

## For Decision

Agenda Item: 11.1.1  
Date of Meeting: 25/06/25

**To:** The Management Committee  
**From:** The Director  
**Subject:** Review of Committee Members' Handbook

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### 1. Introduction and Purpose

- 1.1 The above Policy is due for review as per the Policy Review Timetable. Due to the substantial changes proposed to the Handbook, it requires to be presented to Committee for consideration and approval.

### 2 Review of Committee Members' Handbook

- 2.1 Committee is aware that I have been able to access some published guidance when I have been reviewing various governance policies/documents recently. When reviewing the handbook, I looked at the published guidance – Governing Body Members' Guide.
- 2.2 On reviewing this document, I established that the vast majority of the contents of our handbook was covered in the Guide. However, the Guide provides additional information about RSLs and other helpful information.
- 2.3 Due to this I am recommending that we adopt the Guide for Governing Body Members to replace our current handbook. I have made changes to the Guide to personalise it with relevant information about Rosehill. Any wording underlined and highlighted in yellow, is to signify that we need to add hyperlinks to the documents referenced.
- 2.4 There is a bit more information in our handbook relating to being an effective Committee Member, which I propose should be retained but have added it to the document "Being a Committee Member" which is the first document in the Induction/Information Pack for Committee Members. The "Being a Committee Member" document is also attached for Committee's consideration and approval.
- 2.5 Under Section 5: The responsibilities of being a Committee Member, includes a Table (Table A) which describes the people who are or might be considered to be closely associated with a Committee Member, and our expectations in terms of declaring interests. This Table forms part of the Entitlements, Payments and Benefits (EPB) Policy. As Committee is aware the model EPB Policy is a SFHA document which is currently being

revised. Due to the delay in this being published, I anticipate it will be ready for presenting to Committee for approval at its September meeting. I need to make Committee aware that any revisions to the model EPB Policy may impact on the references to it within the Guide for Governing Body Members. Therefore, Committee is being asked to approve the new Guide subject to any relevant changes that may be required following the publication of the revised model EPB Policy.

- 2.6 A copy of the current version of the Handbook is attached, as is the draft Governing Body Members' Guide and the revised Being a Committee Member document.

### 3. Risk

- 3.1 It is important to support new and existing Committee Members in their roles and this is achieved, in part, by providing Committee with a range of key information.

Risk Category	Mitigating Measure
<p><b>Governance:</b></p> <p>Lack of information to support Committee Members in their role;            Ineffective Committee Members;            Ineffective governance;            Poor decision making;            Fail to retain new Committee Members.</p>	<p>Having a suite of governance documents to support new and existing Committee Members, including the Governing Body Members' Guide.</p>
<p><b>Legislative and Regulatory:</b></p> <p>Poor decision making;            Ineffective governance;            Breach of Regulatory Requirements (Standards 1 &amp; 6)</p>	<p>As above</p>
<p><b>People:</b></p> <p>Low morale/demotivated Committee Members;            High turnover in Committee</p>	<p>As above</p>

### 4. Delivery of our Strategic Objectives

Area	Related Strategic Objective(s)
<p>Review of Committee Members' Handbook and replacement with</p>	<p>7) Achieve the highest standards in all that we do</p>

Guide for Governing Body Members	
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## 5. Application of our Core Values

Area	Related Core Value(s)
Review of Committee Members' Handbook and replacement with Guide for Governing Body Members	<ul style="list-style-type: none"> <li>• Invest and Support</li> <li>• Accountable and Compliant</li> <li>• Excellent and Committed</li> </ul>

## 6. Compliance and Assurance

- 6.1 Having a Guide for Committee Members (new and existing) to help them in their role, contributes to good governance. This approach means we are compliant with Regulatory requirements as follows:

Compliance Source	Details
The Standards of Governance and Financial Management for RSLs	<p><b>Standard 1</b> - The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p> <p><b>Guidance 1.2</b> - The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.</p> <p><b>Standard 6</b> – The governing body and senior officers have the skills and knowledge they need to be effective.</p> <p><b>Guidance 6.5</b> - The RSL ensures all new 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.</p>

## 6.2 Evidence Bank

Evidence	Assurance Exercise Location
<ul style="list-style-type: none"><li>Cover Report</li><li>New Governing Body Members' Guide</li></ul>	Regulatory Standard 1 – Guidance 1.2  Regulatory Standard 6 – Guidance 6.5

6.2.1 Committee is reminded that our Assurance Exercises are available in the Committee Log-in Area of our website, which Committee can access at any time.

## 7. Summary and Decision Sought

7.1 As per the Policy Review Timetable, the Committee Members Handbook is now due for review. Due to the extensive review of the Handbook which has resulted in a proposal to replace it with a Guide for Governing Body Members, it requires to be presented to Committee for approval.

7.2 Some pertinent points about the draft new Guide are set out in Section 2. A copy of the current Committee Members' Handbook is attached, along with the draft new Guide (which is based on published guidance). Also attached is the revised "Being a Committee Member" document which now incorporates the information previously contained in the Handbook about being an effective committee and committee member.

7.3 Risk has been considered at Section 3.

7.4 Section 4 shows how reviewing the Handbook and proposing to replace it with a new Guide, contributes to the delivery of our strategic objectives.

7.5 Section 5 shows how reviewing the Handbook and proposing to replace it with a new Guide, contributes to the application of our Core Values.

7.6 Section 6 sets out how we comply with Regulatory requirements.

7.7 Committee is asked to consider this report and the attached draft new Guide for Governing Body Members. It is further asked to approve the new Guide to replace the current Committee Members' handbook, subject to any changes to the revised Model Entitlements, Payments & Benefits Policy which may be relevant to the Guide. Committee is also asked to approve the revised "Being a Committee Member" document.



# Governing Body Members' Guide

Date Approved: Jun 2025

Next Review: Jun 2028

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## 1. Introduction

This guide provides information to help you in your role as a member of our Governing Body. It forms part of the Induction Pack for new Committee Members and it is also a useful reference for more experienced members. There is a list of additional sources of information at the end. You can also access information about us by visiting our website where you will find our Guide to Information which has links to our key planning and policy documents as well as publications, minutes and accounts.

A full induction pack and further key documents are available on our online portal, oneAdvanced.

Your fellow Committee Members and senior staff will also be happy to provide you with information and answer queries and questions. Being a Committee Member is a big responsibility, and it can take a while to feel confident, so please do not be reluctant to ask for an explanation or more information: it is only by asking questions that your knowledge will develop and your ability to contribute to our governance will grow.

