

Management Committee Recruitment and  
Induction Policy & Procedure

Prepared By	Anne Wilson, Corporate Services Director
Policy Created	June 2021
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Reviewed By	Management Committee

<b>CORPORATE FIT</b>	
Internal Management Plan	✓
Risk Register	✓
Business Plan	✓
Regulatory Standards	✓
Equalities Strategy	✓
Legislation	✓

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

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## **PART 1 – POLICY**

### **1. Introduction**

Welcome to Tollcross Housing Association. The purpose of the recruitment and induction process is to ensure we maintain an acceptable level of competence and knowledge within the Management Committee.

Management Committee members are encouraged to continually develop and learn new skills and the Association will provide and fund appropriate training. Where a Management Committee member is particularly interested in learning more about anything specific, staff members and other Management Committee members are available to discuss these.

Management Committee members shall monitor their skills throughout the year and more formally during the annual Management Committee appraisals. We aim to meet any training or skills gaps identified within a reasonable timeframe.

Where skills gaps are identified and where a vacancy arises, the Association shall advertise with a view to recruiting as soon as possible. Part 2 of this policy outlines the recruitment process and the application form to join the Management Committee is attached as Appendix 2. An equalities monitoring form is attached as Appendix 3 to this policy and Appendix 4 provides an outline of the information pack that will be issued along with the application form.

The Association will endeavour to make new Committee members feel at ease and to quickly become active participants in Management Committee and Sub-Committee meetings. Part 3 of this policy outlines how we ensure new Committee members are aware of what is expected of them and that the information flow is maintained. The Induction Pack contained within Appendix 5 provides more in-depth information and should be used during the induction process. The Association recognises its commitment to health and safety and all Management Committee members are required to undertake a review of the health and safety checklist. This is contained within Appendix 6 of this policy. Appendix 7 of this policy outlines the induction checklist that will be completed during the process.

In order to continually improve the induction process, new Committee members are asked to provide feedback on their induction. The feedback form is Appendix 8 to this policy.

### **2. Legislative & Regulatory Framework**

**Scottish Housing Regulator** – This is the body responsible for the independent regulation of RSLs (Registered Social Landlords or Housing Associations) in Scotland. They are directly responsible to the Scottish Parliament. They were

established on 1 April 2011 under the Housing (Scotland) Act 2010 with one statutory objective:

*"To safeguard and promote the interests of current and future tenants, people who are homeless, factored owners and Gypsy/Travellers".*

They regulate social landlords to protect the interests of people who receive services from them. They do this by assessing and reporting on:

- how social landlords are performing their housing activities
- RSLs' financial well-being
- RSLs' standards of governance

For more information refer to: [www.scottishhousingregulator.gov.uk](http://www.scottishhousingregulator.gov.uk)

Standard 6 of the Scottish Housing Regulator's Regulatory Framework states:

*"The governing body and senior officers have the skills and knowledge they need to be effective." More specifically and in relation to this Management Committee Induction, Standard 6.5 states: "The RSL ensures that all governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness."*

### **3. Equalities**

- 3.1 An Equality Impact Assessment (EIA) has been carried out when preparing this policy and is included as Appendix 1.
- 3.2 Where there is a need for follow-up action, the tasks and timeframe for achieving them shall be noted in the Equality and Human Rights Action Plan to ensure they are addressed.

### **4. Policy Review**

This policy will be reviewed every three years or sooner as deemed necessary due to changes in legislation, regulation or as directed by the Management Committee.

## **PART 2 – RECRUITMENT PROCEDURE**

As outlined in the introduction of this policy, Management Committee members shall monitor their skills throughout the year and more formally during the annual Management Committee appraisals.

In order to manage recruitment of Management Committee members, the procedure below shall be followed:-

### **1. Vacancies**

Management Committee and Leadership Team identify skills required to fill vacant post(s) – this can be either ad-hoc during the year following a vacancy occurring or during the annual Committee appraisals.

### **2. Advertising**

a) Corporate Services Director shall prepare a suitable advert for issue to all or some of the following organisations and these sources will be dependent upon the skills required:

- SFHA
- QEF
- GWSF
- EVH
- Local groups
- Association website
- Association newsletters

b) The advert shall provide:

- a brief outline of the Association and Management Committee
- an outline of skills required from applicants
- an indication of commitment required from successful applicants
- how to apply closing date

### **3. Applications**

a) The application form and information pack will be issued to all applicants either electronically or hard copy (see appendices 1 and 2 of this policy).

b) Applications shall be acknowledged by the Corporate Services Director and a meeting arranged with the Chief Executive Officer, Chair and Vice-Chair or substitute from Management Committee for selection followed by interview of applicants. Applicants will be supported to attend interviews either in person or on-line.

c) Following interview, all unsuccessful applicants will be notified by the Corporate Services Director on behalf of the Chairperson.

#### **4. Reporting**

- a) A report will be prepared for Management Committee by the Corporate Services Director on behalf of the selection panel. Management Committee shall confirm if the appointment is to go ahead.
- b) Successful candidate(s) may attend a Management Committee meeting to observe.

#### **5. Next Steps**

- a) Once Management Committee confirm appointment, the Corporate Services Director shall arrange for all appropriate documents to be completed, such as the Code of Conduct and declaration of interest form. Committee members shall be supported in completing these documents, for example if they are required in a different format or language.
- b) Information will be retained in line with the scheduled within the Association's Data Retention Policy.

## **PART 3 – INDUCTION PROCEDURE**

### **1. Method**

All new Committee Members are invited to meet with the Corporate Services Director to discuss the background of the Association and the role of the Management Committee within the Association. This meeting and any others contained within the induction programme can be arranged remotely or face to face.

A series of meetings will be arranged with other Committee Members and Departmental Directors in order to ensure the Committee members have sufficient opportunity to discuss and digest the information provided about the Association's activities.

Prior to induction taking place, a peer mentor from within the Management Committee will be identified and contact details will be shared.

It is recognised that sometimes we need time to quietly reflect on matters we have just learned so members will receive a full Management Committee Members Induction Pack and supporting documents on a USB data stick. The Chairperson will sign the introduction to the pack and the Corporate Services Director shall ensure this is issued to the new Committee member in advance of the meeting.

To avoid the new Committee member feeling overwhelmed by a high volume of policies and other documents, this information shall be passed on at different times during the induction process. Additionally, the induction process shall be split into different times, reflective of the preferred pace of the new Management Committee member.

The following topics will be discussed:

#### **a) Background**

- History of Tollcross Housing Association (1974 to present)
- Aims & objectives
- Rules
- Standing Orders
- Stock profile
- Committee Structure
- Staff Structure
- What RSLs do
- What Governing Bodies do
- Role and responsibilities of the Management Committee

#### **b) Service Departments**

- Corporate Services
- Housing Management
- Maintenance
- Finance

### **c) Performance**

- Business Plan
- Internal/External Audit
- Funding
- Engaging with tenants and other customers
- Performance Improvement Network
- Departmental Key Performance Indicators (KPIs)/Quarterly Reports
- Scottish Housing Regulatory Standards
- Scottish Social Housing Charter
- Annual Return on the Charter/Landlord Performance Report
- Code of Conduct
- Management Committee Workplan
- Audit & Business Sub Committee Workplan
- Operations Sub Committee Workplan

### **d) Committee Training**

- Management Committee Member & Office Bearers Role Descriptions
- Governing Body Performance Review (Appraisal)
- Succession Planning
- Committee member Training Programme (attendance of at least 50% is expected)

### **e) Equalities and Human Rights**

- Equality & Human Rights Policy

## **2. Induction Review**

New Management Committee members will be requested to complete a short induction review questionnaire to assess the effectiveness of the process (refer to Appendix 8). This will be used to inform any future reviews of the induction process.

Regular check-ins with the new member will be carried out by the Corporate Services Director for the first 12-months.

## Appendix 1 – Equality & Human Rights Impact Assessment

<b>Policy</b>	Management Committee Recruitment and Induction Policy & Procedure		
<b>EIA Completed by</b>	Corporate Services Director	<b>EIA Date</b>	November 2024

### 1. Aims, objectives, and purpose of the policy / proposal

The purpose of the Recruitment and Induction process is to ensure we maintain an acceptable level of competence and knowledge within the Management Committee.

### 2. Who is intended to benefit from the policy / proposal?

Volunteer Committee members

### 3. What outcomes are wanted from this policy / proposal?

To have a robust procedure in place to identify gaps in Management Committee skills and develop these or recruit accordingly.

### 4. Which protected characteristics could be affected by proposal?

- |                                     |   |   |
|-------------------------------------|---|---|
| <input type="checkbox"/> Age        | <input type="checkbox"/> Gender reassignment          | <input type="checkbox"/> Religion or belief |
| <input type="checkbox"/> Disability | <input type="checkbox"/> Marriage & civil partnership | <input type="checkbox"/> Sex                |
| <input type="checkbox"/> Race       | <input type="checkbox"/> Pregnancy and maternity      | <input type="checkbox"/> Sexual orientation |

### 5. If the policy / proposal is not relevant to any of the protected characteristics listed in part 4, state why and end the process here.

The policy provides a framework for how to recruit, induct and develop members of the Management Committee. The process does not negatively impact on the protected characteristics.

### 6. Describe the likely impact(s) the policy / proposal could have on the groups identified in part 4

### 7. What actions are required to address the impacts arising from this assessment? (This might include; collecting data, putting monitoring in place, specific actions to mitigate negative impacts).



# **Tollcross Housing Association**

## **Voluntary Management Committee**

### **Member Application Form**

#### **Appendix 2**

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

Tollcross Housing Association Ltd  
Voluntary Management Committee Application Form

### 1. Personal Details

Name

Address

Postcode

Telephone

Email

### 2. Relationships

Are you related to any existing or former Committee member of Tollcross Housing Association?

**No/Yes**

Are you related to any staff member within Tollcross Housing Association or, to the best of your knowledge, any organisation that provides services to the Association?

**No/Yes**

### 3. Current Employment (if applicable)

Job Title

Employer

**4. Skills and Experience (personal and/or professional)**

Please tick any of the boxes where you have relevant skills and experience:

Finance	<input type="checkbox"/>	Governance	<input type="checkbox"/>
Audit	<input type="checkbox"/>	Housing Management	<input type="checkbox"/>
IT	<input type="checkbox"/>	Asset Management	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	Customer Services	<input type="checkbox"/>
Legal	<input type="checkbox"/>	Business Planning	<input type="checkbox"/>
Development	<input type="checkbox"/>	Community Regeneration	<input type="checkbox"/>
Issues affecting the Social Housing Sector	<input type="checkbox"/>		

Other: .....

**5. Voluntary Experience**

Role	Organisation	From	To	Reason for leaving (if applicable)

**6. Professional Body, Committee or Committee Membership**

Please provide details of any past or present professional body, Committee or Committee memberships:

If past, please provide reason for leaving:

.....  
.....

