned with the poor housing conditions in some remote villages and the shortage of housing for rent in the District. They also wished to halt the economic decline in the remoter areas and to help make them viable communities again.

Following initial improvements to housing in the villages of Leadhills, Tarbrax and Woolfords, CHA commenced a new-build development programme and to date has completed 36 projects in 15 towns and villages throughout rural South Lanarkshire. Since 1987 over £40m has been invested in the area through CHA funded through Government Grants and private finance. As at 31 March 2018 CHA has built or improved around 600 properties for rent and over 80 homes for low cost home ownership.

A total of 173 Scottish Homes tenants in Lanark, Carluke, Rigside and Kirkmuirhill transferred their tenancies through large scale voluntary transfer to CHA over the period from March 2002 to November 2003.

At 31 March 2018 CHA had a housing stock of 738 rented properties and 16 shared ownership homes.

CHA is about to embark on a construction project in Lanark that will deliver 4 new flats properties for social rent, new offices and a Community Hub. Part funded by Lanarkshire Leader, the Clydesdale Community Hub will provide a base for the outreach delivery of services and activities and a meeting base for groups to hire. CHA targets those in greatest housing need, a section of the community more likely to be affected by low income, unemployment, poor health and disabilities. CHA work with a range of partners representing voluntary and public sector to offer services and support to be made available from the Hub which will target the most vulnerable residents. Joint initiatives will be in place to allow CHA make better referral routes for tenants and wider public with partner agencies that will use the base for services. CHA have consulted with tenants, wider stakeholders representing community, voluntary and public sector agencies and wider community. This has helped to establish

priorities, ensure new services and programmes complement the work of partners and to fill gaps in provision of facilities and services.

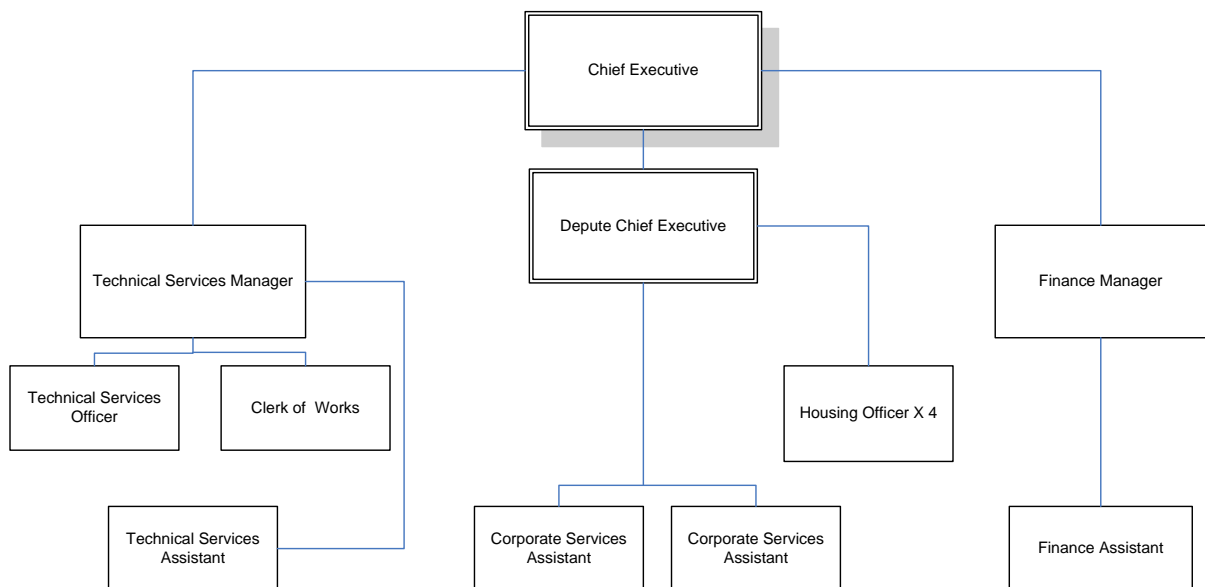
**Governance:** A voluntary Management Committee sets our future direction and monitors our performance. Elected by CHA’s membership, the Management Committee’ primary responsibilities are to:

- Lead and direct CHA’s work;
- Promote and uphold CHA’s values;
- Set and monitor standards for service delivery and performance with the aim of achieving good outcomes for CHA’s tenants and service users;
- Control CHA’s affairs and ensure compliance with the relevant legal and regulatory frameworks.

Management Committee members are required to annually sign their acceptance to CHA’s Code of Conduct for Governing Body Members. Committee members participate in an annual appraisal process which reviews and evaluates individual and collective performance, as well as identifying learning and development needs going forward.

Responsibility for the operational implementation of CHA’s strategies and policies is delegated to the Chief Officer.

**Staff:** We employ a staff team of 14 people who implement CHA policy operationally and support the Management Committee with strategic planning.



