

## 1. Introduction

*“The Management Committee, as our 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 as part of the Management Committee of Williamsburgh Housing Association (WHA). It should be read in conjunction with WHA’s Rules and Standing Orders.
- 1.2 WHA 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 RSLs and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).
- 1.3 WHA encourages people who are interested in the Association’s work to consider seeking election as a Management Committee member and is committed to ensuring broad representation from the communities that it serves. Management Committee members 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 Management Committee is able to fulfil its purpose. We have developed a profile for the Management Committee which describes the skills, qualities and experience that we consider we need to lead and direct WHA and 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 or appointed, new or experienced. It is subject to periodic review.

## 2. Primary Responsibilities

- 2.1 As a Management Committee Member your primary responsibilities are, with the other members of the Management Committee, to:
  - Lead and direct WHA’s work.
  - Promote and uphold WHA’s values.
  - Set and monitor standards for service delivery and performance.
  - Control WHA’s affairs and ensure compliance.
  - Uphold WHA’s Code of Conduct and promote good governance.

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<sup>1</sup> Scottish Housing Regulator (April 2012) *Regulation of Social Housing in Scotland: Our Framework* available [here](#)

- 2.2 Responsibility for the operational implementation of WHA's strategies and policies is delegated to the Chief Executive Officer (CEO)

### 3. Key Expectations

- 3.1 WHA has agreed a Code of Conduct for Committee Members which every member is required to sign, on an annual basis, and uphold throughout their membership of the Management Committee.
- 3.2 Each Management Committee member must accept and share collective responsibility for the decisions properly taken by the Management Committee. Each Management Committee member is expected to contribute actively and constructively to the work of WHA. All members are equally responsible in law for the decisions made.
- 3.3 Each member must always act only in the best interests of WHA and its customers, and not on behalf of any interest group, constituency or other organisation. Management Committee members cannot act in a personal capacity to benefit themselves or someone they know.

### 4. Main Tasks

- To contribute to formulating and regularly reviewing WHA's values, strategic aims, business objectives and performance standards.
- To monitor WHA's performance.
- To be informed about and ensure WHA's plans take account of the views of tenants and other customers.
- To ensure that WHA operates within and be assured that WHA is compliant with the relevant legal requirements and regulatory frameworks.
- To ensure that risks are realistically assessed and appropriately monitored and managed.
- To ensure that WHA is adequately resourced to achieve its objectives and meet its obligations.
- To oversee and ensure WHA's financial viability and business sustainability whilst maintaining rents at levels that are affordable to tenants.
- To act, along with the other members of the Management Committee, as the employer of WHA's staff.
- To ensure that WHA is open and accountable to tenants, regulators, funders and partners.

### 5. Duties

- Act at all times in the best interests of WHA.
- 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.

## Management Committee Member - Role Descriptor



- Exercise objectivity, care and attention in fulfilling your role.
- Take part in ongoing training and other learning opportunities.
- Take part in an annual review of the effectiveness of WHA's governance and of your individual contribution to WHA's governance.
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector.
- Represent WHA positively and effectively at all times, including in local communities and when attending meetings and other events.
- Respect and maintain confidentiality of information.
- Treat colleagues with respect and foster effective working relationships within the Management Committee and between the Management Committee and staff.
- Be aware of and comply with our policy on the restrictions on payments and benefits.
- Register any relevant interests as soon as they arise and comply with WHA's policy on managing conflicts of interest.

### 6. Commitment

An estimate of the annual time commitment that is expected from Management Committee members is:

Activity	Time
Attendance at up to 10 regular meetings of the Management Committee	10 x 2 hr meetings
Reading and preparation for meetings of the Management Committee	1.5hrs per meeting
Attendance at up to 4 sub-committee meetings	4 x 1 hr meeting
Reading and preparation for sub-committee meetings	1 hr per meeting
Attendance at annual planning and review events (including individual review meeting)	½ day
Attendance at events such as estate tours, tenant / customer conferences, openings and site visits	2 events per year
Attendance at internal briefing and training events	2 events per year
External Training and conference attendance (may include overnight stay or weekend)	1 x conference per year
<b>Total</b>	Approx 60 hours

### 7. What WHA Offers Management Committee Members

7.1 All Management Committee members are volunteers and receive no payment for their contribution. WHA has adopted an Entitlements, Payments and Benefits Policy which prevents you or someone close to you from inappropriately benefiting personally from your involvement with WHA., This and related policies also seek to ensure that you are not unfairly disadvantaged by your involvement with WHA. All out of pocket expenses associated with your role as a Management Committee member will be fully met and promptly reimbursed.