Rosehill Housing Association offers peer support to help new Committee members become familiar with their role: you will be introduced to your Committee buddy before you attend your first Committee meeting. The level of support that your buddy provides can be agreed between you both: as a minimum, you are able to speak with each other in advance of meetings during the first six months, so that you can ask any questions and seek additional information about any of the issues that are on the agenda.

Rosehill Housing Association

We are a charitable registered housing association. Useful information on our vision, values, strategic objectives, stock, etc. can be found on our website [www.rosehillhousing.co.uk](http://www.rosehillhousing.co.uk)

## 2. What do RSLs do?

The majority of Scottish housing associations were established in the last fifty years (following the Housing Act of 1974). In 2024, the sector collectively owns and manages nearly 304,000 houses, accounting for 48% of the social sector stock in Scotland<sup>1</sup>. 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 43,000 houses and is part of a wider group of multiple RSLs that in total own around 95,000). All housing associations are independent

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<sup>1</sup> Housing Statistics 2022 and 2023: Key Trends Summary published by the Scottish Government 27 February 2024 (Scottish RSLs owned 303,782 properties at 31/03/2023)

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.

Rosehill Housing Association is not part of a group structure.

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. 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 Standard (SHQS)** and the **Energy Efficiency Standard for Social Housing (ESSH)**. Housing Associations are also required to meet the requirements of the Social Housing Charter. In 2024, the Scottish Government started consultation on a proposed Social Housing Net-Zero Standard (SHNZS), which is intended to drive the transition to renewable energy sources for housing and the Scottish Housing Regulator began consulting on proposed amendments to the Scottish Housing Charter.

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). A housing association's primary activity is providing good quality rented housing, although many also provide low-cost housing for sale via shared equity and some are developing homes for mid-market rent<sup>2</sup>. Some combine their housing services with the provision of support, either by themselves or in partnership with other organisations. Most housing associations have developed services, either directly or in partnership with others, to support tenants deal with the challenges associated with the cost of living crisis and rise in fuel /energy prices. 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, training and 'ready for work' initiatives, both independently and in partnership with construction and maintenance companies;

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<sup>2</sup> Aimed at people who do not meet the criteria for social rented housing but who cannot afford to buy

- 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;
- Digital Inclusion – helping people develop their skills and confidence to make on-line applications for benefits and work, reporting repairs and making rent payments and accessing important / useful information.

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 SHR’s regulatory requirements (see [section 8](#)).

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.

### About Rosehill

We are registered with the Scottish Housing Regulator, Office of the Scottish Charity Regulator, a registered property factor and registered under the Co-operative and Community Benefit Societies Act 2014. We operate under the SFHA Charitable Model Rules (Scotland) 2020 and the Housing (Scotland) Act 2010.

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”<sup>3</sup>

We report our activities to our members and tenants in [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 we are required to confirm our compliance with the [Regulatory Framework](#) by October each year.

### **3. What the governing body does**

At Rosehill we refer to our governing body as the Management Committee. Committee Members are not paid for their contribution, although out of pocket expenses are reimbursed.

The effectiveness of the contributions made by individual Committee Members is reviewed annually.

The 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 Director. The Committee has agreed a Scheme of Delegation that sets out the responsibilities that it retains and those that are delegated either to staff or to sub-committees. The Scheme of Delegation also makes provision for emergency arrangements and establishes a procedure for decision-taking between 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 Committee and senior staff: each have their own distinct responsibilities that complement the other and the Committee is responsible for ensuring that there is an effective relationship in place – the Chair is specifically responsible for maintaining an effective relationship with our Director. The Committee is the employer of our staff.

The Committee’s main responsibilities are to:

- Lead the association effectively
- Define, uphold and promote the organisation’s values

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<sup>3</sup> SHR Regulatory Standards of Governance and Financial Management Standard 3 (April 2024)

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

The Committee is also responsible for ensuring that we maintain effective relationships with our partners, although day to day responsibility is delegated to staff. The Committee is responsible for ensuring that the requirements of our Codes of Conduct for Committee Members and for staff are upheld. The 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 Committee will require external independent and/or professional advice e.g. from accountants, solicitors, surveyors etc.

Staff support the Committee by providing professional advice and expertise: they are responsible for providing the Committee with high quality information and advice to make decisions and for implementing the 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 through our tenants' group – Rosehill Tenant Voice. The Committee is responsible for ensuring that tenants' views are sought out by the Association and are expected to take account of tenant feedback when making decisions<sup>4</sup>.

Our **Rules** set out the requirements of the Committee and the duties of the Chair and Secretary. Our Committee should not have less than 7 members and not more than 12. We review the range of skills, knowledge and experience that the 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.

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<sup>4</sup> Regulatory Standards of Governance and Financial Management (2024): 2.4 "The RSL actively seeks out the needs, priorities, views, concerns and aspirations of tenants, service users and stakeholders. The governing body listens to its tenants and service users and takes account of this information in its strategies, plans and decisions."

Our Committee meets approximately ten times a year – a timetable of committee and sub-committee meetings and other key events is available on our board portal, oneAdvanced. Meeting papers are posted on the board portal not less than a week in advance and you are encouraged to raise any queries you might have in advance either on the board portal or 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 Committee operates as efficiently as possible, we have established two sub-committees. These are Audit and Risk and Staffing and Health & Safety, they are able to consider issues in more detail than is possible at Committee meetings. The remits for these sub-committees describe their role and responsibilities and set out the powers they have to make decisions and commit expenditure; they also set out what responsibilities are reserved to the Committee.

Sub-committees can only act in accordance with the responsibilities that are delegated to them by the Committee and their remits form part of the Scheme of Delegation and Standing Orders. Sub-committee decisions must be reported to the next Committee meeting. The 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 Committee which must approve their remit and oversee their activities.

#### **4. The role of a Committee Member**

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 can be our tenants, people who use our services and those who support our aims. Our Rules specify our membership criteria and our Membership Policy (which is approved by the 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 Committee (up to the maximum of 12): co-opted 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. Co-opted Committee members do not count towards the establishment of a quorum for meetings.

As a member of the Committee you must always act in the best interests of Rosehill 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 Committee, you must sign and agree to uphold our Code of Conduct. You must also accept collective responsibility for the decisions that the Committee takes (provided the decision has been taken properly and is in accordance with our rules, policies and procedures).