CHA is registered as a Social Landlord with the Scottish Housing Regulator (Registration No.93), a Scottish Charity (Registration No.SC 034228) and as a not-for-profit housing association under the Co-operative and Community Benefits Societies Act 2014 (Registration No.2237). With a long track record of excellent performance and sound management, CHA has a ‘low’ regulatory engagement status with the Scottish Housing Regulator.

### **3. Our Performance**

CHA uses a performance management framework in order to identify key performance areas and compare actual performance against agreed targets.

Targets are set and agreed annually between the Chief Executive, Depute Chief Executive and staff responsible for that service area. Within a culture of continuous improvement, targets are set through a process that considers organisational priorities, CHA's recent performance levels, the performance of similar RSLs and the resources we need to perform well. Targets for Key Performance areas are presented to Committee for approval and regular performance reports are presented for Committee consideration.

A table summarising recent performance is presented at the end of this document.

### **4. Working with Key Partners**

CHA works with various partner organisations to achieve its Vision. These organisations include: South Lanarkshire Council; the Scottish Housing Regulator; Clydesdale Citizens' Advice Bureau; Department of Work and Pensions; our bankers.

Working with community and third sector organisations through the Clydesdale Community Hub will expand this list of key partners.

Clydesdale Housing Association Limited  
99 High Street  
Lanark  
ML11 7LN

Email: [mai@clydesdale-housing.org.uk](mailto:mai@clydesdale-housing.org.uk)  
Phone: 01555 665316

## Clydesdale Housing Association Limited – Key Performance Indicators

| Performance Indicator                                    | CHA Target | 2017/2018 CHA Performance | 2016/2017 CHA Performance | 2016/2017 RSL National Average |
|--|------------|---------------------------|---------------------------|--------------------------------|
| % of tenants satisfied with overall service              | 93%        | 97%                       | 92%                       | 91%                            |
| % of tenants satisfied with opportunities to participate | 85%        | 94%                       | 91%                       | 86%                            |
| % of tenants satisfied with being kept informed          | 93%        | 92%                       | 97%                       | 93%                            |
| % of tenants satisfied with reactive repairs service     | 90%        | 95%                       | 91%                       | 91%                            |
| % of repairs carried out right first time                | 95%        | 92.4%                     | 92.2%                     | 93.3%                          |
| Average non-emergency repairs time (working days)        | 5.5        | 4.55                      | 5.28                      | 4.7                            |
| Average emergency repairs time (hours)                   | 3          | 2.54                      | 2.15                      | 2.7                            |
| % of tenants satisfied with the quality of their home    | 87%        | 91%                       | 84%                       | 88%                            |
| % of tenants who feel their rent is value for money      | 80%        | 89%                       | 83%                       | 83%                            |
| Rent collected as % of gross receivable rent             | 99.5%      | 104%                      | 104%                      | 100%                           |
| Current tenant arrears as % of rent debit                | 1.6%       | 1.51%                     | 0.6%                      |                                |
| Former tenant arrears as % of rent debit                 | 1%         | 1.12%                     | 0.85%                     |                                |
| % of tenants satisfied with management of estates        | 90%        | 93%                       | 93%                       | 88.3%                          |
| % of ASB cases resolved within agreed timescale          | 95%        | 93%                       | 92%                       | 89.5%                          |
| % of new tenants satisfied with standard of their home   | 90%        | 98%                       | 89%                       | 91%                            |
| Average time to re-let empty properties (calendar days)  | 12         | 12                        | 19                        | 23                             |
| % of staff satisfied with CHA as an employer             | 90%        | 90%                       | 90%                       |                                |
| % of days lost through staff sickness absence            | 4%         | 4.2%                      | 5.7%                      | 3.96%                          |
| % Committee member attendance at MC meetings             | 75%        | 63%                       | 70%                       |                                |



|                                       |   |
|---------------------------------------|---|
| <b>Clydesdale Housing Association</b> |   |
| <b>Policy name &amp; number</b>       | <b>27_Governance &amp; Accountability<br/>Management Committee Recruitment<br/>Policy</b> |
| <b>Date approved</b>                  | <b>26 April 2017</b>  |
| <b>Date for review</b>                | <b>April 2020</b>   |
| <b>Policy by</b>                      | <b>Joe Gorman</b>   |
| <b>Responsible Officer</b>            | <b>Chief Executive</b>  |

Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages

## CONTENTS

|  |               |
|--|---------------|
| <b>1. Introduction .....</b>   | <b>3</b>      |
| Purpose of this Policy.....  | 3             |
| CHA's Vision and Values .....  | 3             |
| <b>2. Responsibilities of the Committee and Rewards .....</b>                      | <b>4</b>      |
| Responsibilities .....   | 4             |
| Conduct.....   | 4             |
| Estimated Time Commitment from Committee Members.....                              | 5             |
| Rewards.....   | 5             |
| <b>3. Recruitment for Good Governance.....</b>                                     | <b>6</b>      |
| Annual Recruitment Priorities.....   | 6             |
| Eligibility for the Committee.....   | 7             |
| Categories of Committee Membership.....  | 7             |
| Promoting Opportunities to Shareholding Members for Election.....                  | 7             |
| Filling Casual Vacancies .....   | 8             |
| Co-opting People .....   | 8             |
| <b>4. The Recruitment Process .....</b>  | <b>9</b>      |
| Benefits of a Consistent Process .....   | 9             |
| Publicity.....   | 9             |
| Stage 1: Recruitment Pack to Candidates.....                                       | 9             |
| Stage 2: Candidate Meeting with the Chairperson .....                              | 10            |
| Stage 3: Chairperson Report to the Committee .....                                 | 11            |
| Stage 4: Notification of Committee Decision .....                                  | 11            |
| <b>5. Equal Opportunities .....</b>  | <b>12</b>     |
| <b>6. Policy Review .....</b>  | <b>13</b>     |
| <br><b>Appendix 1: Eligibility to Join the Committee – CHA Rules Extract .....</b> | <br><b>14</b> |

# 1. Introduction

## Purpose of this Policy

Clydesdale Housing Association's (CHA) Management Committee (the Committee) are a team of unpaid people who meet monthly to lead, direct and monitor CHA's activities. This policy presents the arrangements for recruiting new members to the Committee.

CHA aims to achieve the following outcomes from this policy:

- Establish a clear, fair and consistent process for the recruitment of Committee Members;
- Promote the work of the Committee and the non-financial rewards members receive from this voluntary activity;
- Assist potential candidates in understanding the role of a Committee Member and the level of individual commitment required;
- Strengthen CHA's governance by basing Committee Member recruitment decisions on our annual recruitment priorities and the best interests of CHA and service users;
- Achieve equality of opportunity and treatment of Committee candidates irrespective of any protected characteristic a person might have or be perceived to have;
- Compliance with CHA's Rules, other policies, Regulatory requirements and the law.

## CHA's Vision and Values

Based in Lanark, CHA was established as a not for profit social landlord in 1987 by local volunteers. At the time of writing this policy CHA has a housing stock of 738 rented properties and 14 shared ownership homes located throughout the Clydesdale area of rural South Lanarkshire. CHA is registered with the Scottish Housing Regulator (registration no.93) and is a Scottish Charity (SC034228).

Our Vision is: Quality homes and excellent services for today and the future.

We deliver this Vision through the following common values:

- Starting at the point of service delivery, we listen and learn from customers. We use this learning to improve how we work and achieve excellence.
- We encourage leadership and teamwork to identify and share progressive ideas.
- We value our people's commitment and support their enthusiasm in achieving success.



Our Vision can only be achieved through the leadership of our Committee working in partnership with staff. Prospective Committee Members must support this Vision and these Values through their words, attitude and actions.

## **2. Responsibilities of the Committee and Rewards**

### **Responsibilities**

Our Committee is a team of people who lead, direct and monitor CHA's activities. Committee Members are accountable to each other, CHA's shareholding membership, service users and other stakeholders.

Committee Members are required to combine their skills, knowledge and experience to deliver the following responsibilities which reflect the Regulatory Standards of Governance and Financial Management as set out by the Scottish Housing Regulator:

- Lead and direct CHA's work to achieve good outcomes for its tenants and service users.
- Be open and accountable for what CHA does. Understand and take account of the needs and priorities of tenants, service users and stakeholders - focusing on the sustainable achievement of these.
- Manage resources to ensure CHA's financial well-being and economic effectiveness.
- Base decisions on good quality information and advice, and identify and mitigate risks to achieving CHA's objectives.
- Conduct CHA's work with honesty and integrity.
- Ensure that the Committee and senior officers have the skills and knowledge they need to be effective.

### **Conduct**

Prospective Committee Members will be required to commit (in writing) to upholding CHA's Code of Conduct for Committee Members before joining the Committee and to renew that commitment annually for as long as they remain on the Committee. The Code of Conduct is based on these seven principles of good governance:

- Selflessness
- Objectivity
- Leadership
- Openness
- Integrity
- Honesty
- Accountability

People wishing to join the Committee must be committed to serving the best interests of CHA and its tenants and to supporting the decisions of the

Committee, even on occasions when they disagree with them. Candidates must not be motivated by alternative or personal agendas.

### **Estimated Time Commitment from Committee Members**

CHA's Committee meets monthly (usually at 6.00pm on the last Wednesday of the month). As well as attending meetings and contributing to discussions, Committee Members are expected to prepare for those meetings by reading the reports provided in advance. They are also required to participate in additional events such as annual appraisal meetings, training and business planning sessions. CHA has estimated that the average time commitment for a Committee Member is around 100 hours per year, i.e. in the region of 8 hours per month.