**7. Additional Information**

.....  
.....  
.....

## 8. Eligibility for the Management Committee

Please refer to the section “Eligibility for the Management Committee” in the Information Pack for Applicants before answering the question below.

Having read these points, do you feel you are eligible to join the Management Committee?

No/Yes	If no, please provide details:
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## 9. Advertising

Please tell us where you saw our advertisement for the recruitment of voluntary Committee member:

## 10. Declaration

I would like my application to be considered for the post of Committee member of Tollcross Housing Association.

**Signed:** ..... **Date:** .....

### HOW WE USE YOUR PERSONAL INFORMATION

The personal information provided within your application form will be handled and used by us in accordance with the “How We Use Your Personal Data” section of our Transparency Statement available for download with this application form. [Transparency Statement Website 2020 09 24 2020 12 11 15 51 37.pdf \(tollcross-ha.org.uk\)](#) Please read that statement carefully before completing your application form. By submitting your application form to us, you accept the content of that statement.

Please return your completed form by email no later than [closing date] to

Anne Wilson, Corporate Services Director  
[anne.wilson@tollcross-ha.org.uk](mailto:anne.wilson@tollcross-ha.org.uk)

Telephone number – 0141 763 1317/DD 0141 763 2855



**Tollcross Housing Association**

**Voluntary Management Committee**

**Member Application**

**Equality Data Collection Form**

**Anonymous Collection**

**Appendix 3**

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

**To ensure your answers are anonymous, please do not add your name or any other identifying details to the form.**

**Why are we asking for equality information?**

We collect equality information to help us to plan and deliver effective services and to meet our legal and regulatory obligations.

**What do we do with equality information?**

We use equality information for a range of purposes, including to help us to:

- protect and promote your rights and interests;
- promote equality objectives across our services;
- identify and address our customers' needs, improve our services, develop policies; and
- identify and eliminate any form of discrimination.

**Do you need to answer every question?**

All equalities monitoring questions are optional. You are not obliged to answer any of these questions but by answering as many questions as possible you will help us improve our policy development. We provide options throughout the form to allow you to provide only the information you want to give us. You can complete some questions and not others or you can complete parts of the questions. The form has space for you to tell us more about your needs if you want.

We may ask for some information in other forms where this is required by law. For example, where we need to know your age if you are applying for a home as only those over 16 years old can be registered on our housing list.

**How do we process your equality information?**

The form you submit to us is anonymous. We will only use the statistical information gathered from the completed forms to determine trends and potential equalities issues within our areas of responsibility. The anonymised statistics may also be submitted to the Scottish Housing Regulator.

We process equality information strictly in line with data protection law, including by:

- processing your equality data confidentially;
- restricting access only to relevant staff members;
- retaining equality information only as long as necessary;
- sharing data only as lawfully permitted; and
- destroying data securely.

**Who do we gather equality information about?**

We gather equality information from:

- people who apply for a home;
- tenants;
- people who apply for a job with us;
- our employees;
- Committee members

## Age

Please tick the band for your age:	16–24	<input type="checkbox"/>	25–34	<input type="checkbox"/>
	35–44	<input type="checkbox"/>	45–54	<input type="checkbox"/>
	55–65	<input type="checkbox"/>	65+	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>			

## Belief or religion

Please tick the box which best describes your belief or religion from the list below?

Buddhism:	<input type="checkbox"/>
Christianity	<input type="checkbox"/>
Catholic:	<input type="checkbox"/>
Protestant:	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Hinduism:	<input type="checkbox"/>
Islam:	<input type="checkbox"/>
Judaism:	<input type="checkbox"/>
Sikhism:	<input type="checkbox"/>
Other religion (please state what this is):	<input type="checkbox"/>
No specific belief in religion (for example, atheism or agnosticism):	<input type="checkbox"/>
Other belief (for example, humanism):	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Please use the space below to tell us about any particular requirements relating to your beliefs or religion:

## Disability

Are you a disabled person?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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If yes, please tick the box which category you would use from the following list:

Autoimmune: (for example, multiple sclerosis, HIV, Crohn's/ulcerative colitis)	<input type="checkbox"/>
Learning difficulties: (for example, Down's Syndrome)	<input type="checkbox"/>
Mental health issue: (for example, depression, bi-polar)	<input type="checkbox"/>
Neuro-divergent condition: (for example, autistic spectrum, Dyslexia, dyspraxia)	<input type="checkbox"/>
Physical impairment: (for example, wheelchair-user, cerebral palsy)	<input type="checkbox"/>
Sensory impairment – hearing impairment	<input type="checkbox"/>
Sensory impairment – visual impairment	<input type="checkbox"/>
Other: If none of the categories above apply to you, please specify the nature of your impairment.	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Please use the space below to advise us if you have any particular requirements:

## Ethnicity

Please tick the box that best describes your particular ethnic group:

### African

African, African Scottish or African British:	<input type="checkbox"/>
Other African background (please specify):	<input type="checkbox"/>

### Asian, Scottish Asian or British

Bangladeshi, Bangladeshi Scottish or Bangladeshi British:	<input type="checkbox"/>
Indian, Indian Scottish or Indian British:	<input type="checkbox"/>
Pakistani, Pakistani Scottish or Pakistani British:	<input type="checkbox"/>
Chinese, Chinese Scottish or Chinese British:	<input type="checkbox"/>
Other Asian background (please specify):	<input type="checkbox"/>

### Black or Caribbean

Caribbean, Caribbean Scottish or Caribbean British	<input type="checkbox"/>
Black, Black Scottish or Black British	<input type="checkbox"/>
Other Caribbean or Black background (please specify)	<input type="checkbox"/>

### Mixed groups

Mixed or multiple ethnic group (please specify)	<input type="checkbox"/>
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### White

English	<input type="checkbox"/>
Gypsy Traveller	<input type="checkbox"/>
Irish	<input type="checkbox"/>
Polish	<input type="checkbox"/>
Roma	<input type="checkbox"/>
Scottish	<input type="checkbox"/>
Welsh	<input type="checkbox"/>
Other British	<input type="checkbox"/>
Other group (please specify your ethnic group)	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Please use the space below to advise us if you have any particular requirements:

## Pregnancy and maternity

Are you pregnant?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Have you taken maternity or paternity leave in the past year?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Prefer not to say				<input type="checkbox"/>

Please use the space below to advise us if you have any particular requirements:

## Sex

What is your sex?	Female	<input type="checkbox"/>	Male	<input type="checkbox"/>	Intersex	<input type="checkbox"/>
Prefer not to say						<input type="checkbox"/>

Please use the space below to advise us if you have any particular requirements:

## Gender re-assignment (trans/transgender)

Do you consider yourself to be a trans person?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Prefer not to say				<input type="checkbox"/>

Please use the space below to advise us if you have any particular requirements:

## Sexual orientation

What is your sexual orientation?

Bisexual	
Gay man	
Heterosexual/straight	
Lesbian/ gay woman	
Other	
Prefer not to say	

Please use the space below to advise us if you have any particular requirements:

## What to do now

**When completed, this form can be returned by e-mail to:**

[corporate@tollcross-ha.org.uk](mailto:corporate@tollcross-ha.org.uk)

Or by post, marked **Private and Confidential** to:

Anne Wilson, Corporate Services Director, Tollcross Housing Association, 868 Tollcross Road, Glasgow, G32 8PF. Telephone: 0141 763 2855

## If you need advice or assistance

This form is anonymous and so we do not know who has completed it.

If you have any concerns relating to equalities issues that you would like assistance with and / or if you wish to discuss anything with us in confidence, please do get in touch. Please use the contact details above.

**Tollcross Housing Association**

**Voluntary Management Committee**

**Member Application**

**Information Pack**

**Appendix 4**

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## **1. How to join the Management Committee**

We encourage anyone who may be considering joining the Committee to contact the Corporate Services Director for an informal chat in the first instance.

The Association's Rule 37.3 states: *"A person must be aged 18 or over to become a Committee Member, however appointed. A person must also be a Member to become a Committee Member (including any person appointed to fill a casual vacancy) unless they are appointed as a co-optee\* or appointed by The Scottish Housing Regulator."*

If you wish to join the Management Committee you can do so in various ways:

- you can contact the Association direct and ask to attend a meeting as an observer (this may be for a co-opted or casual vacancy);
- you can respond to an advert recruiting for Committee Members and complete the application process; or
- you can be nominated in advance of the Annual General Meeting (the nomination needs to be made by an existing member of the Association).

\*Should the maximum number of Committee Members not be elected at the Annual General Meeting, the Association can elect up to one third of the total members from anyone who is eligible even if they are not a member. This option is used for residents and particular experts that the Committee feel might assist the Association's business.

## **2. Annual General Meeting**

Committee Members are elected annually at this meeting. Prior to the meeting (which is normally held in September) all members will receive a paper outlining when and how the meeting will be held. Contained within these papers is a Nomination Form to join the Committee. For this to be valid, we require the nomination to be submitted by the date noted on the form.

## **3. Eligibility for the Management Committee**

Upon receipt of your nomination your membership will be checked and we will also ask you to complete a membership eligibility form to ensure that you legally can be on a Committee under current Government Legislation. This is outlined below.

Upon completion of the eligibility form you will be advised whether you are eligible and if so you will put forward for election at the Annual General Meeting.

If there are 15 or less members on the Committee at the Annual General Meeting, you will be automatically elected. If numbers exceed 15, then all those standing for election will be subject to a vote and the person(s) with the most votes are elected until all 15 spaces are filled.

A person will not be eligible to be a Committee Member and cannot be appointed or elected as such if:

1. you are an undischarged bankrupt, has granted a trust deed which has not been discharged or is in a current Debt Payment Plan under the Debt Arrangement Scheme (in terms of the Debt Arrangement Scheme (Scotland) Regulations 2011); or
2. you have 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
3. you are a party to any legal proceedings in any Court of Law by or against the Association; or
4. you are or will be unable to attend the Committee Meetings for a period of 12 months; or
5. you have been removed from the Committee of another registered social landlord within the previous five years; or
6. you have 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
7. you have been removed from the Committee in terms of Rules 44.4 or 44.5 within the previous five years; or
8. you have 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
9. you have 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
10. a disqualification order or disqualification undertaking has 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 you 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); or
11. a member of your household and/or your spouse or partner (as set out in Rule 40.3) is already a Committee Member; or
12. your nomination for election to the Committee has been rejected in accordance with Rule 40.4 during the period between the return of the completed nomination form and the commencement of the relevant Annual General Meeting.

## 4. Role description for Governing Body members of Tollcross Housing Association

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### 1. Introduction

**The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.**

- 1.1 This role description has been prepared to set out the responsibilities that are associated with being a Governing Body Member (GBM) of Tollcross Housing Association (THA). It should be read in conjunction with the accompanying person specification and THA's Rules and Standing Orders.
- 1.2 THA is a Registered Social Landlord. 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 THA encourages people who are interested in the Association's work or are tenants to consider seeking election as a GBM and is committed to ensuring broad representation from the communities that it serves. GBMs 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 Governing Body, whether elected or co-opted, new or experienced. It is subject to periodic review.