All 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 Committee has an appropriate range of skills, knowledge and experience to support the organisation to achieve its aims: this is described in our Succession Planning Policy.

Every Committee Member shares **the same level of responsibility regardless of their background or of their position** as an elected or co-opted member: a Committee Member who is a solicitor 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.

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 Committee
- Contribute to 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 their individual contribution to our governance
- Maintain and develop their knowledge of relevant issues and the wider housing sector
- Represent Rosehill Housing Association positively and effectively
- Respect and maintain confidentiality of information
- Treat colleagues with respect and foster effective working relationships within the Committee and between the 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 policy on managing conflicts of interest.

To support you in your role, new Committee members are expected to take part in an 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 Committee who will act as your “buddy” for the first six months.

All 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
- E-learning platform

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

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

All Committee Members are expected to contribute positively to our governance by being well prepared for meetings, attending regularly, willing to contribute their views and opinions and ensuring that we are seen to operate to the highest standards of governance, integrity and probity.

Each year, every Committee Member is required to take part in an appraisal of their individual contribution to our governance. This is usually carried out by an external party and is used to inform the development of annual training and development programmes for the Committee and its members. Our Rules and Code of Conduct require 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 Committee has and those areas that

we might want to strengthen, for example because experienced Committee Members are planning to end their involvement with us: we refer to this as 'succession planning'.

## 5. The responsibilities of being a Committee Member

Being a 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
- 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 and '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 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 someone 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:

**Selflessness:** You must act in our best interests 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

**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

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

**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

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

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

**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 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 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 Committee Member.

In the event that a matter is being discussed by the 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.

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**

<b>Group</b>	<b>Required Response</b>
<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 close friends</li> <li>• Anyone you are dependent upon or who is dependent upon you</li> <li>• Acquaintances (such as neighbours, someone you know socially or business contacts/associates)</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:

- A significant interest in a company or supplier that we do 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 and how it engages with us.
- Where the individual may benefit financially from a company with which we do business

- Involvement in the management of any company or supplier with which we do business
- 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 the organisation
- If they are an existing tenant or service user of the organisation

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, on behalf of the association, 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 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) and they are under the value of £60, these may be used as prizes for Rosehill events e.g. raffle at AGM or donated to charity. Gifts over the value of £60 will automatically be used for these purposes.

## 6. Engaging with tenants and other customers

The [Regulatory Framework](#) requires the 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, concerns 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 [Guide to Information](#).

Our performance in respect of complying with these requirements is measured, in part by our performance in meeting the expectations of the Housing 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 May each year. The ARC contains statistical and performance information about the standards and outcomes that the Charter contains. These fall into seven categories:

- **Equalities:** making sure that all customers' needs are met and that people are treated fairly
- **Customer and Landlord Relationship:** ensuring that customers find it easy to communicate with us and to participate in decisions about services
- **Housing Quality and Maintenance:** 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
- **Neighbourhood and Community:** ensuring that neighbourhoods are well maintained and tenants feel safe living in them
- **Access to Housing and Support:** 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
- **Getting Good Value from Rent and Service Charges:** providing services that customers believe deliver continually improving value for money; affordability and the provision of information about how rent is spent
- **Services to Other Customers** (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 our Tenants' Group on the format of our annual performance report on the Charter and took account of their views 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.

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. 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. We carried out our last tenant satisfaction survey in 2022 and the headline results are available on our [website](#).

We are making increasing use of digital communication methods to engage 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 – satisfaction with the quality of work carried out and the courtesy of tradespeople. This information is reported to the Committee quarterly as

part of our Organisational Performance Report. Annually, we consult with tenants on the proposed rent increase. We also consult with tenants on our proposed 5 year business plan objectives and then annually on the objectives for the coming year.

We have a Tenants' Group, Rosehill Tenant Voice, which is made up of a cross-section of our tenants. Their role is to monitor our performance and to influence service development and delivery. From time to time, we consult the Group about specific proposals. The outcome of any feedback or recommendations from the Group following any consultations or from any scrutiny work undertaken is reported to the Committee for consideration. At least one representative from the Group will present its findings or recommendations to the Committee.

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. Our website includes information about our policies and procedures and is where we publish the minutes of Committee meetings. There is a separate section for Committee members which you can access using your password.

We publish a quarterly tenants' newsletter which is available to download from the website. We issue paper copies to tenants who still prefer information in this format. 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 Committee receives quarterly reports about complaints and their outcomes.

## **7. Funding**

The Committee is responsible for ensuring that Rosehill is financially viable and that our financial affairs are conducted in accordance with the law and regulatory requirements. To carry out this responsibility, the Committee receives regular reports to oversee and monitor our financial affairs and our performance and risk management activities. We have an Audit & Risk Sub-Committee and amongst its responsibilities, it reviews the auditors' reports, monitors internal financial controls and risk assessment, oversees the internal audit programme and makes recommendations to the Committee.

The main source of income for housing associations is the rent paid by tenants. Almost all 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: our rent policy and budget planning processes anticipate that rents will rise by CPI + 1%. Our last increase was 4%. The Regulatory Standards of Governance and Financial Management require us to ensure that we manage the association's financial affairs effectively while maintaining 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.

60% of our residents receive full or partial housing costs.

In order to support tenants as they move to universal credit, we have a range of advice services that we offer to ensure that tenants have access to comprehensive information and support to enable them to make their claims.

The economic climate and cost-of-living crisis have had an impact on our ability to maintain rent affordability and 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 carefully controlling costs and monitoring the impact of inflation, particularly in respect of employment and component costs, to maintain rent affordability and financial resilience.

We successfully applied and were subsequently awarded funding for 2 years running from the Scottish Government's Social Housing Fuel Support Fund. This fund was to support our tenants who were struggling with high energy bills. The funding was open to all tenants and for both years we supported over 900 tenants with awards of £116.51 (2023) and £112.97 (2024). Unfortunately the funding was discontinued. We will continue to explore what funding streams are available to support our tenants facing high energy bills. In late 2024 we joined Housing Association Charitable Trust (HACT) which enabled us to access fuel vouchers for vulnerable tenants with prepayment meters, to help with the increasingly high costs of gas and electricity.

We provide factoring services to almost 200 owners in the local community. 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 total borrowings and the lenders and we report to the 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 and provide them with updates of any changes during the year. 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 ongoing basis by our finance team who report to the Committee and to our funders.