### **Rewards**

Although being a Committee Member is unpaid (only out of pocket expenses are reimbursed), Committee Members regularly experience the following non-financial rewards:

- Often the most rewarding aspect of serving on our Committee is the sense of personal wellbeing and satisfaction gained from contributing to a cause aimed at benefiting the local community.
- CHA provides an effective induction and ongoing training and development to Committee Members. As well as gaining new skills and knowledge, this learning can be used as evidence of personal development for some qualifications and work towards achieving or maintaining professional body accreditation.
- Experience gained as a Committee Member often enhances individual employment prospects – knowledge and experience in strategic planning, resource planning, risk management and performance monitoring are attractive to many employers.
- Being a Committee Member can also make good use of skills and knowledge gained by:
  - retired people during their previous employment
  - current or previous educational study
  - life experiences
- The Committee is a team of people who care about the provision of quality housing and the positive impact that this and excellent services have on the wellbeing of local people. Meeting and working with new people who share these aims leads to a deeper connection with the community and others.

- Research conducted in 2013<sup>1</sup> found that volunteering is good for you:
  - 76% of people volunteering said it made them feel healthier.
  - 94% said it improved their mood.
  - 96% said it enriched their sense of purpose in life.

This policy sets out the steps we will take to recruit new Committee Members in order to ensure the good governance of CHA.

### **3. Recruitment for Good Governance**

#### **Annual Recruitment Priorities**

CHA's Committee will annually agree recruitment priorities based on a self-assessment of the skills, knowledge, diversity and objectivity that it needs for its decision-making. This assessment is based on the results of our annual collective and individual Committee appraisal system and other good quality sources of information and advice. These priorities will be published on our website and in any Committee recruitment promotional materials we produce.

As well as identifying the learning needs of existing Committee Members, this work identifies what gaps there are that need to be filled through recruitment. This process considers the governance responsibilities of the Committee as well as the strategic challenges and opportunities facing CHA.

For example, the retirement of a Committee Member with specific technical knowledge/skills in construction may lead to a priority being set to encourage candidates with these qualities to apply in order to fill the gap that will be caused by that retirement. Recruitment priorities such as this can also apply to other specialised or general governance knowledge/skills, local knowledge or diversity factors that help the Committee to reflect the community it serves.

CHA believes that having a mix of established and new Committee Members is key to achieving good governance because we benefit from both experience and new ideas. The in-depth knowledge and understanding of experienced Committee Members is vital. However, new members can bring a new perspective that can help us to improve. Achieving the right mix of experience and new perspectives will also influence our recruitment priorities.

---

<sup>1</sup> UnitedHealth Group and Optum Institute (2013) Doing Good is Good for You – 2013 Health and Volunteering Study. Available at: <http://www.unitedhealthgroup.com/~media/UHG/PDF/2013/UNH-Health-Volunteering-Study.ashx?la=en>

## **Eligibility for the Committee**

Prospective Committee Members will be required to complete a personal declaration confirming that they meet the eligibility requirements set out in our Rules. A list of the eligibility conditions is provided in Appendix 1. Failure to meet any of these requirements will result in an application to join the Committee being rejected.

## **Categories of Committee Membership**

Based on the recruitment priorities identified, CHA will seek to recruit new Management Committee Members to one, some or all of the following categories:

- promoting opportunities to shareholding members for election at our Annual General Meeting (AGM).
- appointing a shareholding member to fill a casual vacancy.
- co-opting people.

## **Promoting Opportunities to Shareholding Members for Election**

CHA's Membership Policy includes a commitment to encourage the shareholding membership to consider joining the Committee.

Elections to vacant places on the Committee will take place at each AGM. The procedures for being considered for election are set out in CHA's Rules (Rules 39 – 41) and consist of:

- Notification of election to all shareholding members.
- Nomination.
- Election.

Notifications for the AGM will be issued 28 days prior to the meeting taking place and will inform shareholding members of existing and anticipated Committee vacancies. Notifications will usually also include details of dates when those nominated will be asked to meet with the Chairperson and another Committee Member to discuss their candidacy and find out more about what is involved in being a Committee Member.

Nominations must be in writing using the form provided by CHA and a shareholding member must be nominated by an existing shareholder – shareholders cannot nominate themselves for election to the Committee. Completed nomination forms must arrive at CHA's registered office at least 21 days before the AGM. Nominations received after this deadline cannot be considered for election.

Elections at the AGM will be conducted by a poll. Every member either present in person or who has an appointed representative present will have one vote for

each place to be filled. Each candidate will be asked to provide a short biography (no more than 200 words) that will be sent to all members and appointed proxy representatives in advance of the AGM where possible in order to inform their voting choices. The biography will be structured by CHA and ask candidates to:

- Describe what abilities they offer CHA compared to the annual recruitment priorities set by the Committee and the Committee Member Person Specification.
- Explain their motivation for wanting to join CHA's Committee.

A further copy of the printed biographies will be handed out on arrival at the AGM.

Where the number of candidates standing for election is less than or equal to the number of vacant places, the Chairperson will declare them elected without a vote.

Committee Members serve normally for three year terms after which they are then eligible for re-election without nomination.

