



ng homes Board Role Descriptions

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ng homes Board 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 1¹

- 1.1 This role description has been prepared to set out the role and responsibilities that are associated with being a Board member (governing body member) of North Glasgow Housing Association (ng homes). It should be read in conjunction with the accompanying person specification (see Appendix 1) and ng homes’ Rules and Standing Orders.
- 1.2 ng homes is a Registered Social Landlord and a registered 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 ng homes encourages people who are interested in the Association’s work to consider seeking election as a Board member and is committed to ensuring broad representation from the communities that it serves. Board 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 governing body is able to fulfil its purpose. We have developed a profile for Board members which describes the skills, qualities and experience that we consider we need to lead and direct ng homes and 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 Board, whether elected or co-opted or appointed, new or experienced. It is subject to periodic review.

2. Primary Responsibilities

- 2.1 As a Board member your primary responsibilities are, with the other members of the Board, to
 - Lead and direct the Association’s work
 - Promote and uphold the Association’s values
 - Set and monitor standards for service delivery and performance
 - Control the Association’s affairs and ensure compliance
 - Uphold the Association’s Code of Conduct for Board members and promote good governance
- 2.2 Responsibility for the operational implementation of ng homes strategies and policies is delegated to the Chief Officer.

¹ Scottish Housing Regulator (February 2020) *Regulation of Social Housing in Scotland: Our Framework*

3. Key Expectations

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

4. Main Tasks

- To contribute to formulating and regularly reviewing the Association's Vision, Mission and Values (see Appendix 2), strategic aims, business objectives and performance standards
- To monitor the Association's performance
- To be informed about and ensure the Association's plans take account of the views of tenants and other customers
- To ensure that the Association operates within and be assured that it 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 the Association is adequately resourced to achieve its objectives and meet its obligations
- To oversee and ensure the Association'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 Board, as the employer of the Association's staff
- To ensure that the Association is open and accountable to tenants, regulators, funders and partners

5. Duties

- Act at all times in the best interests of ng homes
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the Board and Sub-committees
- Contribute effectively to discussions and decision making
- 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 the Association’s governance and of your individual contribution to ng homes governance
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent the Association positively and effectively at all times, including in the local community and when attending meetings and other events
- Respect and maintain confidentiality of information
- Treat colleagues with respect and foster effective working relationships within the Board and between the Board 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 the Association’s policy on managing conflicts of interest

6. Commitment

6.1 An estimate of the annual time commitment that is expected from Board members is:

Activity	Time (estimated hours)
Attendance at up to 10 regular Board meetings	Up to 2.5 hours per meeting
Reading and preparation for Board meetings	Approx. 2 hours per meeting
The Association has a Sub-Committee structure in place with the frequency of each Sub-Committee meeting set at 4 times per year. (Optional)	Up to 2.5 hours per meeting
Reading and preparation for Sub-committee meetings	Up to 2 hours per meeting
Attendance at annual planning and review events (including Board member individual review meeting)	Approx. 20 hours per year
Attendance at events such as estate tours, tenant / customer conferences, openings and site visits	Approx. 20 hours per year
Attendance at internal briefing and training events	Approx. 20 hours per year
Optional; External training and conference attendance (may include overnight stays or weekends)	Ad hoc
It should be noted that the Chairperson and Vice-Chairperson will incur additional hours due to the nature of the roles and the responsibilities and this may be substantial.	

7. What ng homes offers Board members

7.1 **All Board members are volunteers and receive no payment for their contribution.** ng homes has approved a Payments and Benefits Policy see which prevents you or someone close to you from inappropriately benefiting personally from your involvement with the Association. This and related policies also seek to ensure that you are not unfairly disadvantaged by your involvement with ng homes. All out of pocket expenses associated with your role as a Board member will be fully met and you will be promptly reimbursed.