## 8. Regulatory requirements

We are required to comply with Scottish Housing Regulator's (SHR's) [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 RSL 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 the skills and knowledge they need to be effective
- The RSL ensures that any organisational 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 Committee members must participate in annual reviews of their individual effectiveness. Additionally, the SHR's standards require that any Committee member who is seeking to continue as a member, having already been a Committee

Member for nine years or more, must have the 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 RSLs are required to submit, the Committee must also prepare and submit an Annual Assurance Statement (AAS) to the SHR. This Statement must confirm the Committee's assurance, on the basis of evidence, that Rosehill complies with all of the requirements of the [Regulatory Framework](#). This includes specific statements about compliance with specific requirements, such as tenant and resident safety.

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. It must be submitted to the SHR by 31 October each year. The Evidence Bank, which supports the Committee's assurance, is maintained throughout the year and includes reports, plans, policies, performance information, advice and other documents. 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. We are also required to publish our current engagement plan on our website.

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 is compliant. 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:

- Breach of the Code of Conduct
- Removal of any committee member by the RSL
- Resignation of committee members for non-personal reasons
- Resignation or Dismissal of the RSL's Senior Officer
- 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 or potential 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, performance and service delivery concerns or financial and funding issues must be notified by the Senior Officer. The Chair must tell SHR about a notifiable event if there is a conflict of interest for the Senior Officer e.g. the Senior Officer is leaving the organisation or if there are concerns about the Senior Officer or the governing body. The Chair must also tell SHR about any changes relating to the Annual Assurance Statement. All notifiable events must be reported to the 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. Information about the SHR's statutory powers and how it will use them are included in Section 6 of the Regulatory Framework 2024. Intervention can take several forms, including:

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

## 9. Policies

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

- Rules
- Business Plan
- Risk Management Policy
- Treasury Management Policy
- Standing Orders and Scheme of Delegation
- Formal statements of the roles and responsibilities of Committee members and office bearers
- Remits for the committee, sub-committees and any working groups
- Code(s) of Conduct for Committee and Staff
- Entitlements, Payments and Benefits Policy

- Induction for new Committee members
- Formal process for annual review of the Committee’s collective skills, knowledge, experience etc
- Formal process for the annual review of individual Committee members’ contributions to RSL’s governance
- Formal process for the appraisal of the Director
- Annual statement of recruitment priorities for elections at AGM
- Policy for Succession Planning for Management Committee (which covers recruitment)
- Policy on Learning & Development
- Complaints policy and process
- Whistleblowing policy
- Policies relating to tenant and resident safety

These policies can be found on our board portal – OneAdvanced

If there is anything that you want to know more about, please ask:

Geri Mogan, Director

Paula McCann, Chair

## 10. More Information - Key Facts about Rosehill (as at 1<sup>st</sup> April 2025)

Constitutional Type	Registered Society, Charitable, General
Regulatory Status	Compliant
Number of self-contained properties owned and managed	1045
Number of non-self-contained properties owned and managed	1
Geographical area(s) of operation	Greater Pollok – Craigbank, Househillwood, Nitshill and Priesthill
Tenures	Tenants
Main activities	Provision of social housing
Maximum number of Governing Body Members (GBMs) permitted	12
Number of GBMs	10
Number of staff	21

# Committee Members' Handbook

Reviewed: June 2022

Next Review: 2025



Rosehill Housing Co-operative Limited  
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## 1: Introduction and Purpose

- 1.1 This is your Committee Members' Handbook which forms part of your Committee Members' Information Pack. Its purpose is to be a guide to help you to be an effective Committee Member. It is an important information tool, along with the rest of the Information Pack, which you are encouraged to refer to throughout your time as a Committee Member with Rosehill.
- 1.2 In the following pages you will find information about your responsibilities as a Committee Member, as well as summarised information about our key governance policies and processes. The full Policies are in the Information Pack which can be found in the Resource Library of our Board Portal.
- 1.3 We hope you find this handbook helpful and informative.

## 2. What does that mean?

- 2.1 One of the first things that Committee Members need to get to grips with is becoming familiar with terms and phrases used in the Housing Sector and jargon.
- 2.2 It is Rosehill's aim to support Committee Members with this and will do so by:
  - Providing all Committee members with Copies of the "A –Z guides" published by Employers in Voluntary Housing, or similar where available;
  - Make sure that all committee reports are written in Plain English as far as is reasonable in the circumstances.
- 2.3 If you do see abbreviations or other jargon in reports that you're not sure about, the chances are that other Committee Members might not know either. So, you should never be worried about asking for an explanation!
- 2.4 Just to prove this point, one of the things Committee Members asked to be included in this handbook was an explanation of some of the terms commonly used in the housing sector. A list of words, phrases, abbreviations used can be found at the back of this handbook.

### 3. The set-up of the Management Committee

- 3.1 Rosehill, as a fully mutual co-operative, requires all tenants to be members and vice versa. This means that only our tenants can be full members of the Management Committee.
- 3.2 The Management Committee can consist of no less than 7 members and no more than 12. Each year at our Annual General Meeting (AGM) a third of the Management Committee must step down and then can stand for re-election. In addition, other tenants/members can stand for election.
- 3.3 Members can also be appointed to the Management Committee by the Committee to fill any vacancies that may arise during the year until the next AGM. The Management Committee can also co-opt people to the Committee or a Sub-Committee, but they do not need to be Members of Rosehill. Co-optees cannot hold an office bearer position and do not count towards the quorum for Committee and Sub-Committee meetings. Co-optees cannot make up more than one third of the total number of members of the Committee or Sub-Committee at any one time.
- 3.4 The Management Committee must have a Chairperson, a Secretary and any other Officer Bearers it considers necessary. Rosehill also has a Vice Chairperson. The positions of Chairperson and Vice Chairperson can only be held by elected Committee Members. The position of Secretary can be held by the Director, which is currently the case.
- 3.5 At the first Management Committee meeting each year following the AGM the Office Bearers will be elected. The position of Chairperson cannot be held by the same Committee Member continuously for more than 5 years.