### **Filling Casual Vacancies**

A casual vacancy occurs when an elected Committee Member leaves the Committee between AGMs. The Management Committee has the authority to appoint a shareholding member to fill a casual vacancy until the time of the next AGM. Those appointed to fill casual vacancies will be required to stand down from the Management Committee at the next AGM – they can seek election if they wish to continue.

Those filling casual vacancies have full Committee Member status.

### **Co-opting People**

In accordance with CHA's Rules (Rule 42), the Committee can co-opt people to the Committee – there is no requirement for co-optees to be shareholding members. People co-opted can only serve on the Committee until the next AGM and can be removed by the Committee before that.

Co-optees can take part in Management and Sub-Committee discussions and vote at meetings on all matters except those which directly affect CHA's Rules, its membership or the election of Office Bearers. Co-optees cannot stand for or be elected to an Office Bearer position.

People who are co-opted must not make up more than one-third of the total number of elected Management Committee Members at any one time and will not be counted when establishing whether the minimum number of Committee Members are present to allow a Committee or Sub-Committee meeting to take place.

## **4. The Recruitment Process**

### **Benefits of a Consistent Process**

CHA aims to establish a clear, fair and consistent process for the recruitment of Committee Members irrespective of the Committee membership category being pursued. Having a process that treats all candidates equally will enable CHA to:

- Achieve a fair and consistent approach to Committee recruitment.
- Assist prospective Members in understanding the role, responsibilities and conduct requirements of the Committee.
- Ensure that CHA recruits Committee Members who best meet the recruitment priorities previously agreed by the Committee.
- Provide the necessary levels of support to candidates in order to ensure that no person is disadvantaged and to achieve equality of opportunity.
- Enhance compliance with CHA's Rules, other policies, Regulatory requirements and the law.

### **Publicity**

Aside from the process of notifying shareholders about Committee vacancies leading up to the AGM, CHA will also advertise vacancies and anticipated vacancies through the use of:

- Information to shareholding members of CHA.
- Adverts in the local press, journals, the CHA website/Facebook page and online publications
- Information to partner organisations and professional/trade bodies.
- Information to tenant organisations and community groups.
- Information to other voluntary organisations and social enterprises.

Adverts will highlight the recruitment priorities, particular skills and knowledge we seek to strengthen the Committee.

### **Stage 1: Recruitment Pack to Candidates**

Prospective Committee Members will be issued a recruitment pack, consisting of the following:

- Information on background and history of CHA.

- A copy of this Policy.
- A Committee Member Role Description.
- A Committee Member Person Specification.
- A Committee Member Application Form, which asks for information relating to the prospective Member's eligibility to become a Committee Member, details of their knowledge, experience and skills, and for personal information to allow equal opportunities monitoring.

On receipt of the returned Committee Member Application Form, the Chief Executive will establish the prospective Member's eligibility to join the Committee using the criteria presented in Appendix 1. Ineligible applicants will be advised verbally and in writing and will not be permitted to progress further.

### **Stage 2: Candidate Meeting with the Chairperson**

Eligible prospective Members will then be invited to attend a meeting with the Chairperson, one other Management Committee Member (trained in recruitment practices) and an independent person<sup>2</sup>. The constant involvement of the Chairperson in this stage will bring a level of consistency to the process and enable the Chairperson to develop a level of expertise in this area. The purpose of this meeting is to:

- Establish that the prospective Member understands the role of a Committee Member.
- Establish the contribution likely to be made by the prospective Member, in the light of the knowledge, experience, skills and personal qualities sought by CHA.
- Establish the prospective Member's match with the recruitment priorities already agreed by the Committee.
- Consider any specific training or additional requirements needed to enable the prospective Member to fulfil a Committee Member role.
- Highlight the potential non-financial rewards from Committee work.
- Explain and confirm prospective Member commitment to the Code of Conduct requirements for Committee Members.
- Ensure that prospective Members are motivated by serving the best interests of CHA and tenants, and not alternative or personal agendas.

---

<sup>2</sup> A competent person who will enhance the objectivity of the process, e.g. a human resources professional with recruitment expertise.

- Ensure that prospective Members can adequately meet the level of commitment required.
- Answer any questions from the prospective Member.

In the case of prospective members seeking to fill casual vacancies or co-option, this meeting is compulsory. (Please note: it is not a condition that members nominated must attend this meeting in order to be considered for election at the AGM. However, this meeting forms an important early connection with existing Committee Members that will enhance the induction process for those eventually elected.)

Prospective Members who have been nominated in the lead up to an AGM will be asked if they will write a short biography for distribution to the shareholding membership.

In the case of casual vacancies and co-option, following the meeting, the Chairperson will lead a discussion between the CHA representatives on the strength of the application in order to form a recommendation to the Committee.

### **Stage 3: Chairperson Report to the Committee**

In cases where applications are made out with the AGM nomination process, the Chairperson will report to the Committee with a recommendation. Where appointment is recommended the most appropriate category of membership will be proposed (i.e. co-option or filling a casual vacancy).