### 2. Primary Responsibilities

- 2.1 As a GBM your primary responsibilities are, with the other members of the Governing Body, to
  - Lead and direct THA's work
  - Promote and uphold THA's values
  - Set and monitor standards for service delivery and performance
  - Control THA's affairs and ensure compliance
- 2.2 Responsibility for the operational implementation of THA's strategies and policies is delegated to the Chief Officer (Chief Executive).

### **3. Key Expectations**

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

### **4. Main Tasks**

- To contribute to formulating and regularly reviewing THA's values, strategic aims and performance standards
- To monitor THA's performance
- To ensure that THA 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 THA 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 THA's Staff

### **5. Duties**

- Act at all times in the best interests of THA
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the governing body (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 THA's governance and of your individual contribution to THA's governance

- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent THA positively and effectively at all times, when attending meetings and other events
- Respect and maintain confidentiality of information
- 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 payments and benefits
- Register any relevant interests as soon as they arise and comply with THA's policy on managing conflicts of interest.

## 6. Commitment

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

Activity	Time (hrs)
Attendance at up to 11 regular meetings of the Governing Body	<b>22</b>
Reading and preparation for meetings of the governing body	<b>22</b>
Attendance at up to 4 Sub-Committee (Audit & Business) meetings	<b>8</b>
Attendance at up to 5 Sub-Committee (Operations) meetings	<b>10</b>
Reading and preparation for Committee (Audit and Operations) meetings	<b>18</b>
Attendance at annual planning and review events (including individual review meeting)	<b>7</b>
Attendance at events such as estate tours, tenant / customer conferences, openings and site visits	<b>7</b>
Attendance at internal briefing and training events	<b>10</b>
External Training and conference attendance (may include overnight stay or weekend)	<b>14</b>
<b>Total</b>	<b>118</b>

## **7. What THA Offers GBMs**

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

7.2 In return for your commitment, THA offers:

- A welcome and introduction when you first join the governing body;
- A mentor from the governing body and a named Staff contact for the first six months, with ongoing support
- Clear guidance, information and advice on your responsibilities and on THA'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 of role description for Governing Body members**

This role description was approved by the Governing Body on 28<sup>th</sup> June 2021. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Governing Body not later than June 2024.

## **5. Equalities**

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### **Valuing Diversity**

Tollcross Housing Association values highly the benefits of having different experience and points of view on our Committee. We particularly welcome applications from people with protected characteristics that are currently under-represented on our Committee, such as women, disabled people, those from black and minority ethnic communities, including gypsy/travellers.

If you have a disability within the meaning of section 6 of the Equality Act 2010 and require an adjustment at any stage of the recruitment process, please contact our Corporate Services Director on 0141 763 1317/DD 0141 763 2855 or e-mail [anne.wilson@tollcross-ha.org.uk](mailto:anne.wilson@tollcross-ha.org.uk).

### **Equalities Monitoring**

We are committed to appointment on merit and to equality and diversity. The equalities monitoring from information is not provided to the selection panel. The information gathered from equalities monitoring is very important and helps to ensure that everyone is treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or believe, sex, sexual orientation or any other relevant details.

## **6. Selection process**

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### **The Selection Panel:**

Chairperson, Chris Elliot  
Vice-Chairperson, Drew McPhail  
Chief Executive Officer, Clive Douglas  
Corporate Services Director, Anne Wilson

To ensure the process is transparent and the appointment is made on merit, the selection panel members will declare if they know anyone who has applied for these appointments.

### **Initial Application**

The selection panel will read your application to assess whether you have demonstrated the essential experience and core skills you must have for the role.

The applicants who most closely meet these requirements will be invited to attend an interview. We will advise you in writing if your application will progress to this stage or if you are not invited to interview.

If invited to interview and you have a disability and you require adjustments to be made, you should contact the Corporate Services Director by e-mail [anne.wilson@tollcross-ha.org.uk](mailto:anne.wilson@tollcross-ha.org.uk) or by calling 0141 763 1317/DD 0141 763 2855, who will make reasonable adjustments to enable you to attend.

### **Interview**

During your interview the selection panel will ask you questions to assess whether you can demonstrate that you meet all the required skills and experience as set out in the specification.

### **Interview arrangements**

Interviews may be held in person or by digital platform such as MS Teams. The selection panel will be as flexible as is possible to ensure that no candidates are disadvantaged by these arrangements. If candidates have any concerns or restrictions with regards to interviews, please let the Corporate Services Director know by using the contact details noted above.

### **Decision to appoint made by Management Committee members**

The selection panel will provide the Management Committee with a summary of the evidence gathered during the process and recommend candidates for appointment. The Management Committee may choose to meet those candidates prior to making a decision. It may be possible that the candidates are invited to attend a Management Committee meeting as an observer.

We will write to all candidates interviewed to advise of the outcome of the interview and to offer feedback on the assessment of your merit in relation to the skills, knowledge and experience required by the person specification.

### **Appointment**

Should you be appointed, we shall notify staff by internal communication and notify the Scottish Housing Regulator's portal. We shall update our website (and publication scheme) with a short biography that you will be involved in preparing.

### **Code of Conduct**

The Code of Conduct sets out the requirements and expectations which are attached to the role as a member of the Governing Body. You have a personal responsibility to uphold the requirements of this Code. You cannot be a member of the Governing Body if you do not agree to adopt this Code of Conduct. To confirm that you understand its requirements and accept its terms, you must review and sign this Code annually.

The Code is based on the seven principles which are recognised as providing a framework for good governance.

**A. Selflessness:** You must act in the best interests of Tollcross Housing Association Limited at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Governing Body should not promote the interests of a particular group or body of opinion to the exclusion of others.

**B. Openness:** You must be transparent in all of your actions; you must declare and record all relevant personal and business interests and must be able to explain your actions.

**C. Honesty:** You must ensure that you always act in the best interests of the organisation and that all activities are transparent and accountable.

**D. Objectivity:** You must consider all matters on their merits; you must base your decisions on the information and advice available and reach your decision independently.

**E. Integrity:** You must actively support and promote our values; you must not be influenced by personal interest in exercising your role and responsibilities.

**F. Accountability:** You must take responsibility for and be able to explain your actions, and demonstrate that your contribution to our governance is effective.

**G. Leadership:** You must uphold our principles and commitment to delivering good outcomes for tenants and other service users, and lead the organisation by example.

# **Tollcross Housing Association**

## **Management Committee Member Induction Pack – Appendix 5**

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

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Dear

Congratulations on your recent appointment to the Association's Management Committee. We would like to take this opportunity to welcome you.

I am writing to outline the arrangements for your induction process so that we can make your transition to us as smooth as possible. As an organisation we recognise the importance of the induction process and in addition to receiving the information relevant to your position, our Corporate Services Director will arrange informal meetings with members of the Management Committee (in particular introduce you to your mentor) and members of the Leadership Team. We hope that this will give you an interesting insight and that you will enjoy finding out about the Association and a bit more about your role within its activities.

We are looking forward to you joining the team.

Yours sincerely

**Chris Elliot**  
**Chairperson**

## **1. Introduction**

The information contained within this induction process is to help you in your role as a member of our Governing Body. It is also a useful reference for more experienced members. You can access information about us by visiting our website [www.tollcross-ha.org.uk](http://www.tollcross-ha.org.uk), where you will find our 'publication scheme' [Open All Hours 2019 \(tollcross-ha.org.uk\)](http://www.tollcross-ha.org.uk), which is our guide to information and has links to our key planning and policy documents as well as publications, minutes and accounts.

You will have already paid your £1.00 membership to the Association which has entitled you to stand for election as a Committee member. In order to set up your file and ensure efficiency, the Corporate Service Director will ensure you are provided with the following documentation to complete and return:

- Code of Conduct for Governing Body Members
- Personal Statistical Data Form
- Equalities Form
- Disclosure of Interest Form

### **Mentoring and other members of the team**

At your first meeting the Chairperson will welcome you to the Association and you will be introduced to the Management Committee members. The Corporate Services Director will arrange for you to meet members of the Leadership Team and other members of staff, as well as taking a tour of the Association's stock.

The Corporate Services Director will arrange your Induction and ensure that you are made aware of the health and safety matters at the registered office: 868 Tollcross Road, Glasgow, G32 8PF. This will include being made aware of the Health and Safety Board members, fire wardens and first aiders within the Association. This is outlined in the checklist at the end of this induction pack

Management Committee members understand how overwhelming it can sometimes be when you first join the Committee. They are committed to identifying a Committee member who will mentor you for the first six months (and beyond if necessary) of you being on the Committee. They will provide you with contact details and help you through the papers in advance of the meetings.

## **2. History of Tollcross Housing Association**

Tollcross Housing Association Limited was formed in 1974 by local residents who were determined to improve housing conditions in the East end of Glasgow. At the time, the traditional sandstone tenements in the area offered very cramped housing conditions with poor services to tenants.

Over the first 15 to 20 years of the Association's existence we received government grant funding to upgrade these properties by amalgamating flats, providing high quality kitchens and bathrooms and energy efficient heating systems and double glazing.

In later years the Association moved on to provide new build development projects that both provided a better mix of rented accommodation in the area and helped regenerate the communities the Association operates in. The Association's aim is to provide high quality affordable rented housing and sustain local communities.

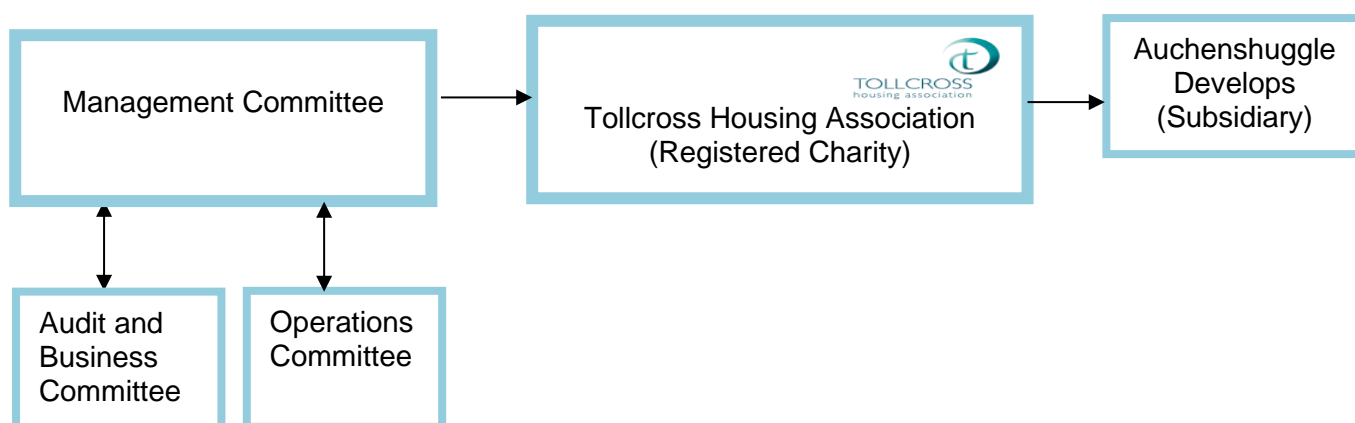
The Association currently owns and manages 2,285 houses and flats in Tollcross, Carmyle and Lilybank/Newbank. 1552 of these were acquired from the Glasgow Housing Association in June 2011. We also provide factoring services to almost 600 residential and commercial owners we operate a subsidiary, Auchenshuggle Develops, to manage mid-market rented properties.