### 3.6 Role of the Chair

- 3.6.1 The Chairperson is responsible for the leadership of the Committee and ensuring its effectiveness in all aspects of the Committee's role and to ensure that the Committee properly discharges its responsibilities as required by law, the Rules, and the Standing Orders of the Association. The Chairperson will be delegated such powers as is required to allow the Chairperson to properly discharge the responsibilities of the office. Among the responsibilities of the Chairperson are that: -

- The Committee works effectively with the senior staff;
- An overview of business of the Association is maintained;
- The Agenda for each meeting is set;
- Meetings are conducted effectively;
- Minutes are approved and decisions and actions arising from meetings are implemented;
- The standing orders, code of conduct for Committee Members and other relevant policies and procedures affecting the governance of the Association are complied with;
- Where necessary, decisions are made under delegated authority for

- the effective operation of the Association between meetings;
- The Committee monitors the use of delegated powers;
- The Committee receives professional advice when it is needed;
- The Association is represented at external events appropriately;
- Appraisal of the performance of Committee Members is undertaken, and that the senior staff officer's appraisal is carried out in accordance with the agreed policies and procedures of the Association; and
- The training requirements of Committee Members, and the recruitment and induction of new Committee Members is undertaken.

### **3.6 Role of Secretary**

3.6.1 The Secretary and the other Office Bearers will be controlled, supervised, and instructed by the Committee.

3.6.2 The Secretary's duties include the following (these duties can be delegated to an appropriate employee with the Secretary assuming responsibility for ensuring that they are carried out in an effective manner):

- calling and going to all meetings of the Association and all the Committee Meetings;
- keeping the minutes for all meetings of the Association and Committee;
- sending out letters, notices calling meetings and relevant documents to Members before a meeting;
- preparing and sending all the necessary reports to the Financial Conduct Authority and The Scottish Housing Regulator;
- ensuring compliance with these Rules;
- keeping the Register of Members and other registers required under these Rules; and
- supervision of the Association's seal.

3.6.3 The Secretary must produce or give up all the Association's books, registers, documents, and property whenever requested by a resolution of the Committee, or of a general meeting.

3.7 More information about the role and responsibilities of the Office Bearers can be found in the Information Pack.

### **3.8 Role of the Management Committee**

3.8.1 The Management Committee is Rosehill's governing body and is responsible for the leadership, strategic direction, and control of Rosehill with the aim of achieving good outcomes for its tenants and other service users in accordance with Regulatory Standards and Requirements.

3.8.2 The Management Committee is also responsible for making sure, amongst other things, that:

- It ensures financial viability and regulatory compliance;
- It acts as a good and fair employer;
- It agrees and oversees the organisation's financial plans to achieve its purposes and intended outcomes for its tenants and other service users;
- Tenants receive high quality services that are good value for money;
- Rosehill stays solvent and makes proper use of its money and other resources;
- It complies with the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management;
- Rosehill meets all of its legal obligations;
- It abides by the requirements of its Registered Rules.

3.8.3 The Management Committee's most important duties include:

#### **Setting Rosehill's overall strategy for the future**

For example, by formulating and approving the Business Plan, and monitoring how it is put into practice.

#### **Approving the policy of Rosehill**

The Management Committee approves all of Rosehill's major policies, for example in relation to governance, housing services and employment. It also makes decisions about what kinds of new activities Rosehill should get involved in.

#### **Making major financial decisions about using resources**

For example, the Management Committee approves the annual budget and rent increases. It also monitors Rosehill's overall income and expenditure, cash-flows, and loan covenants.

#### **Overseeing the way Rosehill manages risk**

Making sure Rosehill identifies major things that could go wrong and takes these into account when decisions are being made, in line with its approach to risk management.

#### **Employing staff**

Approving Rosehill's arrangements for pay, conditions of service and pensions.

## **Dealing with Notifiable Events**

The Scottish Housing Regulator has published statutory guidance on what it calls “Notifiable Events”. These are things which, if they happen, are considered so serious that the Regulator must be formally notified about them. These include things like breaching loan covenants, the resignation of the Chair or the Senior Officer. A copy of the statutory guidance can be found in the Information Pack.

## **Performance monitoring**

Monitoring the quality of service tenants receive, and tenant satisfaction with Rosehill’s performance.

- 3.9 Responsibility for putting Rosehill’s policies into practice and managing the organisation and service delivery is delegated to the staff team, under the leadership of the Director. Rosehill’s Scheme of Delegated Authority (which can be found in your Information Pack) sets out what decisions the Committee needs to make, and what decisions and activities it has delegated to the staff team. Where responsibility is delegated to the staff team, the Management Committee receives regular reports on Rosehill’s performance against targets.

#### 4. What makes an effective Committee?

##### 4.1 Here are some of the signs to look out for:

Signs of an effective committee	Signs that things could be better
<ul style="list-style-type: none"> <li>The committee spends most of its time on the big strategic issues and on reviewing overall performance</li> </ul>	<ul style="list-style-type: none"> <li>The committee spends too much of its time on less important issues e.g. the colour of doors</li> </ul>
<ul style="list-style-type: none"> <li>Meetings are business like and well run</li> <li>Staff and Committee respect each other's distinct roles</li> </ul>	<ul style="list-style-type: none"> <li>Not all members are well prepared for meetings</li> <li>Meetings take longer than they need to</li> <li>Important decisions are taken without proper discussion</li> </ul>
<ul style="list-style-type: none"> <li>Everyone contributes to discussions over the course of meetings</li> </ul>	<ul style="list-style-type: none"> <li>A few members do most of the talking</li> </ul>
<ul style="list-style-type: none"> <li>There is a professional relationship between committee members and staff. Committee works as a team</li> </ul>	<ul style="list-style-type: none"> <li>Conflict and poor communication</li> <li>Staff do most of the talking</li> </ul>
<ul style="list-style-type: none"> <li>Reports are clear and concise, contain options where possible, with recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Committee members have difficulty in following reports</li> </ul>
<ul style="list-style-type: none"> <li>Committee members ask staff questions about the reports they receive</li> </ul>	<ul style="list-style-type: none"> <li>A committee which routinely "rubber stamps" staff recommendations on major issues, without proper discussion</li> </ul>

4.2 The Management Committee should talk about the kinds of issues listed above from time to time.

4.3 A good way of doing this is to take some "time out", to discuss:

- How well the Committee is carrying out its job
- Whether anything could be improved
- What help or support committee members or staff might need to make improvements.

4.4 In addition to the above more informal approach, these matters are also considered and reviewed at the annual self-assessments of Committee. This process looks at the effectiveness of individual Committee Members and of the Management Committee as a whole.