The report will compare the application against the recruitment priorities set by the Committee and the Committee Member Person Specification. A recommendation to appoint will be made where the CHA representatives who attended the meeting with the prospective Member conclude that the recruitment priorities have been met and they currently meet or have strong potential to meet the Committee Member Person Specification.

Recommendations to appoint will be conditional on the prospective Member attending a Committee meeting to meet Committee Members, introduce themselves and observe non-confidential agenda items.

Committee will make the final decision on appointment after the prospective Member's attendance at a meeting.

### **Stage 4: Notification of Committee Decision**

The Chairperson will inform prospective Members of the Management Committee's decision in writing within one week of the Committee meeting.

The Committee's decision in this matter will be final and there will be no right of appeal.



## 5. Equal Opportunities

We will strive to achieve equality of opportunity and treatment for all in all that we do. We will do this irrespective of any protected characteristic a person might have or be perceived to have. Section 4 of the Equality Act 2010 specifies nine protected characteristics:

- Age
- Disability
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Gender (referred to as “sex” in the Act)
- Gender reassignment
- Sexual orientation

We will consider the needs of hard to reach groups and will make reasonable adjustment, if possible, to assist people to apply to join the Committee and play an active role once appointed.

Practical steps we will take to fulfil our equal opportunities commitments for this Policy will include:

- Open advertising of Committee vacancies will include communication with hard to reach groups.
- We will encourage diversity in reviewing our annual Committee recruitment priorities to ensure that the Committee reflects the community we serve (based on ethnicity, disability, gender and age).
- Meet with all candidates with a disability who meet the Committee eligibility criteria and consider them on their abilities.
- Ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled Committee Members what we and they can do to make sure they can develop and use their abilities.
- Take action to ensure that all Committee Members and employees develop disability awareness.
- We will hold candidate and Committee meetings in venues fully accessible to those with a physical disability.
- Provide reasonable support to candidates who have learning difficulties with form completion and dealing with paperwork.

- Provide reasonable support to candidates with physical disabilities with transport requirements associated with this Policy.
- We will reimburse candidates for out of pocket expenses they have incurred as a result of meeting with us – this will include transport costs and receipted carer and childcare costs
- All Committee Members involved in meetings with candidates will have received training in equal opportunities, recruitment and selection.
- We will ensure that a Human Resources professional supports the work of Committee Members in implementing this policy in order to ensure compliance with good practice and the law.
- We will record reasons for selection and rejection of candidates for Committee vacancies.
- We will only ask health related questions to allow us to assist candidates during the recruitment process and to ensure reasonable adjustment can be made to accommodate the person and to ensure the person is able to carry out essential aspects of the role.

## 6. Policy Review

This Policy was adopted by the Management Committee on 26 April 2017. It will be reviewed every three years.

|  |                     |
|--|---------------------|
| <b>Approved by the Committee of Management on:</b> |                     |
| <b>Signed:</b>                                     | <b>Signed:</b>      |
| <b>Secretary/Chairperson</b>                       | <b>Staff Member</b> |

## Appendix 1: Eligibility to Join the Committee – CHA Rules Extract

- 43.1 A person will not be eligible to be a Committee Member and cannot be appointed or elected as such if:-
- 43.1.1 he/she has been adjudged bankrupt, has granted a trust deed for or entered into an arrangement with creditors or his/her estate has been sequestrated and has not been discharged; or
  - 43.1.2 he/she has been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005; or
  - 43.1.3 he/she is a party to any legal proceedings in any Court of Law by or against the Association; or
  - 43.1.4 he/she is or will be unable to attend the Committee Meetings for a period of 12 months; or
  - 43.1.5 he/she has been removed from the Committee of another registered social landlord within the previous five years; or
  - 43.1.6 he/she has resigned from the Committee in the previous five years in circumstances where the resignation was submitted after the date of his/her receipt of notice of a special committee meeting convened to consider a resolution for his/her removal from the Committee in terms of Rule 44.5; or
  - 43.1.7 he/she has been removed from the Committee in terms of Rules 44.4 or 44.5 within the previous five years; or
  - 43.1.8 he/she has been removed, disqualified or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005; or
  - 43.1.9 he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated; or
  - 43.1.10 a disqualification order or disqualification undertaking has been made against that person under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company).

# Clydesdale Housing Association Committee Member Role Description

## 1. Introduction

*“The Governing Body leads and directs the RSL to achieve good outcomes for its tenants and other service users.”* Regulatory Standards of Governance and Financial Management, Standard 1<sup>1</sup>

1.1 This role description has been prepared to set out the responsibilities that are associated with being a Management Committee Member (MCM) of **Clydesdale Housing Association** (CHA). It should be read in conjunction with the accompanying person specification and CHA’s Rules and Standing Orders.

1.2 CHA is a Registered Social Landlord and a Scottish Charity. The role description reflects the principles of good governance and takes account of (and is compliant with) the expectations of the Regulatory Standards of Governance and Financial Management for Scottish Registered Social Landlords and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).