7.2 In return for your commitment, WHA 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.
- Clear guidance, information and advice on your responsibilities and on WHA'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

8.1 This role description was approved by the Management Committee in July 2023. 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 July 2026.

## 1. Introduction

- 1.1 This role description sets out the particular duties and responsibilities that attach to the Chair of Williamsburgh Housing Association (WHA) and to the Convenors of WHA's sub-committees. The responsibilities described here are additional to those set out in the Management Committee Members' Role Description. It should be considered alongside WHA's Rules and Standing Orders.
- 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 Convenors after each AGM. Management 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 the Housing Association may not also 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 WHA'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 WHA can be re-elected, in accordance with Rule [59.11] of WHA'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 WHA'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

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 constructively, provide direction and manage meetings effectively.
- To develop and maintain a constructive and positive working relationship with the Chair, Chief Executive and senior staff.
- To uphold Williamsburgh Housing Association's Code of Conduct and promote good governance.

- To ensure that Williamsburgh Housing Association's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required.

### 3. Leadership and Direction

The Chair is expected to:

- Represent WHA positively and effectively.
- Set the style and tone of Management Committee meetings to ensure effective and participative decision making.
- Promote and uphold the Code of Conduct for Williamsburgh Housing Association's Management Committee.
- Ensure that the necessary arrangements are in place to enable WHA to honour its obligations, achieve its objectives and meet agreed targets.
- Demonstrate and support the principles of good governance at all times.
- Ensure that the Management Committee has access to the range of skills, knowledge and experience necessary for the achievement of Williamsburgh Housing Association'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

The Chair should:

- Establish a constructive relationship with the Chief Executive and ensure that their respective roles of leading and managing are recognised and promoted effectively. [Sub-committee Convenors should establish similar relationships with the relevant senior staff member].
- Ensure that the conduct of Williamsburgh Housing Association'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 Williamsburgh Housing Association's agreed recruitment practices.

- Carry out, with at least one other Management Committee member, the Chief Executive's annual appraisal 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 a grievance or disciplinary action in respect of the Chief Executive, in accordance with Williamsburgh Housing Association's agreed procedures.

### 5. Promoting Good Governance

The Chair is required to:

- Promote and demonstrate the highest standards of ethical conduct and integrity.
- Initiate any investigation under the terms of Williamsburgh Housing Association's Code of Conduct.
- Chair all general meetings of WHA in accordance with the Rules.
- Chair all Management Committee meetings of Williamsburgh Housing Association, in accordance with the Rules and Standing Orders.
- 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.
- Manage meetings 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 Housing Association's Business

The Chair is expected to:

- Ensure that Williamsburgh Housing Association's business is efficiently and accountably conducted between Management Committee meetings.
- Sign cheques and documents requiring the Management Committee or the Chair's authorisation, in accordance with Williamsburgh Housing Association's Standing Orders.
- Take decisions on behalf of the organisation 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 skills, knowledge and support available to the Management Committee are kept under periodic review.

### 7. Monitoring and Review

This role description was approved by the Management Committee in July 2023. It will be reviewed not later than July 2026.

### 1. Introduction

1.1 This Role Description sets out the particular duties and responsibilities that attach to the Vice Chair of Williamsburgh Housing Association (WHA) and that of any sub-committees. The responsibilities described here are additional to those set out in the Management Committee Members' Role Description.

It should also be considered alongside:

- the Role Description for the Chair of WHA;
- WHA's Rules; and
- WHA's Standing Orders.

1.2 In the event that the Chair is unable to fulfil their responsibilities, the Vice Chair will carry out these duties.

1.3 The position of Vice Chair will be elected by the Management Committee, every year at the first meeting following the AGM.

1.4 In accordance with Rule [59.11] of WHA's Rules, the Chair 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.

1.5 When the Chair stands down, the Vice Chair in post will be asked if they wish to stand for election to become Chair.

1.6 The role of Vice Chair must be carried out by a Management Committee member and may also be carried out by a former office bearer.

### 2. Role of Vice Chair

2.1 The role of the Vice Chair is to deputise, support and (where required) stand in for the Chair of WHA. Therefore, this Role Description must be read in conjunction with the Role Description for the Chair of WHA.

2.2 When known in advance, the Vice Chair should ensure that they are available for any Management Committee meeting that the Chair is unable to attend, e.g. where the Chair has booked a holiday. Close liaison with the Chair is a key requirement of the role.

2.3 The individual holding the post of Vice Chair will gain training and insight as to whether they would like to consider performing the role of Chair in the future.

### 3. Monitoring and Review

This role description was approved by the Management Committee in July 2023. It will be reviewed no later than July 2026.