## 5. How to be an effective Committee Member

- 5.1 Committee members make decisions that affect all tenants and other customers. Following a few simple rules will help you to be effective in your role, and to get the most out of being a committee member:

### **Attend regularly, and prepare for meetings**

The papers for the Committee meetings are accessible through our Board Portal and will typically be available one week before the meeting. You should always read and think about the papers before you attend committee meetings. There is a note facility on the Portal to enable you to make notes on the papers about things you want to ask. You also have the option of sharing your notes with other Committee Members. Making notes will help you contribute at meetings. It can also help make meetings shorter and run better.

If you are not well prepared, there is a risk that too much time is spent at meetings making sure everyone understands what is in the reports, or that decisions just get nodded through. The reports you receive should be clear and concise. Make sure you speak up if you think reports are difficult to follow, or if you need any help understanding them.

### **Contribute**

Everyone should try to contribute to discussions and decisions during committee meetings. One of your main roles is to hold the staff team to account. This isn't just about looking for problem areas – it's just as important for you to recognise when things are going well and for this to be acknowledged at meetings. The sign of an effective committee is that questions are asked, and answers considered.

### **Build up your knowledge and skills**

It's hard for you, as part of the committee, to be in control of Rosehill, unless you keep your knowledge up to date. So, taking part in training and other activities will help you make better decisions as a committee member.

### **Follow the Committee Members' Code of Conduct**

As a committee member, you need to meet high standards, to give tenants confidence that Rosehill is a well-run and well-managed organisation. The Code of Conduct sets out the main rules everyone is expected to follow, and our standing orders provide further information

and guidance. The code of conduct is part of your Committee Members' Information Pack.

***Feel like you're making a difference – it's why you joined!***

## 5.2 Asking Questions – some practical tips

### **Performance**

The Committee regularly receives reports, from staff, about Rosehill's performance.

Performance reports will usually compare current performance with the targets the Management Committee has set previously. Rosehill has a very successful track record in meeting its targets and comparing favourably with most other housing organisations on service delivery (things like re-letting empty houses, repairs, managing rent arrears). Where performance results are on track or better, remember that all of this is the result of good procedures and hard work by the staff team.

The following pointers will help you to understand the reasons in any cases where targets **aren't** being met. You don't have to be an "expert" to ask any of these questions.

### **Overall questions**

- What are the risks to Rosehill if performance does not improve?
- What decisions, if any, do staff need the committee to take?
- Is there anything in particular which is affecting performance?
- Is there anything else the committee should be aware of?

If the committee wants to delve deeper, the following types of questions could be asked:

### **Why is performance below the target?**

- Are any problems relatively new, or are they part of a trend over a longer period?
- What actions have been taken already by staff to improve performance?
- Is the target for this area still achievable? (it could be that Rosehill's target is now too ambitious)

### **What are the consequences of not meeting the target?**

- Will the performance result affect Rosehill's overall aims?
- Is it affecting the quality of service to tenants?

- Will it affect Rosehill's financial position, or its ability to meet its legal obligations?

If the answers to these questions are "no", by all means ask other questions – but it is unlikely that there will be any serious cause for concern.

#### **How will performance be improved?**

- What action is being taken or considered?
- What are the things standing in the way of improvement?
- When will action be taken? When will improvements be seen?
- Do staff have the right resources to address the issue? Do they need any additional support?

#### **Projects/Initiatives/Services/Activities**

Committee will receive reports, from time to time, setting out proposals for its consideration and approval in relation to our involvement in or delivery of projects, initiatives, new services and development activities.

Some key questions to consider:

- Does it contribute to the delivery of our Business Plan Objectives?
- Is it in keeping with our Rules?
- Does it comply with any relevant legislative or regulatory requirements?
- What are the associated risks, if any?
- Are there any financial implications?

## 6. Key Governance Policies and Documents

6.1 There are a range of governance policies and documents that set out what is required and expected of Rosehill and the Management Committee.

6.2 In the following pages there is a summary of some of the key policies/documents which can all be found in the Committee Members' Information Pack. The summaries are to provide you with a good indication of what is required from you and what good governance is. However, it is important that the full versions of the Policies/Documents are read and that they are referred to throughout your time as a Committee Member.

### **Committee Members' Code of Conduct**

The Code of Conduct sets out the standards that all Committee Members must meet. Before a Committee Member can serve on the Management Committee they will be required to agree to and sign the Code. After which, each Committee Member will be required to sign the Code each year.

The Code is based on seven principles which are recognised as providing a framework for good governance. Examples of each of the principles are listed below:

Selflessness: -

- Always uphold and promote Rosehill's aims, objectives and values and act to ensure their successful achievement.
- Will not seek to use my position inappropriately to influence decisions that are the responsibility of staff.
- Will not seek to use my influence inappropriately or for personal gain or advantage or for the benefit of someone to whom I am closely connected or their business interests.

Openness: -

- Will avoid any situation that could give rise to suspicion or suggest improper conduct.
- Will declare any personal interest(s) and manage openly and appropriately any conflicts of interest; I will observe the requirements of our policy on the matter. I will keep my entry in the Register of Interests complete, accurate and up to date. I will make an annual statement to confirm my declarations are accurate.
- Will ensure that Rosehill is open about the way in which it conducts its affairs and positive about how it responds to requests for information.

Honesty: -

- Will always act honestly and in good faith when undertaking my responsibilities as a committee member.
- Will report any concerns or suspicions about possible fraud, corruption or other wrongdoing to the appropriate senior person within the organisation in

accordance with our whistleblowing policy.

- Will ensure that neither I nor someone closely connected to me receives or is seen to receive preferential treatment relating to any services provided by the organisation or its contractors/suppliers. I will declare all interests openly and ensure they are effectively managed to demonstrate this.

Objectivity: -

- Will prepare effectively for meetings and ensure I have access to all necessary information to enable me to make well-informed decisions.
- Will ensure that the Management Committee seeks and takes account of additional information and external/independent and/or specialist advice where necessary and/or appropriate
- Will contribute to the identification of training needs, keep my knowledge up to date, and participate in ongoing training that is organised or supported by us.

Integrity: -

- Will always treat my committee colleagues, our staff, our customers and partners with respect and courtesy
- Will publicly support and promote our decisions, actions, and activities; I will not, by my actions or behaviour, compromise or contradict the organisation, its activities, values, aims or objectives. I will notify the Chair quickly if I become aware of any situation or event that I am associated with which could affect Rosehill and/or its reputation
- Will respect confidentiality and ensure that I do not disclose information to anyone who is not entitled to receive it, both whilst I am a member of the Committee and after I have left.