1.3 CHA encourages people who are interested in the Association’s work to consider seeking election as a MCM and is committed to ensuring broad representation from the communities that it serves. MCMs do not require ‘qualifications’ but, from time to time, we will seek to recruit people with specific skills and experience to add to or expand the existing range of skills and experience available to ensure that the governing body is able to fulfil its purpose. We carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.

1.4 This role description applies to all members of the Management Committee, whether elected or co-opted, new or experienced. It is subject to periodic review.

## 2. Primary Responsibilities

2.1 As a member of the Management Committee your primary responsibilities are, with the other members of the Committee, to

- Lead and direct CHA’s work
- Promote and uphold CHA’s values
- Set and monitor standards for service delivery and performance with the aim of achieving good outcomes for CHA’s tenants and service users
- Control CHA’s affairs and ensure compliance with the relevant legal and regulatory frameworks

2.2 Responsibility for the operational implementation of CHA’s strategies and policies is delegated to the Chief Officer.

---

<sup>1</sup> Scottish Housing Regulator (February 2019) *Regulation of Social Housing in Scotland: Our Framework* available [here](#)

# **Clydesdale Housing Association Committee Member Role Description**

## **3. Key Expectations**

3.1 CHA has agreed a Code of Conduct for Management Committee Members which every member is required to sign on an annual basis.

3.2 Each MCM must accept and share collective responsibility for the decisions properly taken by the Committee. Each MCM is expected to contribute actively and constructively to the work of CHA. All members are equally responsible in law for the decisions made.

3.3 Each member must always act only in the best interests of CHA and its customers, and not on behalf of any interest group, constituency or other organisation. MCMs cannot act in a personal capacity to benefit themselves or someone they know.

## **4. Main Tasks**

- To contribute to formulating and regularly reviewing CHA's values, strategic aims and performance standards
- To monitor CHA's performance
- To ensure that CHA operates within and is compliant with the relevant legal and regulatory frameworks
- To ensure that risks are realistically assessed and appropriately monitored and managed
- To ensure that CHA is adequately resourced to achieve its objectives and meet its obligations
- To act, along with the other members of the governing body, as the employer of CHA's staff.

## **5. Duties**

- Act at all times in the best interests of CHA
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the Management Committee and sub-committees
- Contribute effectively to discussions and decision making
- Take part in training and other learning opportunities
- Take part in an annual review of the effectiveness of CHA's governance and of your individual contribution to CHA's governance
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent CHA positively and effectively at all times, including local communities and when attending meetings and other events
- Respect and maintain confidentiality of information

## Clydesdale Housing Association Committee Member Role Description

- Treat colleagues with respect and foster effective working relationships within the governing body and between the governing body and staff
- Be aware of and comply with our policy on the restrictions on entitlements, payments and benefits
- Register any relevant interests as soon as they arise and comply with CHA's policy on disclosure of interests.

### 6. Commitment

An estimate of the annual time commitment that is expected from MCMs is:

| Activity   | Time             |
|--|------------------|
| Attendance at up to 14 regular meetings of the Management Committee                                | 28 hours         |
| Reading and preparation for meetings of the Management Committee                                   | 42 hours         |
| Attendance at up to 4 sub-committee meetings   | 6 hours          |
| Reading and preparation for sub-committee meetings   | 4 hours          |
| Attendance at annual planning and review events (including individual review meeting)              | 10 hours         |
| Attendance at events such as estate tours, tenant / customer conferences, openings and site visits | 2 hours          |
| Attendance at internal briefing and training events  | 8 hours          |
| External Training and conference attendance (may include overnight stay or weekend)                | To be agreed     |
| <b>Total</b>   | <b>100 hours</b> |

### 7. What CHA Offers MCMs

All MCMs are volunteers and receive no payment for their contribution. CHA has policies which prevent you or someone close to you from benefiting personally from your involvement with CHA, although these policies also seek to ensure that you are not unfairly disadvantaged by your involvement with CHA. All out of pocket expenses associated with your role as a MCM are fully met and promptly reimbursed.

In return for your commitment, CHA offers:

- A welcome and introduction when you first join the Management Committee;
- A mentor from the Management Committee and a named staff contact for the first six months, with ongoing support

## **Clydesdale Housing Association Committee Member Role Description**

- Clear guidance, information and advice on your responsibilities and on CHA's work
- Formal induction training to assist settling in
- Papers which are clearly written and presented, and circulated in advance of meetings
- The opportunity to put your experience, skills and knowledge to constructive use
- The opportunity to develop your own knowledge, experience and personal skills
- The chance to network with others with shared commitment and ideals

### **8. Review**

This role description was approved by the Management Committee on **27 February 2019**. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Management Committee not later than **April 2022**.