The Association is managed by a voluntary Management Committee including local residents elected by its members at the Annual General Meeting. Anyone over the age of 16 can apply to become a member by completing an application form and making a £1 one-off payment. Members can attend the Annual General Meeting and if 18 or over, can stand for election to the Management Committee.

### **3. Aims and objectives**

- We rent good quality homes at an affordable rent.
- We let our homes to people in housing need and seek to identify new needs arising in the area.
- We provide a caring, efficient and responsive housing management and maintenance service to all our tenants.
- We pursue opportunities to build and develop more homes.
- We encourage tenants to actively participate in the management of their homes and the running of Tollcross Housing Association.
- We aim to provide equal access to all our services to all members of the community.

### **4. The Structure of Tollcross Housing Association**



#### **4.1 Management Committee**

The Board of Management has places for up to 15 members. There are 2 Sub-Committees dealing with issues in relation to Finance, Audit, Housing Service, Maintenance, Corporate Resources, and Building and Development. Committee Representatives are selected from the Management Committee.

The Office Bearers include the Chairperson, Vice Chairperson and Secretary who are elected at the first meeting after the Annual General Meeting to hold office until the conclusion of the next Annual General Meeting. The current members of the Management Committee are detailed below.

#### **4.2 Committee Members**

Chris Elliot (Chairperson)	Drew McPhail (Vice Chairperson)
Esther Skimins (Secretary)	William Dougan (Honorary President)
Alice Lyness	Sharon May
Agnes Phillips	Stephen Fleming
Geraldine Connolly	Ellen Garscadden
Eileen Watters	John McMorrow (Co-optee)
Jackie Jeffs	Gail Jackson

#### **4.3 The core responsibilities of the Management Committee are to:**

- Decide the Association's overall purpose and values, and help make sure these are achieved
- Decide and keep under review the Association's strategic direction and business objectives, taking account of its operating environment and the needs and views of its tenants and service users
- Approve and review policies and plans to achieve the Association's business objectives
- Ensure that the organisation has adequate resources to meet its objectives
- Identify the risks associated with the Association's strategy, and oversee how these are managed
- Decide on and keep under review the Association's partnerships with other organisations
- Establish relationships with senior staff that enable them to carry out their strategic and leadership duties.

- Health and safety

#### **4.4 Audit & Business Sub-Committee**

#### **4.4.1 The role of the Audit & Business Sub-Committee**

- External and internal audit
- Risk management monitoring, and referral of any significant issues to the Management Committee
- HR policy workforce planning, senior staff recruitment and appraisal
- Equalities

An ad hoc staffing committee is convened as required for grievance, disciplinary issues etc. requiring committee involvement

#### **4.5 Operations Sub Committee**

##### **4.5.1 The role of the operations sub committee**

- Approving the Association's policies for all housing management and repairs and maintenance services
- Monitoring the efficiency and effectiveness of these services, in relation to the Association's policies, service standards, budgets and performance targets
- Monitoring customer satisfaction and feedback relating to housing management and maintenance services, and agreeing changes in policy or strategy as required
- Agreeing and monitoring plans for service improvement
- Overseeing the development of the Association's asset management strategy
- Approving the Association's annual programme for planned and cyclical maintenance, within the budget set by the Management Committee
- Overseeing the Association's plans and performance in relation to the Scottish Housing Quality Standard (SHQS) and more recently Energy Efficiency Standard for Social Housing (ESSH )
- Approval of the Association's policies relating to the development of new houses
- Approval of the Association's procurement strategies and methods
- Setting the Association's overall design and specification standards.
- Approval of design briefs for new housing

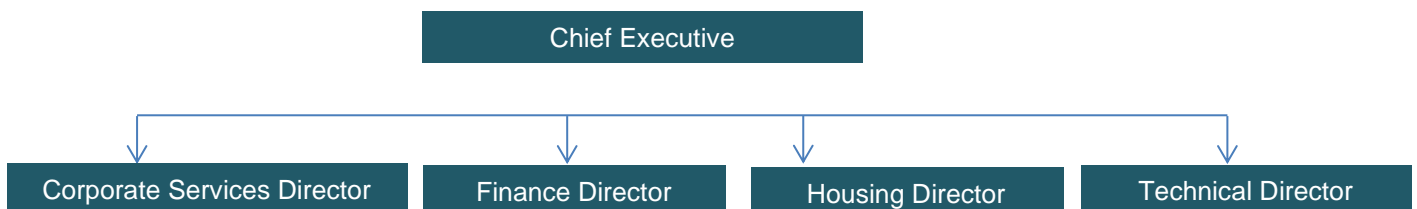
- Appointment of consultants and contractors for development and planned maintenance contracts, within the financial and other limits set by the Management Committee
- Monitoring the development and planned maintenance programmes in relation to the Association's budgets, grant allocations, policies and performance targets
- Ensuring that the Association meets the duties and requirements set out in the law and related good practice guidance.

## 5. Staff Members

5.1 The Chief Executive heads the Association and there are four main departments within the Association consisting of Housing Services, Maintenance, Finance and Corporate Services.

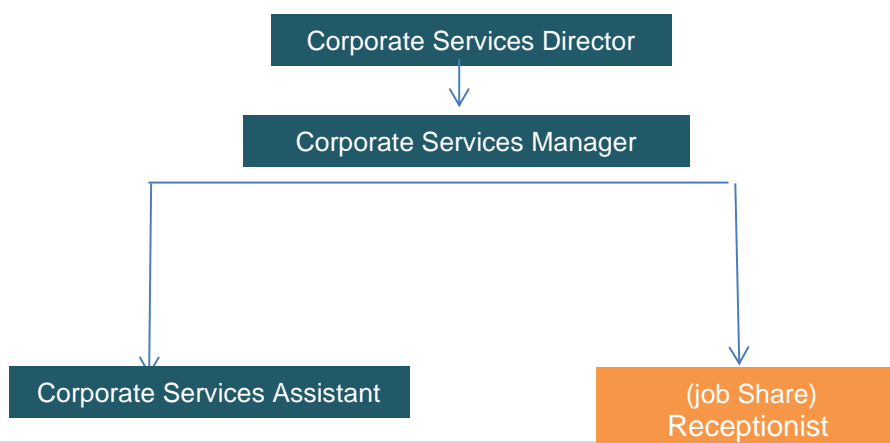
### 5.2 *Leadership Team*

The Leadership Team (LT) sets and implements strategic and operational objectives and structures. They are accountable to the Management Committee and implement policies and procedures approved by the Committee.



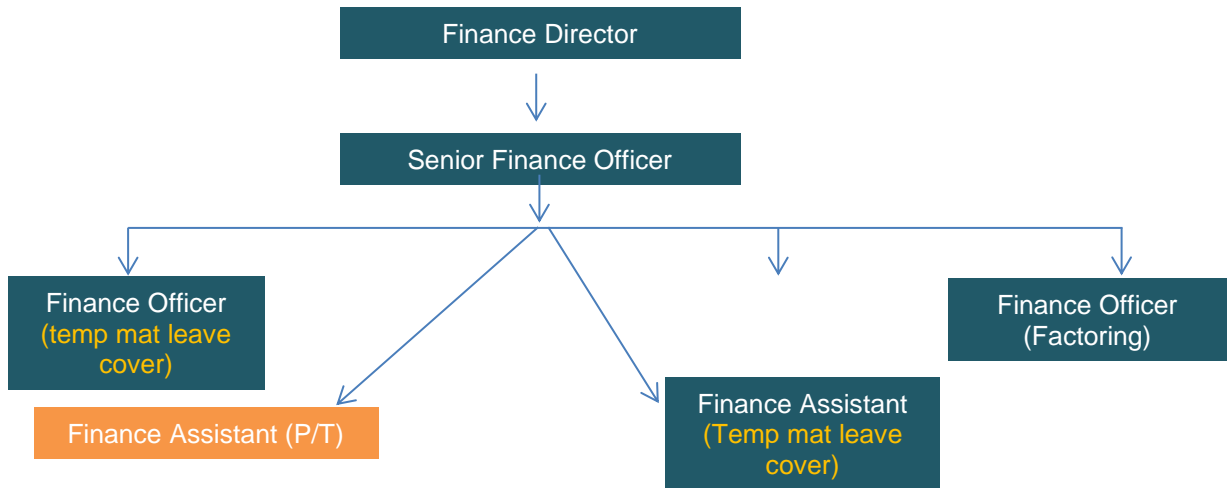
### 5.3 *Corporate Services*

The Corporate Services Department meets the administrative needs to all members of staff in relation to reception, telephones, typing, photocopying and personnel record keeping, is responsible for health & safety, human resources, policy and practice and organisational standards.