Accountability: -

- Will observe and uphold the principles and requirements of the SHR's Regulatory Framework, and gain assurance that relevant statutory and regulatory guidance and Rosehill's legal obligations are fulfilled.
- Will contribute positively to our activities by regularly attending and participating constructively in meetings of the Management Committee, its committees and working groups.
- Will not speak or comment in public on our behalf without specific authority to do so.

Leadership: -

- Will ensure that our strategic aims, objectives, and activities deliver good outcomes for tenants and service users. I will make an effective contribution to our strategic leadership.
- Will always be a positive ambassador for the organisation.
- Will not act in a way that could jeopardise our reputation or bring us into disrepute.

## **Declaration of Interests**

This Policy interlinks with our Committee Members' Code of Conduct and our Entitlements, Payments, and Benefits Policy and as such should be read in conjunction.

In summary, as a committee member you should:

- Always declare any outside activities or interests that could influence your actions or decisions;
- Always declare any outside activities or interests that **could be seen by other people** as influencing the way you carry out your duties;
- Consider members of your household, people closely associated with you and others you need to consider. More guidance on this can be found in Table A of the Entitlements, Payments, and Benefits Policy.

How do I make a declaration of interests?

You will be asked to complete a declaration of interests form each year. You must keep this form up to date and amend it as soon as you are aware of anything which should be declared. You should also notify the chairperson of the meeting, if you have an interest in any business to be discussed at a meeting of the Management Committee or a sub-committee. Declaration of Interests is a standard agenda item which will provide you the opportunity to declare an interest in any matter being raised at the meeting. If you do not do this, a member of staff will do it for you.

What happens if I declare an interest?

If you have a major conflict of interests, the rest of the Committee may ask you to resign. However, this is unlikely. In most cases:

- You may be asked to withdraw from the discussion of any items at committee meetings, where you have declared an interest. If this happens you must leave the room for the duration of the item, and this must be recorded in the minutes.
- The rest of the Committee will decide if the interest you have declared has any bearing on the proper course of action for Rosehill.
  - for example, your relatives will not be disadvantaged in any way if they apply for membership or a house, as long as the proper procedures are followed.

## **Entitlements, Payments and Benefits**

This policy gives clear guidance on declaring interests and on what entitlements apply, what payments and benefits are permitted and those which are not.

The main payments and benefits covered by the policy are:

1. A tenancy to a house
2. Work to houses, such as repairs and modernisation work
3. Discretionary payments relating to a tenancy (e.g. discretionary compensation paid to tenants in modernisation schemes, or redecoration allowances paid to new tenants)
4. Employment contracts
5. Payments/benefits to staff that are not covered by their employment contract
6. Payments to committee members
7. Contracts between Rosehill and businesses trading for profit
8. Purchase or sale of property owned by employees or committee members.

Who does this policy apply to?

1. All committee members
2. All employees
3. Any person who has been a committee member in the last year
4. Anybody closely associated with you, this includes:
  - Members of your household, which means anyone who normally lives as part of your household, whether they are related to you or not; those who are part of your household but work or study away from home
  - Your partner (if not part of household)
  - Your relatives and their partners
  - Your partner's close relatives (i.e. parent, child, brother or sister)
  - Your friends
  - Anyone you are dependent upon or who is dependent upon you

What payments and benefits are allowed?

The following are examples of the permissible payments and benefits:

- Out of pocket expenses to committee members, in line with the expenses policy;
- Payments or benefits to employees under their contract of employment (for example, wages, travelling expenses etc);
- Payments or benefits to which somebody has a **legal entitlement** e.g. sick pay; redundancy payment;
- A committee member can be rehoused by Rosehill, and so can their close relatives;
- Committee members and their relatives who are tenants can receive the same benefits as any other tenant (for example, a decoration allowance, a new kitchen and so on);
- Receiving a gift, or hospitality, so long as the value does not exceed £60 and it is recorded in our gifts and hospitality register.

What payments and benefits are not allowed?

The following are examples of payments and benefits that are never allowed:

*Employment contracts with Rosehill* - Not allowed for committee members, and

their close relatives, unless they left the committee more than 12 months previously

*Commercial contracts with Rosehill* - Not allowed in almost all circumstances, if an owner or manager of the business is a current Rosehill committee member or employee. If a committee member resigns, or if an employee leaves, any business they own or manage can't be awarded a contract for a period of 12 months. See Appendix A of the Entitlements, Payments, and Benefits Policy for more information.

## **Committee Members' Expenses**

It is important that our committee members don't have to spend their own money carrying out their duties as Committee members. Therefore, expenses are paid in line with our expenses policy. We want to make sure nobody is out of pocket, and that people are not excluded from joining the committee because they are on a low income or have to pay for children or other relatives to be looked after.

When can you claim expenses?

You can claim expenses for attending Management Committee or sub-committee meetings, or when you attend conferences, training, or other meetings on behalf of Rosehill.

You **can't** claim expenses for meals, accommodation, transport costs or any other items if these have already been included in the attendance fee for an event, if they have already been paid for by Rosehill, or if they are provided free of charge.

What type of expenses can you claim?

- a) Travel costs
- b) Accommodation, meals and overnight allowances
- c) Care of Children and Other Dependent Relatives
- d) Loss of earnings

How do you claim your expenses?

With the exception of meals/overnight allowances or mileage claims, you will need to provide receipts for your expenses. Fill in an expenses claim form, attach your receipts where appropriate and hand in to the office. Remember that it is a serious matter to make a false claim for expenses, or to claim expenses you are not entitled to. You could be removed from the Committee and/or reported to the Police for fraud.

## **Whistleblowing**

Rosehill's policy allows any staff or committee member with serious concerns about malpractice or wrongdoing within the organisation to report their concerns. For example, someone might be concerned about possible fraud, corruption, breaking the law etc.

If you are approached by staff members expressing serious concerns...

- Remember that Rosehill's employees have a legal right to raise concerns without being victimised.
- Never ignore any concerns which are expressed to you concerning other committee members or staff. You must tell the Director and Chairperson immediately – making sure that the staff member or committee member knows you intend to do this and is comfortable with that.
- If the concerns are about the Director, tell the Chairperson who will contact Rosehill's solicitors for advice.
- If the concerns are about the Chairperson tell the Vice Chairperson.

If you yourself are concerned about malpractice or wrongdoing...

1. *Talk to the Chairperson and/or Director*

You can raise your concerns verbally or in writing.

