



Policy Title: Role Description for Chairperson

Policy Manual Section: Governance

Date Approved by Management Committee: 30 May 2019

Next Review Date: May 2022

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1.0 Aims

- 1.1 This policy document outlines the role of the Chairperson of the Management Committee (Committee) to ensure good governance of the Association through effective leadership and stewardship.
- 1.2 The Chairperson's role and responsibilities are outlined in the Association's Rules and Standing Orders and take account of regulatory expectations of the Chairperson of the Association and Committee.
- 1.3 The Chairperson of the Committee has clear duties and responsibilities and should always remember he/she is acting on behalf of the Management Committee and not in isolation.

2.0 General Role & Responsibilities

- 2.1 The Chairperson is responsible for the leadership of the Committee and ensuring its effectiveness in all aspects of the Committee's role and to ensure that the Association and Committee properly discharges its responsibilities as required by law and its Rules.
- 2.2 The Chairperson shall endeavour to ensure the Committee fulfils and furthers the aims and objectives of the Association through its work and activities.
- 2.3 The Chairperson shall ensure there are appropriate succession arrangements to recruit, develop and retain committee members, which will enhance the challenge, objectivity and effectiveness of the Committee to lead, manage and direct the Association.
- 2.4 The Chairperson shall ensure Committee members have the appropriate skills, knowledge and experience to undertake their role effectively
- 2.5 The Chairperson shall ensure that the Committee strives to be representative of the community and shareholders it serves, particularly in the demographic and ethnic profile.
- 2.6 The Chairperson will ensure that there is transparency in the Committee's membership, work and activities to demonstrate accountability to shareholders, tenants and other customers of the Association.
- 2.7 The Chairperson will line manage the Association's Director ensuring he/she governs the operational activities to meet the Committee's expectations and achievement of organisational aims and objectives.

3.0 Chairperson's Key Responsibilities

3.1 Specific Responsibilities

The specific responsibilities of the Chairperson are as follows:

3.1.1 Provide leadership to the Management Committee

- Ensure the Management Committee leads the Association setting the Association's strategic direction and work priorities;
- Represent the Association and present constructive views on its behalf;
- Ensure Committee members always act in the best interest of the Association;
- Ensure that the Management Committee receives appropriate professional advice either from the Association's Director and Senior Staff Team or independent organisation on specific business matters, as necessary;
- Represent the Association in discussions with Housing Regulator, Auditor, Lenders on significant issues;
- Lead the annual appraisal of Committee members with support from consultants, Committee members or independents;
- Ensure the composition, skills and effectiveness of the Management Committee are reviewed annually through the Succession Plan and an action plan to remedy any deficiencies;
- Mentor members of the Management Committee to implement the Management Committee Succession Plan, in particular
- Ensure all new members are welcomed and have appropriate induction;
- Support and manage the Committee to ensure skills, knowledge and experience are used to best effect and developed where appropriate;
- Arrange, with other members of the Management Committee, for the annual appraisal of the Director;
- Provide ongoing support and guidance to the Director and (where necessary) initiate any disciplinary action; and
- Ensure, in the event of a vacancy, in conjunction with other members of the Management Committee, that the post of Director is filled in a timely and orderly fashion, in accordance with employment legislation, good practice and the Association's own recruitment policy;

3.1.2 Stewardship of the Association

- Ensure the Association convenes an Annual General Meeting to account for its financial management and its other services and activities, as well as the election of the Committee;
- Ensure there is an effective governance structure through the Management Committee and suite of sub-Committees to execute the Committee's business and activities. This will include a schedule of meetings;
- Ensure the Association undertakes a comprehensive review of its Business Plan at least every three years to review the Association's Vision, Mission Statement and its Strategic Aims. There will also be an annual position statement on the Plan and work programme for the forthcoming year, which will ensure achievement of the strategic aims and incorporate strategic and operational ambitions, each team and individual's contribution to set new tasks and targets in the Association's work; and work scheduled i.e. policies, self-assessment etc
- Ensure the Committee effectively manages and monitors financial and treasury management systems and arrangements;
- Ensure the Committee identifies risk in the Association's plans and work, which may prevent it from the Association achieving its vision and strategic aims;
- Ensure the Association has appropriate systems for internal control, performance assessment and quality assurance aimed at continuous improvement;
- Ensure the Committee periodically review the Association's staff structure aimed at achieving efficiencies and value for money;
- Ensure the Committee monitor and control staffing related matters e.g. attendance, overtime and toil working, etc;
- Ensure the Committee scrutinise and objective challenge to the Director and Senior Staff in their presentation of performance reports, policies and other work;
- Ensure the Association has an annual mini-conference for Committee members to undertake training and awareness sessions from the Committee Training Plan to enhance the skills and knowledge of Committee members;

- Ensure Committee members participate fully in the meetings and activities of the Committee, thus ensuring the workload is spread across the Committee; and
- Report a significant or exceptional issue, event or change within the Association is reported to the Housing Regulator through its notifiable events policy;

3.1.3 Ensuring the efficient and proper conduct of the Management Committee's business

- Chair all general meetings of the Association in accordance with its Rules;
- Chair all meetings of the Management Committee, in accordance with the Association's Standing Orders, and ensure the efficient and proper conduct of the Management Committee's business;
- Ensure that the views of all Management Committee members are sought before any important decision is taken at meetings;
- Decide on any points of order arising at any meetings of the Management Committee;
- Keep order and make sure that every member has a fair hearing and an opportunity to express their views on the subject under discussion;
- Decide all matters of order, relevancy and at his/her discretion, alter the order of business at any stage of the meeting; and
- Exercise a second and deciding vote in the event of a tie in the vote of the Management Committee.

3.1.4 Acting under delegated authority on behalf of the Management Committee

- Initiate any investigation under the terms of the Association's Code of Conduct;
- Ensure that the Association's business is efficiently and accountably conducted between Management Committee meetings;
- Act as the final authority in relation to appeals, in accordance with the Association's policies;
- Sign appropriate documents requiring the Management Committee or the Chairperson's authorisation;

- Sign off the Annual Return on the Charter and Annual Assurance Statement for issue to the Scottish Housing Regulator.
- Take decisions on behalf of the organisation in the event of emergencies that occur outwith the regular committee cycle, reporting these back to the Management Committee for ratification.

3.1.5 Relationship with Director

- i) The relationship between the Chairperson and Director, as leaders of the Management Committee and of the staff group respectively, is vital to the effective governance of the Association. The relationship must be based on good and regular communication, mutual trust and support and an understanding of the respective roles and responsibilities.
- ii) Meet monthly with the Director to agree the agenda for Committee meetings and discuss the content of reports to Committee in advance of meetings to ensure that important issues are presented clearly to Committee members.
- iii) Meet bi-monthly with the Director to discuss progress against the Association's aims and objectives. This will cover current and future work priorities in the Director's work plan. The Chairperson as the Director's line manager should provide challenge on his /her performance, as well as support and direction.
- iv) Communicate with the Director as necessary to provide any direction, support or assistance in relation to governance matters and effective running of the business.

4.0 Training & Development

- 4.1 The Association will offer the Chairperson training where appropriate to help him/her develop his/her skills in relation to the responsibilities associated with the post.

5.0 Advice & Support

- 5.1 In exercising his/her responsibilities, the Chairperson may seek the advice and support of the Secretary or other office bearers, and may be guided by the advice of the Director. However, the Chairperson remains solely responsible for the decisions which lie within the responsibilities of the post, and his/her decisions in these matters are final.

6.0 Review

6.1 This policy will be reviewed in May 2022 and thereafter every three years.