7.2 In return for your commitment, ng homes offers:

- A welcome and introduction when you first join the Board;
- A mentor from the Board and a named staff contact for the first six months, with ongoing support
- Clear guidance, information and advice on your responsibilities and on the Association's work
- Formal induction training to assist settling in
- Papers/reports 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 Association's Board on 26 July 2022. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Board every two years or earlier in line with legislative or regulatory changes or good practice guidance.

ng homes Chairperson Role Description

1. Introduction

- 1.1 This role description sets out the particular duties and responsibilities that attach to the Chairperson (Chair) of ng homes and to the Chairs of the Association's Sub-committees. The responsibilities described here are additional to those set out in the Board members' role description. It should be considered alongside the Association'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 Board's effectiveness. It will be used to appoint the Chair and Sub-committee Chairs after each AGM. Board 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 ng homes 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 the Association's Rules.
- 1.6 The Chair will be elected by the Board each year at the first Board meeting following the AGM. Whilst the Chair of ng homes can be re-elected, in accordance with Rule **[59.11]** of the Association'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 the Association'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 Board. The Chair's key responsibilities are:
 - To lead the Board, or Sub-committee, constructively, provide direction and manage meetings effectively
 - To develop and maintain a constructive and positive working relationship between the Chair and the Chief Executive Officer and senior staff
 - To uphold the Association's Code of Conduct for Board members and promote good governance
 - Ensure decision making complies with Standing Orders and the Scheme of Delegation
 - To be a positive and effective ambassador for the Association

- To ensure that the Association'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 the Association positively and effectively
- Set the style and tone of Board, or Sub-committee meetings to ensure effective and participative decision making
- Promote and uphold the Code of Conduct for the Association's Board
- Ensure that the necessary arrangements are in place to enable the Association 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 governing body has access to the range of skills, knowledge and experience necessary for the achievement of the Association's aims and objectives and for the fulfilment of the Board's responsibilities
- Ensure that the Board 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 Board members by promoting access to relevant induction, training and development opportunities

4. Working with the Chief Executive

4.1 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 Chairs should establish similar relationships with the relevant senior staff member
- Ensure that the conduct of the Association's business continues effectively between meetings of the Board 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 Officer, in accordance with the Association's agreed recruitment practices

- Carry out, supported by a suitably qualified external consultant (and with at least one other Board member), the Chief Executive's annual appraisal (including setting objectives, overseeing performance and requiring professional development) and report to the governing body
- Ensure that appropriate arrangements are in place and implemented effectively for the support and remuneration of the Chief Executive Officer
- In the event that it is necessary, be responsible for dealing with a grievance or disciplinary action in respect of the Chief Executive Officer, in accordance with the Association'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, Board members and senior staff
- Initiate any investigation under the terms of the Association's Code of Conduct
- Chair all general meetings of the Association in accordance with the Rules
- Chair all of the Association's Board meetings, in accordance with the Rules and Standing Orders
- Ensure that all Board 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 Board members and that annual performance reviews are conducted in accordance with the Association'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 the Association's Business

6.1 The Chair is expected to:

- Ensure that the Association's business is efficiently and accountably conducted between Board meetings
- Sign (or otherwise authorise) payment instructions and documents requiring the Board or the Chair's authorisation, in accordance with the 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 Board for ratification
- Ensure that the range of skills, knowledge and experience required to lead ng homes effectively is available to the Board and that the Board is able to access specialist support when necessary
- Lead the Board’s succession planning and recruitment to ensure good governance and regulatory compliance

7. Monitoring and Review

- 7.1 This role description was approved by the Association’s Board on 26 July 2024. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Board every two years or earlier in line with legislative or regulatory changes or good practice guidance.