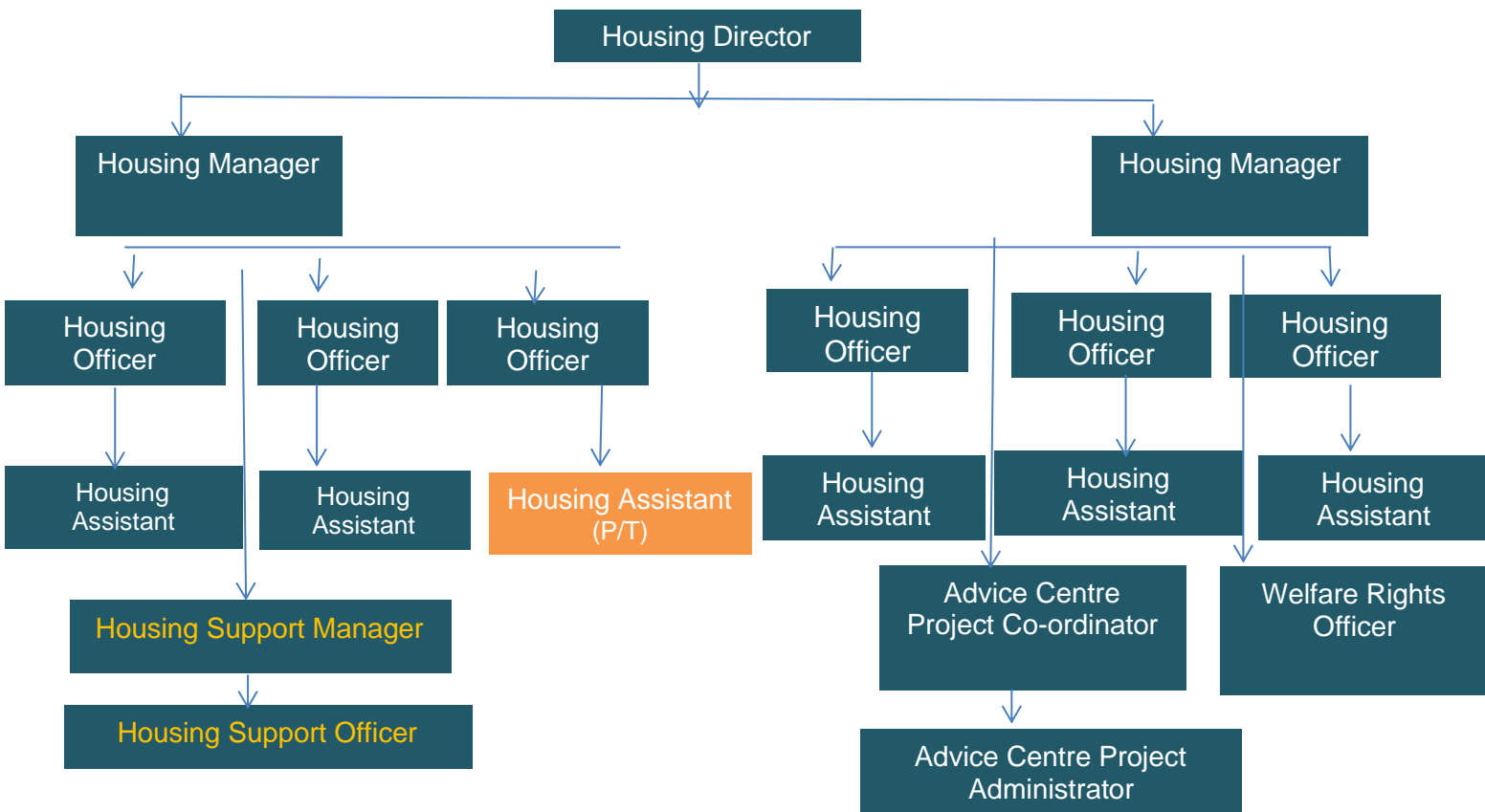
**5.4 Finance Department**

The Finance Department ensures that the Association operates economically, efficiently and effectively dealing with all aspects of financial control, financial reporting and monitoring, salaries, pensions, vat, income tax. The Department is also responsible for information and communication technology.



**5.5 Housing Services**

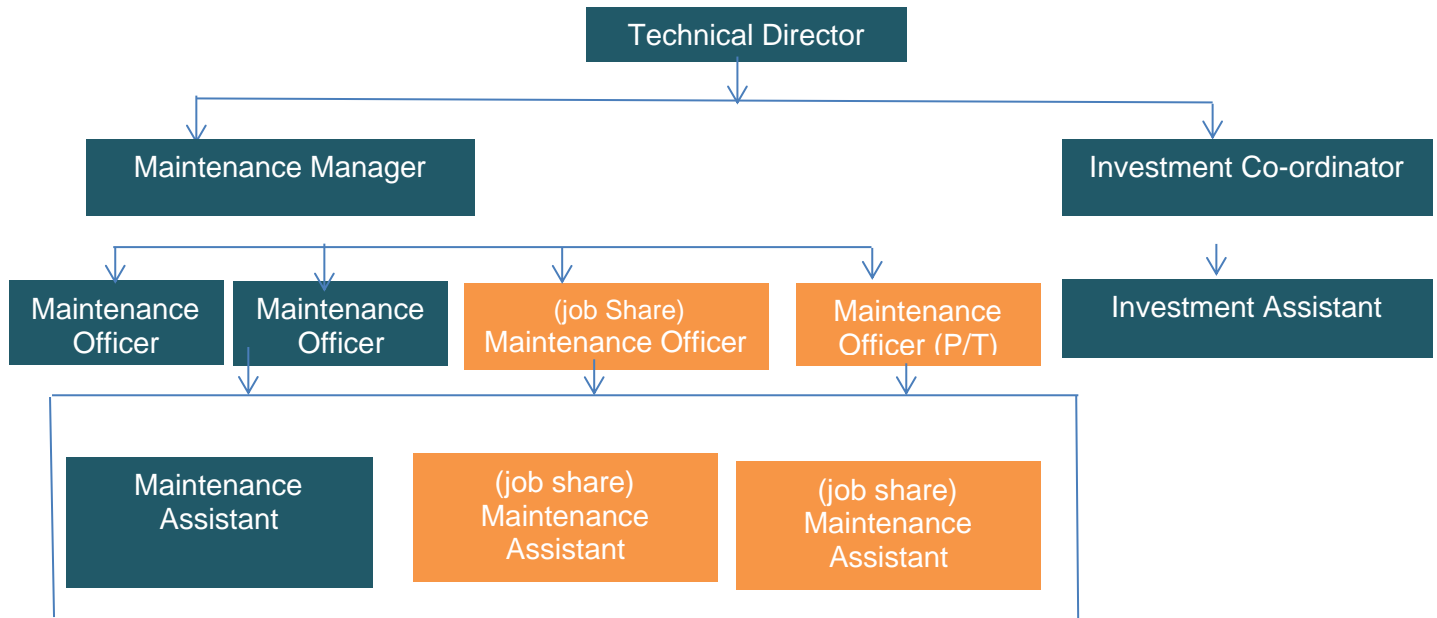
The Housing Services Department provides a range of services to tenants, owner-occupiers and sharing owners. The key functions of this department include rent accounting, rent arrears and rent setting, estate management, allocations, voids, relets, housing benefit, welfare benefits and tenant participation.



# Tollcross Housing Association Management Committee Induction

## 5.6 Maintenance Department

The Maintenance Department provides a range of services to tenants including major and cyclical repairs, improvements and medical adaptations.



## 6. What do RSLs do?

Housing Associations have been active in Scotland for almost fifty years and collectively own and manage nearly 290,000 houses. Their formal title is 'Registered Social landlord' (RSL).

The sector is extremely varied— some Housing Associations own less than 500 houses whilst others are responsible for more than 15,000 (the biggest Scottish RSL owns and manages around 40,000 houses). All Housing Associations are independent organisations that are responsible for their own activities, funding and performance. Some are part of a group structure – this means that they have a legal connection with other organisations that might also be landlords or which might provide related services such as repairs and maintenance or training or advice and support.

Housing Associations provide housing, mainly for rent, for people across Scotland. We let our houses on Scottish Secure Tenancies (SST) and our housing stock is expected to meet the Scottish Housing Quality Standards (SHQS) and the Energy Efficiency Standard for Social Housing (ESSH). Housing Associations are part of the social rented sector (along with councils) and provide homes for people who are in housing need; they are committed to supporting sustainable communities that people want to live in.

Some Housing Associations are active in a specific geographical area (e.g. part of a city or town or a rural area) whilst others specialise in providing housing for particular groups of people (such as older people or people with particular needs). Although the majority concentrate on providing good quality rented housing, many

also provide low cost housing for sale and shared equity. Some combine their housing services with the provision of support, either by themselves or in partnership with other organisations. Housing Associations do more than just let and maintain houses: they are active in the communities that their tenants live in, providing and supporting a wide range of other activities such as:

- Welfare advice – helping people make sure they are accessing all the financial support they are entitled to; offering support and assistance in making claims for benefits and support with living costs; promoting financial inclusion through accessible banking and offering advice and support on dealing with debt'
- Energy advice providing help and assistance to reduce energy costs for tenants and help tackle fuel poverty
- Employment and training initiatives – for example, offering apprenticeships and training, both independently and in partnership with construction and maintenance companies
- Care and Repair – helping older and disabled people to remain independent in their own homes by providing schemes that help with repairs, maintenance and adaptations
- Factoring – providing maintenance and repairs services to owners who live in flats in areas where the Housing Association is active
- Green Initiatives – supporting sustainability and re-cycling initiatives within communities, such as community growing projects and allotments; renewable energy initiatives and furniture recycling projects

Effective partnerships are critical to the success of Housing Associations – key partners include the local authority, Scottish Government, banks, regulators, other landlords, local charities and, of course, our tenants and the communities in which we are active.

RSLs are 'registered; with the Scottish Housing Regulator (SHR) which was established by the Housing (Scotland) Act 2010. Its objective is to safeguard and promote the interests of current and future tenants, homeless people and other people who use services provided by social landlords. We are required to meet the SHRs regulatory requirements. See Section 12.

Housing Associations do not trade for profit and all of the income that they generate is used to meet their running costs and invest in their current and future activities.

Most Housing Associations are Registered Societies, although some are companies limited by guarantee; many are also Scottish Charities and those that provide support or care are registered with the Care Inspectorate. Housing Associations that provide debt advice are registered with the Financial Conduct Authority. Our sector is very heavily regulated and we must demonstrate compliance with the requirements of all of our regulators as well as our funders.

Tollcross Housing Association is a registered society under the Co-operative and Community Benefit Societies Act 2014, 1798RS; a registered Scottish Charity, SC 040876; a registered social landlord with the Scottish Housing Regulator, 197 and

registered as a property factor PF000261. We are also registered with the Care Inspectorate for provision of support services at our sheltered housing complex. Our primary source of income is from tenants' rents. We aim to provide the highest possible standards of service whilst keeping rents affordable: this means that we are committed to delivering value for money across all of our business activities – keeping costs low through effective procurement and careful performance management and paying staff competitive salaries that attract and retain skilled and experienced people. As an RSL, we are required to manage our resources to ensure "...financial well-being, while maintaining rents at a level that tenants can afford to pay" [SHR Regulatory Standards of Governance and Financial Management Standard 3 (February 2019)]

We report our activities to our members and tenants in regular newsletters, via our website and through our annual performance report that is published in October. We are required to report our performance in meeting the Scottish Social Housing Charter to the SHR annually in May and are required to confirm our compliance with the Regulatory Framework by October each year.

## 7. What the Governing Body does

We refer to our governing body as the Management Committee. Management Committee members are not paid for their contribution, although out of pocket expenses are reimbursed.

The effectiveness of the contributions made by individual Management Committee members is reviewed annually. We review our policy on entitlements, payments and benefits at least every three years.

The Management Committee is responsible for leading the organisation: setting policy and strategy, monitoring performance and ensuring legal and regulatory compliance. It operates at a strategic level and delegates responsibility for the day-to-day management and running of the organisation to staff, through the Chief Executive. The Management Committee has agreed Standing Orders that set out the responsibilities that it retains and those that are delegated either to staff or to Sub-Committees. The Standing Orders also make provision for emergency arrangements and establishes a procedure for decision-taking between Management Committee meetings.