## Committee Member Person Specification

To be considered as a Committee Member, it will be beneficial to demonstrate some of the following knowledge, experience skills and other qualities:

### Knowledge and Experience

- Finance (including housing-related; general accountancy; sources of grant funding)
- Property: maintenance, construction, development
- Community Knowledge – living or working in one of Clydesdale's communities
- Community Sustainability (including money advice, CAB, social justice, welfare reform, regeneration)
- Public procurement requirements / processes
- Business / commercial experience
- Tenant / customer experience / engagement and focus
- Housing (housing associations, other RSLs)
- Governance (e.g. experience of being a committee member or being accountable to a governing body)
- Risk identification / management
- Performance monitoring / management / improvement; benchmarking
- Legal
- Health and Social Care: older people; disabled people
- Regulation
- Communities: local; sustainment; development; community councils; planning
- HR / employment/ health and safety
- IT systems
- External communications and media

### Skills

- Ability to handle complex information and use information to make decisions
- Decision-making / problem solving; ability to assess the impact of decisions
- Ability to be strategic
- Able / willing to question and debate constructively
- Communication (able to express opinions, negotiate, co-operate and compromise, be a positive ambassador)
- Ability to listen, to understand and respect other points of view
- Ability to take / seek / act on advice
- Effective listening

### Other Qualities

- Have the required time
- Team players
- Willing to accept collective responsibility and observe confidentiality
- Commitment to / understanding of Clydesdale Housing Association and its objectives
- Willing to engage actively and listen effectively
- Respect for and trust in colleagues and staff
- Willing to put personal interest aside
- Commitment to ongoing personal development / learning



## Application to Join the Management Committee

### A. Your Details

|                |  |           |           |
|----------------|--|-----------|-----------|
| Name:          |  |           |           |
| Home Address:  |  |           |           |
|                |  |           | Postcode: |
|                |  |           |           |
| Membership No: |  | Tel. No.: |           |
| Mobile. No.:   |  | Email:    |           |

### B. Occupation

Please provide details of any employment you are involved in, including full time, part time and voluntary work. If you are retired or unemployed, please provide details of your previous occupation and most recent employer.

| Current Employment Status: | Employed/Self Employed/Retired/Unemployed |                    |
|----------------------------|---|--------------------|
| (please select)            |   |                    |
| Occupation                 | Employer's Name                           | Employer's Address |
|                            |   |                    |
|                            |   |                    |

### C. Positions of Public Responsibility

Please list details of any positions of public responsibility you have, e.g., local councillor, community councillor, NHS Board Member, involvement in local or national forums, tenant/resident representative, etc.

| Position | Organisation Name | Organisation Address |
|----------|-------------------|----------------------|
|          |                   |                      |
|          |                   |                      |

D. Motivation

Please explain your reasons for wishing to join the Management Committee of Clydesdale Housing Association.

E. Knowledge and Skills

Please provide details of knowledge and/or skills you have that you think would be relevant to the role of a Management Committee Member. It would be useful to check the Committee Member Person Specification and the Committee Member Role Description before completing this section. You may continue on a separate sheet if you wish.

## F. Eligibility Criteria for Management Committee Members

This section of the form explains the circumstances that would prevent an individual from becoming a Management Committee Member. Please read this carefully. If any of these circumstances apply to you, you will not be eligible to join Clydesdale Housing Association's Committee.

Do any of the following circumstances apply to you?

- Are you an employee of the Association or a close relative of an employee?  
**Yes / No**
- Have you been adjudged bankrupt, been granted a trust deed for or entered into an arrangement with creditors or has your estate has been sequestrated and has not been discharged? **Yes / No**
- Have you been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005? **Yes / No**
- Are you a party to any legal proceedings in any Court of Law by or against the Association? **Yes / No**
- Will you be unable to attend the Committee Meetings for a period of 12 months?  
**Yes / No**
- Have you been removed from the Committee of another registered social landlord within the previous five years? **Yes / No**
- Have you resigned from Clydesdale's Committee in the previous five years in circumstances where the resignation was submitted after the date you received notice of a special committee meeting convened to consider a resolution for your removal from the Committee in terms of Rule 44.5? **Yes / No**
- Have you been removed from the Committee in terms of Rules 44.4 or 44.5 within the previous five years? **Yes / No**
- Have you been removed, disqualified or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005? **Yes / No**
- Have you been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which you were responsible or to which you were privy, or which your conduct contributed to or facilitated?  
**Yes / No**
- Has a disqualification order or disqualification undertaking been made against you under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company)?  
**Yes / No**

G. Personal Declaration

Committee Members must be committed to serving the best interests of the Association and its tenants and to supporting the decisions of the Committee. Those applying to join the Management Committee must not be motivated by alternative or personal agendas. Those elected to the Committee are required to sign an agreement to a Code of Conduct for Committee members.

I, \_\_\_\_\_, confirm that:

- I am a shareholding member of Clydesdale Housing Association;
- I meet the eligibility conditions for being a Management Committee Member as set out in the Association's Rules;
- I am willing to serve as a Committee Member;
- I wish to serve the best interests of the Association and that I am not motivated by an alternative personal agenda;
- The answers I have given to the questions on this form are true and accurate.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Please return this completed form to our offices at:

The Chief Executive  
99 High Street  
LANARK  
ML11 7LN