ng homes Vice-Chairperson Role Description

1. Introduction

- 1.1 This role description sets out the particular duties and responsibilities that attach to the Vice-Chairperson (Vice-Chair) of ng homes. The responsibilities described here are additional to those set out in the Board members' role description. It should also be considered alongside:
- the Role Description for the ng homes Chair;
 - ng homes' Rules; and
 - ng homes' Standing Orders
- 1.2 In the event that the Association's 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 Board, every year at the first Board meeting following the AGM.
- 1.4 In accordance with **Rule 59.11** of the Association'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 Board 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 Association's Chair. Therefore, this role description must be read in conjunction with the Role Description for the ng homes Chair.
- 2.2 When known in advance, the Vice-Chair should ensure that they are available for any Board 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

- 3.1 This role description was approved by the Association's Board on 26 July 2022. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Board every two years or earlier in line with legislative or regulatory changes or good practice guidance.

ng homes Secretary Role Description

1. Introduction

- 1.1 This role description sets out the particular duties and responsibilities that attach to the Secretary of ng homes. The responsibilities described here are additional to those set out in the Board members role description. It should also be considered alongside the Association's Rules and Standing Orders.
- 1.2 The role of the Secretary will be carried out by an Association Board member who will be elected by the Board, every year at the first Board meeting following the AGM.
- 1.3 Where appropriate, the Secretary's duties can be delegated to an appropriate employee of ng homes, with the Secretary assuming responsibility for ensuring that they are carried out in an effective manner.

2. Duties of the Secretary

- 2.1 The Association's Rules specify the Role of the Secretary in detail.
- 2.2 The duties of the secretary include:
 - Calling and attending all Annual General Meetings, Special General Meetings and Board meetings
 - Keeping the minutes for all Annual General Meetings, Special General Meetings and Board meetings
 - Sending out letters, notices calling meetings and relevant documents to Members before a meeting
 - Preparing and sending all the necessary reports to the Financial Conduct Authority and the Scottish Housing Regulator
 - Ensuring compliance with the Association's Rules
 - Keeping the Register of Members and other Registers required by the Association's Rules
 - Supervision of the Association's seal

3. Monitoring and Review

- 3.1 This role description was approved by the Association's Board on 26 July 2022. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Board every two years or earlier in line with legislative or regulatory changes or good practice guidance.

Appendix 1

ng homes Board Member Person Specification

Essential Criteria
Personal Attributes
A commitment to the ethos of social housing
A commitment to the vision and values of the organisation
A commitment to the Association's Code of Conduct for Board Members
Cares about people
Passionate about the community
Fair and non-judgemental
A commitment to represent the interests of ng homes and not individual/or group interests
Respects confidences
Good team worker, able to make and abide by collective decisions
Committed to continuous improvement and raising standards across the organisation
Focused on own continued personal development (CPD)
Desirable Criteria
Knowledge and Experience
Experience of operating at a senior level (either executive or non-executive) within a service organisation
Governance experience, as a Member of a Board or similar, with knowledge of good governance practice
Wide ranging understanding of commercial issues, with strong business acumen
Knowledge of the Housing sector
Skills and Abilities
Strategic planning skills, able to develop strategic vision and encourage others to contribute to this
Risk aware and able to assess and manage risk when reaching decisions
Able to challenge constructively while respecting the roles, views and feelings of others
Able to probe, assess and solve problems
Able to understand complex factual and statistical information
IT literate and able to use tablet device (iPad) and email and participate in virtual meetings using MS Teams or Zoom.
Specialist skills relevant to the organisation
Time Commitment
Attending meetings of the Board and Sub-Committees, as required
Available for ad hoc discussions and urgent business meetings
Attending Board Training / Awareness sessions
Attending Conferences / external visits etc.
Attending Strategy Review / Business Planning Sessions
Annual Board appraisal, Board Member Review

ng group Vision, Mission & Values

Vision:

A community where people can flourish and prosper

Mission:

To provide quality homes and on-going community regeneration and empowerment

Values:

- We are a quality organisation delivering excellence
- We act with integrity
- We are friendly and treat people with respect
- We are customer focused and put the customer first
- We are trusted and trusting
- We are accountable