Governance is the term used to describe the arrangements that a Housing Association has to lead the organisation, provide strategic direction and effective control. Good governance ensures that the Association's objectives and standards are clear; that the organisation is well run and that performance is good and monitored effectively. It also means that a sensible approach to risk is adopted and that high ethical standards are applied.

Good governance depends on a constructive relationship between the Management Committee and senior staff: each have their own distinct responsibilities that complement the other and the Management Committee is responsible for ensuring that there is an effective relationship in place – the chair is specifically responsible

for maintaining an effective relationship with the Chief Executive. The Management Committee is the employer of our staff.

The Management Committee's main responsibilities are to:

- Lead the Association effectively
- Define, uphold and promote the organisation's values
- Set our strategy and direction
- Agree the annual budget and ensure financial viability
- Take account of tenants' views in respect of rents and services
- Monitor performance
- Manage risk
- Ensure legal, constitutional and regulatory compliance and submit an Annual Assurance Statement
- Promote and demonstrate good governance

All Management Committee members must accept collective responsibility for the decisions that the Management Committee takes and the actions and policies that it approves.

The Management Committee is also responsible for ensuring that we maintain effective relationships with our partners, although day-to-day responsibility is delegated to staff. The Management Committee is responsible for ensuring that the requirements of our Codes of Conduct for Management Committee members and for staff are upheld. The Management Committee must also ensure that it has the necessary range of skills, knowledge and experience to fulfil its role and that our staff have the skills, qualifications and expertise to deliver what is required of them. From time to time the Management Committee will require external independent and/or professional advice, e.g. from accountants, lawyers, surveyors, etc.

Staff support the Management Committee by providing professional advice and expertise: they are responsible for providing the Management Committee with high quality information and advice to make decisions and for implementing the Management Committee's decisions effectively. Staff are responsible for the day-to-day management and operation of the Association – for implementing policies, making decisions, managing our relationship with tenants and service users, dealing with complaints and queries, liaison with partners, funders and regulators. Staff are also responsible for consulting with tenants [e.g. through our tenant scrutiny panel (Performance Improvement Network/Loops) and focus groups and by supporting any of our registered tenants' organisations.]

Our Rules set out the requirements of the Management Committee and the duties of the Chair and Secretary. Our Management Committee should not have less than 7 members and not more than 15. We review the range of skills, knowledge and experience that the Management Committee requires on an annual basis to ensure that we have access to the necessary expertise and experience to meet our objectives. Where gaps are identified, we try to address them through training and/or recruitment. We publicise the particular skills we need in advance of the AGM.

Our Management Committee meets 11 times a year – our meeting calendar is available from our website [www.tollcross-ha.org.uk](http://www.tollcross-ha.org.uk) [[Management Committee Meetings \(tollcross-ha.org.uk\)](http://www.tollcross-ha.org.uk)] Papers are issued not less than a week in advance by e-mail and post as requested and you are encouraged to raise any queries you might have in advance with the relevant officer to ensure that any additional information is available. New Committee members have the opportunity to discuss the papers with their mentor in advance of the meeting.

In order to ensure that the Management Committee operates as efficiently as possible, we have established 2 Sub-Committees. These are outlined in section 2 of this induction pack. They are able to consider issues in more detail than is possible at Management Committee meetings. The remits for these Sub-Committees describe their role and responsibilities and set out any powers they have to make decisions and commit expenditure.

Sub-Committees can only act in accordance with the responsibilities that are delegated to them by the Management Committee and their remits form part of the Standing Orders. Sub-Committee decisions must be reported to the next Management Committee meeting. The Management Committee may also establish working or task groups to progress specific issues such as new initiatives or a review of service delivery: their role is to advise the Management Committee which must approve their remit and oversee their activities.

## **8. Introduction to the role of Management Committee Member**

Management Committee members are usually elected for a three year term following elections at the AGM. Committee members elected in this way must be members of the Association. Members of the Association are people who are interested in and support our activities; they may be tenants or residents in our communities. Our Rules specific our membership criteria and our Membership Policy, which is approved by the Management Committee, describes how we apply these criteria to applications from prospective members. Up to one third of the number of elected members can be co-opted to the Management Committee: co-opted Management Committee members do not need to be members of the Association and can only serve until the next AGM; then they must stand down, but may, if they are a member, stand for election.

As a member of the Management Committee you must always act in the best interests of Tollcross Housing Association and you must not be influenced by any personal, business, financial or other interests. You are required to declare any such interests and manage them appropriately, in accordance with our Entitlements, Payments and Benefits Policy and our policy on declaring and managing Conflicts of Interest. In order to be a member of the Management Committee, you must sign and agree to uphold our Code of Conduct. You must also accept collective responsibility for decisions that the Management Committee has taken (provided the decision has been taken properly and is in accordance with our rules, policies and procedures).

# Tollcross Housing Association Management Committee Induction

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All Management Committee members are expected to use their skills, knowledge and experience for the benefit of the Association. Members will offer a variety of experience, knowledge and backgrounds: it is essential that our Management Committee has an appropriate range of skills, knowledge and experience to support the Association to achieve its aims.

Every Management Committee member shares the same level of responsibility regardless of their background or of their position as an elected or co-opted (or appointed) member: a Management Committee member who is a lawyer or accountant, for example, has the same level of responsibility as someone who has no professional qualifications or who is not in employment. These responsibilities are set out in a role description.

Management Committee members are expected to:

- Attend and be well prepared for meetings
- Contribute effectively to discussions and decision making
- Use their experience and expertise effectively to inform the work of the Management Committee
- Contribute to the annual reviews of our performance, activities and progress
- Take part in training and other learning opportunities
- Take part in an annual review of the effectiveness of our governance
- Participate in an annual appraisal of your individual contribution to our governance
- Maintain and develop your knowledge of relevant issues and the wider housing sector
- Represent Tollcross Housing Association positively and effectively
- 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 the restrictions on payments and benefits
- Register any relevant interests as soon as they arise and comply with our procedure on managing conflicts of interest.

To support you in your role, new Management Committee members are expected to take part in the Induction Programme, which offers opportunities to meet staff and find out more about what we do as well as identifying an experienced member of the Management Committee who will act as your mentor for the first six months.

All Management Committee members are expected to participate in training to keep their knowledge up to date: this might take the form of:

- Briefings provided by staff
- In-house training from an external source
- Attendance at conferences and events
- Reading publications and journals
- On-line research

Members of the Management Committee elect the Chair of the Association (who must be an elected Management committee member). The Chair has additional responsibilities which are described in the Chair's Role Description and which include:

- Leading the Management Committee and Sub-Committees constructively, providing direction and managing meetings effectively
- Developing and maintaining a constructive and positive working relationship between the Chair and Chief Executive and between Sub-Committee conveners and senior staff
- Upholding the Code of Conduct and promoting good governance; ensuring that any breaches are investigated appropriately
- Ensuring that Tollcross Housing Association's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required
- Ensuring that the Management Committee has access to the range of skills, knowledge and experience necessary for the achievement of Tollcross Housing Association's aims and objectives and for the fulfilment of the Management Committee's responsibilities
- Ensuring that the Management Committee has access to the necessary advice, information and support to fulfill its responsibilities and that where appropriate, external and/or specialist advice is sought
- Providing support to new and experienced Management Committee members by promoting access to relevant induction, training and development opportunities

All Management committee members are expected to contribute positively to our governance by being well prepared for meetings, willing to contribute your views and opinions and ensuring that we are seen to operate to the highest standards of governance, integrity and probity.

Each year, every Management Committee member is required to take part in an appraisal of your individual contribution to our governance. This is carried out in line with the Governing Body Performance Review Policy and is used to inform the development of annual training and development programmes for the Management Committee. Our Rules and Code of Conduct require Management Committee members to participate in this process, which is a regulatory requirement. We also use this process to help us plan for the future by identifying the skills, knowledge and experience that the Management committee has and those areas that we might want to strengthen, for example because experienced Management Committee members are planning to end their involvement with us.

## **9. The responsibilities of being a Management Committee member**

Being a Management Committee member is a voluntary role which carries legal responsibilities that are the same as those of a company Director. These include:

- Using your skills, experience and judgement to help make the business (i.e. the Housing Association) successful

# Tollcross Housing Association Management Committee Induction

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- Following the company's rules and ensuring it meets its legal obligations
- Making decisions for the benefit of the company, not yourself
- Declaring any personal interests
- Ensuring that the company keeps accurate records
- Making sure the accounts present a 'true and fair view' of the company's finances
- Complying with the law (e.g. health and safety; employer responsibilities; data protection)

These responsibilities are reflected in the role description and in the Code of Conduct that you must sign annually.

We are also a Scottish Charity: this means that Management committee members are Charity Trustees with legal responsibilities which include:

- Acting in the charity's best interests at all times
- Ensuring that the charity's activities comply with its aims and objectives
- Acting with the same care and diligence that you would in managing your own, or some else's affairs
- Complying with all relevant legislation
- Ensuring that the charity fulfils its reporting obligations to the Office of the Scottish Charity Regulator (OSCR), including the submission of an annual return and accounts

Our Code of Conduct is the framework that reflects these duties. It contains seven principles:

**A. Selflessness:** You must act in the best interests of Tollcross Housing Association Limited at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Governing Body should not promote the interests of a particular group or body of opinion to the exclusion of others.

**B. Openness:** You must be transparent in all of your actions; you must declare and record all relevant personal and business interests and must be able to explain your actions.

**C. Honesty:** You must ensure that you always act in the best interests of the organisation and that all activities are transparent and accountable.

**D. Objectivity:** You must consider all matters on their merits; you must base your decisions on the information and advice available and reach your decision independently.

**E. Integrity:** You must actively support and promote our values; you must not be influenced by personal interest in exercising your role and responsibilities.

**F. Accountability:** You must take responsibility for and be able to explain your actions, and demonstrate that your contribution to our governance is effective.

**G. Leadership:** You must uphold our principles and commitment to delivering good outcomes for tenants and other service users, and lead the organisation by example.

It is a condition of being a Management Committee member that you sign and uphold the terms of the Code of Conduct. You must be able to demonstrate that you receive no inappropriate benefit or preferential treatment because of your involvement with us; this applies to our staff too.

This restriction does not mean that you should be unfairly disadvantaged, however, we apply specific procedures to any decision or transaction that a reasonable and objective person might think you have a personal interest in, but to which you are entitled. So, if you or someone you are close to has applied for one of our houses and you meet our allocations criteria you will not be prevented from accepting a tenancy, as long as the allocations policy and procedures have been followed and you have played no part in any of the consideration. You should be aware, however, that we cannot offer employment to anyone who is closely associated with a current or recent Management Committee member.

