

## **CHAIR'S ROLE DESCRIPTION**

### **1. Introduction**

- 1.1 This role description sets out the particular duties and responsibilities that attach to the Chair of Clydesdale Housing Association (CHA) and to the Chairs of CHA's Sub-Committees. The responsibilities described here are additional to those set out in the Committee Member's role description. It should be considered alongside CHA's Rules, Standing Orders, Code of Conduct and Entitlements, Payments and Benefits Policy.
- 1.2 This role description will be used to support the annual review of the Management Committee's effectiveness. It will be used to appoint the Chair and Sub-Committee Chairs after each AGM. Committee Members who wish to be considered for this office will be invited to say how, if elected, they will carry out the duties that are set out here before the election takes place.
- 1.3 In the event that the Chair is unable to fulfil their responsibilities, the Vice Chair will carry out the duties of the Chair.
- 1.4 As set out in the Standing Orders, The Chair of CHA may not serve as the Chair of a Sub-Committee and each Sub-Committee must elect a different Chair.
- 1.5 An overview of the Role of the Chair is outlined in Rule 59.6 of CHA's Rules.
- 1.6 The Chair will be elected by the Management Committee each year at the first Management Committee meeting following the AGM. Whilst the Chair of CHA can be re-elected, in accordance with Rule 59.11 of CHA's Rules, they cannot serve a continuous term of more than five years. There is no expectation that the Chair must serve the full five year maximum term.
- 1.7 In the spirit of CHA's Rules, if an individual has served five years as Chair, they should not be subsequently re-elected as Chair at any point.

### **2. Key Responsibilities**

- 2.1 The Chair must act, and be seen to act, at all times on behalf of the Management Committee. The Chair's key responsibilities are:
  - To lead the Management Committee or Sub-Committee constructively, provide direction and manage meetings effectively
  - To develop and maintain a constructive and positive working relationship with other Office Bearers, the Chief Executive and senior staff
  - To uphold the Code of Conduct and promote good governance
  - Ensure decision making complies with Standing Orders and Scheme of Delegation
  - To be a positive and effective ambassador for CHA
  - To ensure that CHA's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required
  - To be accountable for the actions of the Chair

### **3. Leadership and Direction**

- 3.1 The Chair is expected to:
  - Lead by positive action and example
  - Represent CHA positively and effectively
  - Set the style and tone of Committee/Sub-Committee meetings to ensure effective and participative decision making
  - Promote and uphold the Code of Conduct for CHA's Management Committee

- Ensure that the necessary arrangements are in place to enable CHA to honour its obligations, achieve its objectives and meet agreed targets
- Demonstrate and support the principles of good governance at all times
- Ensure the Management Committee has access to the range of skills, knowledge and experience necessary for the achievement of CHA's aims and objectives and for the fulfilment of the Management Committee's responsibilities
- Ensure that the Management Committee has access to the necessary advice, information and support to fulfil its responsibilities and that, where appropriate, external and/or specialist advice is sought.
- Provide support to new and experienced Management Committee Members by promoting access to relevant induction, training and development opportunities

#### **4. Working with the Chief Executive**

##### 4.1 The Chair should:

- Establish constructive relationship with the Chief Executive and ensure that their respective roles of leading and managing are recognised and promoted effectively. Sub-Committee Chairs should establish similar relationships with the relevant senior staff member
- Ensure that the conduct of CHA's business continues effectively between meetings of the Management Committee and act under delegated or emergency authority when necessary
- In the event of a vacancy, ensure that effective arrangements are implemented for the recruitment and appointment of a Chief Executive, in accordance with CHA's agreed recruitment practices
- Carry out, with the other Office Bearers, the Chief Executive's annual appraisal (including setting objectives, overseeing performance and requiring professional development) and report to the Management Committee
- Ensure that appropriate arrangements are in place and implemented effectively for the support and remuneration of the Chief Executive
- In the event that it is necessary, be responsible for dealing with grievance or disciplinary action in respect of the Chief Executive, in accordance with CHA's agreed procedures.

#### **5. Promoting Good Governance**

##### 5.1 The Chair is required to:

- Promote and demonstrate the highest standards of ethical conduct and integrity
- Build and sustain constructive relationships with other office bearers, members of the Management Committee and senior staff
- Initiate any investigation under the terms of CHA's Code of Conduct
- Chair all general meetings of CHA in accordance with the Rules
- Chair all Management Committee meetings of CHA, in accordance with the Rules and Standing Orders
- Encourage Office Bearer succession planning and support the personal development of other Committee Members towards becoming future Office Bearers, particularly the Vice Chair when they have been identified as the most likely successor to the Chair
- Ensure that all Management Committee Members have access to appropriate information and have an opportunity to contribute to discussion and consideration of all matters requiring their attention
- Ensure that effective induction and ongoing training and support are provided to all MCMs and that annual performance reviews are conducted in accordance with CHA's policy

- Manage meetings inclusively and effectively to ensure that there is sufficient time for the consideration of all relevant issues; for performance to be monitored effectively and for risk to be assessed realistically
- Ensure that all delegated authorities are monitored and reporting arrangements are implemented effectively

## 6. Conduct of CHA’s Business

6.1 The Chair is expected to:

- Ensure that CHA’s business is efficiently and accountably conducted between Management Committee meetings
- Sign (or otherwise authorise) payment instructions and documents requiring the Management Committee’s or the Chair’s authorisation, in accordance with CHA’s standing orders
- Take decisions, along with other Office Bearers, on behalf of CHA in the event of emergencies that occur outside the regular meeting cycle and report these back to the Management Committee for ratification
- Ensure that the range of skills, knowledge and experience required to lead CHA effectively is available to the Management Committee and that the Management Committee is able to access specialist support when necessary
- Lead the governing body’s succession planning and recruitment to ensure good governance and regulatory compliance.

## 7. Commitment

7.1 An estimate of the annual time commitment that is expected from the Chair, in addition to that of standard Management Committee Members, is:

Activity	Time
Attendance at pre-MC meetings with Chief Executive	24 hours
Preparation for and participation in Governing Body appraisal meetings	6 hours
Preparation for and participation in the Chief Executive’s annual appraisal.	4 hours
Support the CEO in event planning	5 hours
Ad-hoc meetings/discussions with Chief Executive	24 hours
Ad-hoc meetings/discussions with Office Bearers/Chief Executive	6 hours
<b>Total</b>	<b>66 hours</b>

## 8. What CHA Offers the Chair

8.1 All MCMs are volunteers and receive no payment for their contribution. CHA has adopted an Entitlements, Payments and Benefits Policy which prevents you or someone close to you from inappropriately benefiting personally from your involvement with CHA. This and related 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 as Chair, CHA offers:

- Training and development opportunities before and after an individual is elected to the position in order to help them acquire and improve the skills, knowledge and experience required to be an effective Chair.

- Training and development opportunities after an individual is elected to the position in order to help them acquire and improve the skills, knowledge and experience required to be an effective Vice Chair (Mentor).
- The support of the previous Chair in a mentoring capacity.
- Sponsorship to attend relevant supportive forums and events specifically for Chairs and Office Bearers.

## 9. Experience, Knowledge & Skill Levels Expected of the Chair

9.1 The level of experience, knowledge and skill that is desirable for Committee Members considering standing for election to the role of Chair are outlined below. Members should bear this in mind when considering their own or others' candidacy.

<b>Experience of</b>
Business that is focused on people and service delivery, whether public, not for profit or private sector(s).
Membership of governing bodies in the public, not for profit or private sector(s), including acting as Chair or Vice-Chair.
Social housing.
Management and/or leadership in either a voluntary or employment capacity.
<b>Knowledge and Skills</b>
Ability to chair meetings impartially, effectively and inclusively.
Strong leadership and inter-personal skills, including the ability to motivate others.
Ability to lead strategically and delegate effectively.
Strong knowledge of good governance principles and practices.
Knowledge of the Scottish housing sector generally and CHA's housing environment specifically.
Effective communication skills in a variety of settings (from one-on-one conversations to service user consultations and complex negotiations).
Good organisational skills.

## 10. Review

10.1 This role description was approved by the Governing Body on **28 September 2022**. It will form the basis of the annual review of the effectiveness of the Chair's contribution to CHA's governance. It will be reviewed by the Governing Body not later than **September 2025**.