If you, or someone you are close to, have any personal, financial or business interests that are relevant to our activities, you must declare them and record them in our Register of Interests. If you or someone you are close to have any such interests that conflict with ours, you will be required to manage them appropriately – in some circumstances, this may mean that you cannot continue to be a Management Committee member.

In the event of a matter being discussed by the Management Committee in which you have declared an interest, you must leave the meeting whilst the discussion is taking place and you must not play any part – or seek to play any part – in making the decision.

The Committee member who is implicated in the potential or real conflict of interest must declare their interest in advance of the meeting where possible and if not, at the beginning of each meeting, stating which agenda item it relates to.

When this item is due for discussion, the Committee member should leave the meeting for the entire discussion of the matter. They should not return until the matter has been fully discussed. The minute of the meeting should record when and why

# Tollcross Housing Association Management Committee Induction

the Committee member left the meeting and the time they re-joined the meeting. The Corporate Services Director will be responsible for ensuring the conflict of interest is recorded in the register, noting when conflict was notified and what action was taken.

The management of a conflict of interest within a Management Committee can be an emotionally difficult and confronting experience for all involved and undermine the good relations and workings of the Committee. It is always best if such situations can be avoided at the outset by prompt notice whenever a Committee member suspects that a conflict of interest may be an issue.

Papers relating to the issue that has given rise to the conflict should still be made available to the Committee member. However if the conflict is significant, the Committee member's continuation on the Management Committee may have to be considered and the best course of action may be the resignation of the member in question.

Table A below describes the people who are or might be considered to be closely associated with you, and our expectations in terms of declaring interests:

**Table A**

Group	Required Response
<p><b>1. Members of your household</b></p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Anyone who normally lives as part of your household (whether related to you or otherwise)</li> <li>• Those who are part of your household but work or study away from home</li> </ul>	<p>We expect you to be aware of and declare any relevant actions of all people in your household. You must take steps to identify, declare and manage these.</p>
<p><b>2. Partner, Relatives and friends</b></p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Your partner (if not part of household)</li> <li>• Your relatives and their partners</li> <li>• Your partner's close relatives (i.e. parent, child, brother or sister)</li> <li>• Your friends</li> <li>• Anyone you are dependent upon or who is dependent upon you</li> </ul>	<p>Where you have a close connection and are in regular contact with anyone within this group, we expect you to be aware of and declare any relevant actions. Under these circumstances, you must take steps to identify, declare and manage these actions.</p> <p>Where you do not have a close connection and regular contact with someone in this group, we do not expect you to be aware of or to go to unreasonable lengths to identify any relevant actions. However, if you happen to become aware of relevant actions by such individuals, then these should be declared and managed as soon as possible.</p>

The following are the relevant actions /involvement by those **to whom you are closely connected** that you should consider, declare and manage as per our expectations outlined in Table A (please be aware that this list is not exhaustive or exclusive):

- A significant interest in a company or supplier that we do business with (or are considering doing business with). A significant interest means ownership (whole or part) or a substantial shareholding in a business that distributes profits, but does not include where an individual has shares in large companies such as banks, utility companies or national corporations, i.e. where owning shares would not give the individual any significant influence over the activities of that organisation.
- Where the individual may benefit financially from a company with which we do business (or are considering doing business with)
- Involvement in the management of any company or supplier with which we do business (or are considering doing business with)
- Involvement in tendering for or the management of any contract for the provision of goods or services to us
- Application for employment with us
- Application to join our Committee or any of its subsidiaries
- Application to be a tenant or service user of Tollcross Housing Association or any of its subsidiaries

We have a policy that describes how you should respond to any offers of gifts or hospitality: you should decline any hospitality or gifts that exceed the value permitted in our policy and you should record all offers – whether accepted or not – in the appropriate register. Examples of hospitality that is permitted include attending events associated with our business activities, conferences and training events, events hosted by our partners that are relevant to our business (in some cases, the Management Committee's prior approval is required). Examples of hospitality that should be declined include invitations to sporting events, social or other occasions that have no relevance to our business. Where we receive gifts from suppliers or other partners (e.g. at Christmas) we place them in a raffle that is generally rolled out at a community event.

## 10. Engaging with tenants and other customers

The Regulatory Framework requires the Management Committee to lead and direct the housing Association to achieve good outcomes for tenants and other service users and to seek out and take account of the needs, aspirations, views and priorities of tenants and other customers in reaching decisions and agreeing strategy. We are required to make information widely available about our services, performance and plans: the information that we publish is set out in our 'publication scheme' [Open All Hours 2019 \(tollcross-ha.org.uk\)](https://www.tollcross-ha.org.uk), which is our guide to information.

# Tollcross Housing Association Management Committee Induction

Our performance in respect of complying with these requirements is measured, in part by our performance in meeting the expectations of the Tenants' Charter. The Scottish Social Housing Charter is a statement by Scottish Ministers of the standards that tenants and other service users can expect from their social landlords. It is used by the SHR to assess and report on social landlords' performance in providing housing services.

All RSLs are required to meet the requirements of the Charter, which was introduced by the Housing (Scotland) Act 2010. Landlords are required to monitor and report on their performance against the Charter. All RSLs must submit an annual Return on the Charter (ARC) to the SHR by 31<sup>st</sup> May each year. The ARC contains statistical and performance information about the standards and outcomes that the Charter contains. These fall into seven categories.

<b>Equalities:</b>	Making sure that all customers' needs are met and that people are treated fairly
<b>Customer and Landlord Relationship:</b>	Ensuring that customers find it easy to communicate with us and to participate in decisions about services
<b>Housing Quality and Maintenance:</b>	Our compliance with the Scottish Housing Quality Standard (SHQS) and other standards (such as EESSH and fire safety), ensuring that our houses are in good condition when allocated and that repairs are carried out well at times that suit customers
<b>Neighbourhood and Community:</b>	Ensuring that neighbourhoods are well maintained and tenants feel safe living in them
<b>Access to Housing and Support:</b>	The availability of information about housing options, allocations and progress of applications; the ease of applying for a house and the availability of information and support to sustain tenancies; the role of councils in meeting the needs of homeless people
<b>Getting Good value from Rent and Service Charges:</b>	Providing services that customers believe deliver continually improving value for money; affordability and the provision of information about how rent is spent
<b>Services to Other Customers</b>	This applies mainly to local authorities and their services to gypsy travellers

The SHR publishes information on individual landlords' performance against the Charter in August each year; landlords are required to publish reports for tenants that show their performance by October. We consulted with tenants on the format of our annual performance report on the Charter and took account of their views, and those of our scrutiny group, Performance Improvement Network, in developing its style and content (which must meet regulatory requirements too). Our annual performance report to tenants is published on our website. The SHR publishes individual Landlord Reports for every RSL on its website which also has a tool which can be used to compare performance with a small number of others.

# Tollcross Housing Association Management Committee Induction

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A key expectation of the Charter is that landlords compare their performance with that of other landlords: consequently, many Housing Associations carry out benchmarking either by being members of a formal benchmarking club or through less formal groups of similar organisations which share information. Tollcross Housing Association benchmarks against 4 peer groups for the landlord performance report and is a member of the Quality and Efficiency Forum. All RSLs are expected to carry out regular tenant satisfaction surveys which include specific questions relating to the landlord's performance against the Charter. These surveys are carried out at least every three years. Tollcross Housing Association carries out 40% random sampling by an independent agency on a monthly basis.

We are making increasing use of digital communication methods to engage with our tenants and we aim to ensure that we adopt different approaches to suit the needs and preferences of all our tenants. We seek feedback from tenants about their experience of the range of services that we provide, including repairs and maintenance services – their satisfaction with the process for reporting a repair and the availability of information about what would happen as well as satisfaction with the quality of work carried out and the courtesy of tradespeople. This information is reported to the Management Committee every three months.

We have a Tenant Scrutiny Panel (Performance Improvement Network (PIN)) which is made up of a cross-section of our customers. Their role is to monitor our performance and to influence service development and delivery. From time to time, we consult the PIN and our tenants' groups about specific proposals. The Management Committee receives reports following each meeting of the PIN and Management Committee members may be invited to attend meetings of the PIN and tenants' groups.

We maintain a comprehensive website which we promote as the first point of contact with anyone who wants to find out about us or the services we offer ([www.tollcross-ha.org.uk](http://www.tollcross-ha.org.uk)). Our website includes information about our policies and procedures and is where we publish the minutes of Management Committee meetings.

We publish a tenants' newsletter every three months which is available to download from the website and is also delivered to every tenant and factored owner. Feedback from our customers has told us that next to receiving written communication, this is their preferred way of communicating with us. We use the newsletters to tell customers how their views have influenced our services and how we provide them.

Anyone who is dissatisfied about any aspect of our service can make a complaint – our Complaints policy meets the requirements of the model produced by the Scottish Public Services Ombudsman (SPSO). The Management Committee receives reports about complaints and their outcomes four times a year.

## 11. Funding

The Management Committee is responsible for ensuring that the Housing Association is financially viable and that our financial affairs are conducted in accordance with the law and regulatory requirements. To carry out this responsibility, the Management committee receives regular reports and has established an Audit Committee to oversee and monitor our financial affairs and our performance and risk management activities. Amongst other responsibilities, the Audit Sub-Committee reviews the auditor's reports, monitors internal financial controls and risk assessment, oversees the internal audit programme and makes recommendations to the Management Committee.

The main source of income for Housing Associations is the rent paid by tenants. Over 95% of our annual budget is met by rent. The remainder comes from factoring services that we provide to owners and from grants that we receive for specific projects and initiatives.

We review our rents annually and are required to consult with tenants on the proposed increase: We have a rent setting statement and budget planning processes in place. The Regulatory Standards of Governance and Financial Management require us to maintain rents at a level that tenants can afford to pay. This means that we must pay careful attention to rent affordability when setting budgets and strategy and plans and that we take account of the feedback from our annual rent consultation exercises with our tenants.

The majority of our tenants receive support towards all or part of the payment of their housing costs to help with their rent payments.

Changes to the welfare benefit system mean that the proportion of our tenants having to pay some of their rent themselves has increased. In order to support tenants as they move to universal credit we have extended the range of advice services that we offer ensure that tenants have access to comprehensive information and support to enable them to make their claims.

The move to universal credit and, perhaps more significantly, the ending of direct payments from the council to landlords, has had an impact on our ability to collect all the rent that is payable. We aim to support tenants by providing information and advice as well as practical assistance in an effort to make sure that paying rent is regarded as a priority. We are making information available to the PIN about the impact that rising arrears caused by non-payment will have on our ability to maintain services at their current level.

We have worked in partnership with local advice agencies to access government funding to make information available to tenants both through the development of their services and by employing and sharing a benefits advisor and assistant.

We provide factoring services to over 500 commercial and residential owners who live and work in neighbourhoods where we are landlord. We generate sufficient income to cover the costs of providing this service which contributes to maintaining neighbourhoods as places where our tenants feel safe and want to live.

As well as funding our annual programme of repairs, cyclical and planned maintenance, we have to repay loans that we took out to fund the building and improvement of our housing stock. We have a loan portfolio which identifies our totally borrowings and the lenders and we report to the Management Committee on our compliance with the terms of these loans on a quarterly basis. We are required to make an annual loan portfolio return to the SHR. It is essential that we meet the terms of these loans to avoid any penalties or breaches that could have a serious impact on our financial strength. These conditions are known as 'loan covenants' and our compliance is monitored on an on-going basis by our Finance team who report to the Management Committee and to our funders.

## 12. Regulatory requirements

We are required to comply with Scottish Housing Regulator's (SHRs) Regulatory Framework. This Framework outlines all of the SHR's regulatory requirements and this is an essential document for you to read.

We are required to comply with all of the SHR's Regulatory requirements, which include the Regulatory Standards of Governance and Financial Management. There are seven regulatory standards:

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users
- The RSL is open and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities
- The RLS manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay
- The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose
- The RSL conducts its affairs with honesty and integrity
- The governing body and senior officer have skills and knowledge they need to be effective
- The RSL ensures that any organizational changes or disposals it makes safeguard the interests of, and benefit, current and future tenants

In addition to these standards of governance and financial management, the SHR has established constitutional standards: these set out what must be included in our Rules. Amongst other things they describe the duties of the Chair and eligibility for membership; establish requirements to have a Code of Conduct in place and specify that Management Committee members must participate in annual reviews of their individual effectiveness. Additionally, the SHR's standards require that any Management Committee member who is seeking to continue as a member having

already been a Management Committee member for nine years or more must have the Management Committee's approval to do so. Our Chair cannot hold office for more than five years. All of these requirements are reflected in our Rules.

In addition to the statistical, performance and financial returns which RLS are required to submit, the Management Committee must also prepare and submit an Annual Assurance Statement (AAS) to the SHR. This Statement must confirm the Management Committee's assurance, on the basis of evidence, that Tollcross Housing Association complies with all of the requirements of the Regulatory Framework. The AAS must either confirm compliance or identify any issues of non-compliance which are material to the RSL's ability to meet statutory and/or regulatory requirements. The evidence bank which supports the Management Committee's assurance is maintained throughout the year and includes reports, plans, policies, performance information, advice and other documents. The Association commissions an independent review annually. The Annual Assurance Statement is published on our website and by the SHR.

The SHR uses the AAS, statistical and performance information that all RSLs are required to submit annually to determine the Regulatory Status for each individual RSL. This is shown in the annual Engagement Plan which is published annually by the SHR: for the first time in March 2021.

Individual RSL Engagement Plans set out the information the SHR requires from each landlord; the reasons the SHR is engaging with the landlord; and how the SHR will engage with the landlord. Escalations in the level of regulatory engagement can constitute a breach of a RSL loan covenant.

Our regulatory status compliant. We have an action plan outlining work to be undertaken regarding non-material matters. Where an issue of regulatory non-compliance is identified (either in the AAS or by the SHR), an Improvement Plan is required, which the SHR will monitor the RSL's progress in achieving its outcomes and targets. All Engagement Plans can be accessed on the SHR website.

All RSLs are required to notify the SHR about specific events that may involve some risk to tenants and/or its financial well-being and/or its reputation or that of the wider sector. These notifiable events include:

- Breaches of the Code of Conduct
- Resignation of the Chair/CEO or other senior staff
- Fraud or attempted fraud
- Serious complaint, allegation or investigation
- Serious incidents (such as a fire)
- Major organisational change
- Breach of legislation (e.g. health and safety) or regulatory standards
- Breach of financial covenants
- Failure of governance

The SHR requires to be notified at the earliest opportunity of any notifiable events; those involving governance or organisational issues must be notified with the authority of the Chair. All notifiable events must be reported to the Management Committee. The SHR has published guidance on Notifiable Events on its website.

The SHR can take action in the event of a RSL failing to meet required standards or where it believes there is a threat or risk to the interests of tenants and service users. Intervention can take several forms, including:

- Requiring a Performance Improvement Plan
- Serving an Enforcement Notice
- Requirement to appoint individuals to the Management Committee
- Requirement to appoint a statutory manager
- Suspension or removal of Management Committee members or agents
- Restrictions on the activities of a RSL pending or following inquiries
- Inquiries
- Direction to transfer of assets to another RSL

## 13. Policies

As a member of the Management Committee, you are responsible for approving the policies and procedures that we work to. Some of these policies are specifically important to our governance. These are:

- Rules
- Risk Management Strategy
- Treasury Management Policy
- Financial Regulations
- Standing Orders
- Formal statements of the roles and responsibilities of Management Committee members and Office Bearers
- Remits for the Management Committee, Sub-Committees and any working groups
- Code(s) of Conduct for Management Committee members and Staff
- Scottish Housing Regulator's Regulatory Framework
- Scottish Social Housing Charter
- Entitlements, Payments and Benefits Policy
- Induction and support policy for new Management Committee members
- Framework for annual review of the Management Committee's collective skills, knowledge, experience, etc.
- Formal process for the annual review of individual Management Committee members' contributions to RSLs governance
- Formal process for the appraisal of the Chief Executive
- Annual statement of recruitment priorities for elections at AGM
- Policy for recruitment, training, support and development of Management Committee members
- Complaints Handling Procedure
- Equalities and Human Rights Policy and action plan
- Whistleblowing Policy
- Customer Engagement Strategy and action plan
- Management Committee and Sub-Committee workplans

These policies are available as hard copies or on a USB data stick, depending on each Management Committee members' preference.

## 14. Health and Safety

Tollcross Housing Association is fully committed to meeting its responsibilities under the Health & Safety at Work Act 1974, the Management of Health & Safety at Work Regulations 1999, and associated protective legislation, both as an Employer and as a Company. To achieve those objectives it has appointed designated members of staff to be responsible for health & safety issues; to keep workplace health & safety and welfare procedures under constant review; to liaise with the Health & Safety Executive wherever necessary; and to keep the Association abreast of new legislation, EU Directives, in order to ensure on-going compliance with the law.

The Corporate Services Director will arrange your Health and Safety induction and the checklist below shall be completed.

## 15. More information

If there is anything you would like to know more about please ask:

Anne Wilson, Corporate Services Director  
0141 763 1317/DD 0141 763 2855  
[anne.wilson@tollcross-ha.org.uk](mailto:anne.wilson@tollcross-ha.org.uk)

**Tollcross Housing Association**

**Management Committee Member**  
**Induction Pack**  
**Health and Safety Checklist**  
**Appendix 6**

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

# Tollcross Housing Association Management Committee Induction

## HEALTH AND SAFETY INDUCTION CHECKLIST

**Name:**

**Start date:**

*When the health and safety induction training is completed, the relevant box(es) should be ticked. For Items not covered, comments should be recorded giving reasons and date for completion. The new Committee member and person providing the induction should both sign the form and keep a copy.*

1. Health and Safety Policy & Information	Yes	No	Comments
1.1 Has the Association's Health and Safety Policy been explained to the Committee member and a copy provided?	<input type="checkbox"/>	<input type="checkbox"/>	
1.2 Have they been made aware of the Office's H & S Board members?	<input type="checkbox"/>	<input type="checkbox"/>	
1.3 Have they been made aware of the location of the nearest health and safety / fire safety notice board?	<input type="checkbox"/>	<input type="checkbox"/>	
1.4 Have they been made aware of where the H&S control manual is located (hard copy & electronic)?	<input type="checkbox"/>	<input type="checkbox"/>	
1.5 Has the Committee member been given an opportunity to read and sign the H&S Responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Emergencies and Fire Arrangements	Yes	No	Comments
2.1 Has the Committee member been informed of the procedure to follow on discovering a fire or hearing the fire alarm, including where the fire escape routes and fire exits are in the building?	<input type="checkbox"/>	<input type="checkbox"/>	
2.2 Have you explained where the fire assembly point is and the role of Fire Wardens / Marshals?	<input type="checkbox"/>	<input type="checkbox"/>	
3. Welfare Facilities	Yes	No	Comments
3.1 Have you pointed out the location of the toilets, washing facilities, kitchen & rest areas, etc. (as appropriate)?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Accidents, First Aid & Security	Yes	No	Comments
4.1 Have you explained the incident / accident reporting procedure and how to report a hazard?	<input type="checkbox"/>	<input type="checkbox"/>	
4.2 Have you pointed out the location of the nearest first aid box, and told them who the local first-aiders are (and how to contact them)?	<input type="checkbox"/>	<input type="checkbox"/>	
4.3 Have you explained the security arrangements for the building?	<input type="checkbox"/>	<input type="checkbox"/>	
Declaration			
<i>I certify that the above health and safety induction subjects have been explained:</i>			
Induction conducted by:		Date	
Committee member signature:		Date	



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# **Tollcross Housing Association**

## **Management Committee Member Induction Checklist Appendix 7**

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

# Tollcross Housing Association Management Committee Induction



## Committee Member Induction Checklist

Name:

Start Date:

Area of Induction	Tick when complete	Notes
<ul style="list-style-type: none"> <li>• Introduction to colleagues (MC &amp; Staff)</li> <li>• Meet with Leadership Team members</li> <li>• Tour of area</li> <li>• Welfare facilities – toilets, kitchen etc.</li> <li>• Health and safety induction programme</li> <li>• Data protection</li> <li>• Documents requested (e.g. Code of Conduct)</li> <li>• MC Member’s Role Description</li> <li>• Association’s Rules</li> <li>• Association’s Standing Orders</li> <li>• Internal Management Plan/Strategic Objectives</li> <li>• Committee and Staffing structures</li> <li>• MC meeting and training schedule &amp; Workplan</li> <li>• Association policies and procedures</li> </ul>		



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# **Tollcross Housing Association**

## **Voluntary Management Committee**

### **Member Induction Review**

#### **Questionnaire**

#### **Appendix 8**

On request, the Association will provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

# Tollcross Housing Association Management Committee Induction

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All new Management Committee members shall be requested to complete the following short questionnaire. The main purpose of this is to ensure the Committee member feels enough has been done to introduce the Association and its practices to them and that sufficient support has been provided.

Committee Member Name: \_\_\_\_\_

Date joined Committee: \_\_\_\_\_ Date form completed: \_\_\_\_\_

1. Did you feel you received enough support from staff members? Yes  No

If not, what would you suggest we do in future?

2. Did you feel you received enough support from other Committee members? Yes  No

If not, what would you suggest we do in future?

3. Were the induction meetings with the Directors convenient? Yes  No

4. Were the induction meetings useful? Yes  No

5. Do you think there is enough information covered in the induction pack? Yes  No

If not, what would you suggest we change?

Please insert any other comments or observations in the space below.