2. *Professional Advisers*

You can also contact Rosehill's auditors and solicitors in confidence for advice and as a way of raising concerns or starting investigations. Contact details can be found in Appendix 2.

3. *Raising your concerns outside Rosehill*

You must follow steps 1 or 2 before speaking to anyone outside Rosehill. However, we recognise that, in exceptional circumstances, a committee member might report their concerns immediately to the Police or to The Scottish Housing Regulator. You should be prepared to justify doing this.

### Malicious or frivolous allegations

Anyone who abuses this procedure by making allegations that are malicious, frivolous or for their own personal gain may be subject to action being taken against them.

If you choose to report matters to the media without making any attempt to raise your concerns internally or to one of the external parties described above, this will be deemed to be a serious breach of the Code of Conduct, unless the Management Committee is satisfied that it was reasonable for you to adopt that course.

People volunteer to be committee members because they want to influence things for the better. If everyone acts in line with this handbook, our code of conduct and our other related policies this will ensure that everything is handled properly and that the interests of both tenants and Rosehill will be well looked after.

## Appendix 1 – Glossary

<b>Words and phrases</b>	<b>What it means</b>
Annual Assurance Statement	Registered Social Landlords need to provide the Scottish Housing Regulator with an Assurance Statement by 31 <sup>st</sup> October each year which provides assurance that their organisation is compliant with the Regulatory Standards of Governance and Financial Management.
Auditors	Professional consultants who work for Rosehill. The external auditors check Rosehill's financial accounts and report their findings to the management committee and to members at the AGM. The internal auditors check that Rosehill's policies and procedures are being put into practice properly and report their findings to the audit sub-committee
Budget	A document that sets out Rosehill's expected income and expenditure for the coming year. The Management Committee approves the budget and receives regular reports (called the management accounts) on how actual income and expenditure compare with what was expected in the budget.
Business Plan	Rosehill's main planning document, setting out its aims and priorities for the next 5 years. It includes information about financial resources and possible risks. Also includes budgets and long-term financial projections.
Code of Conduct	A document that sets out the standards of conduct every committee member must follow. (There is also a staff version)
Conflict of interests	A situation where a committee member's ability to be objective could be affected because they have outside or family interests in a matter being decided by the Management Committee. (Refer to the Committee members' code of conduct for more information)
Declaration of Interest	Management Committee and staff members must place on record whether they have any personal, business, or financial interest that could affect their duties with Rosehill. It may also be necessary to make a declaration relating to other people to whom the committee or staff member is closely connected.

Delegated Authority	A process where the Management Committee decides to give responsibility to make certain decisions to a sub-committee or to Rosehill's staff. The arrangements Rosehill has adopted are set out in the Standing Orders and Scheme of Delegated Authority.
Expenses	Money that committee members can claim, if they are out of pocket, because of being a committee member.
Governance	The arrangements for leadership and control of Rosehill. The Management Committee is responsible for the governance of Rosehill, supported by the Director and Management Team.
Policy	A document that sets out the aims and objectives to meet for a particular service or activity. Rosehill has policies for all its services and major activities. These are approved by the Management Committee and implemented by the Management Team.
Register	For many aspects of governance, Rosehill is required to keep registers to provide a formal record of things. For example, there are registers to record Rosehill's members; committee members' interests; gifts and hospitality; and payments and benefits.
Regulatory Standards of Governance and Financial Management	A framework for governance and financial management published by the Scottish Housing Regulator which all registered social landlords must comply with.
Risk Management	Rosehill's process for identifying, analysing, evaluating, treating, monitoring, and reporting risks.
Scheme of Delegated Authority	A document that records what responsibilities and decision-making powers the Management Committee has delegated to staff or to sub-committees
Standing Orders	A document that sets out the procedures to be followed at committee meetings, the remits of sub-committees and the responsibilities of Rosehill's office bearers.
Sub-committee	A committee set up by the Management Committee, with responsibility, and decision-making powers over agreed aspects of Rosehill's affairs.
The Rules	Rosehill's constitution
Whistleblowing	A situation where somebody who is concerned about serious wrongdoing within an organisation can report their concerns without fear of reprisals

## **A list of abbreviations Committee Members might come across**

AAS	Annual Assurance Statement
AFS	Audited Financial Statements
AGM	Annual General Meeting
ARC	Annual Return on the Charter
BME/BAME	Black and Minority Ethnic/Black, Asian and Minority Ethnic
BP	Business Plan
CBHA	Community Based Housing Association
CCHA	Community Controlled Housing Association
DDA	Disability Discrimination Act
DP	Data Protection
DPO	Data Protection Officer (Rosehill buys in an external service to provide this role)
DWP	Department of Work and Pensions
EESH	Energy Efficiency Standard for Scottish Social Housing
EIR	Environmental Information Regulations
EVH	Employers in Voluntary Housing
FCA	Financial Conduct Authority
FOI	Freedom of Information
FOISA	Freedom of Information (Scotland) Act 2002
FYFP	Five Year Financial Projections
GCC	Glasgow City Council
GDPR	General Data Protection Regulation
GWSF	Glasgow and West of Scotland Forum
HB	Housing Benefit
IT/ICT	Information Technology/Information and Communication Technology
JNC	Joint Negotiating Committee (collective bargaining between EVH and Union; deals with appeals from Staff)
KPI	Key Performance Indicator
NPRP	Notice of Proceedings for Recovery of Possession
NRS	Neighbourhoods, Regeneration and Sustainability (a department of Glasgow City Council)
PAiH	Positive Action in Housing
PEST	Political/Legal, Economic, Socio-cultural and Technological
QS	Quantity Surveyor
RSL	Registered Social Landlord

SCS	Stock Condition Survey
SFHA	Scottish Federation of Housing Associations
SG	Scottish Government
SGM	Special General Meeting
SHAPS	Scottish Housing Associations' Pension Scheme
SHARE	Scottish Housing Associations Resources for Education
SHIP	Strategic Housing Investment Plan
SHQS	Scottish Housing Quality Standard
SHR	Scottish Housing Regulator
SSST	Short Scottish Secure Tenancy
SST	Scottish Secure Tenancy
SWOT	Strengths, Weaknesses, Opportunities and Threats
TP	Tenant Participation
UC	Universal Credit

Appendix 2

<b>External Auditors</b>	<b>Chiene &amp; Tait</b>	<b>0141 488 1200</b>
<b>Internal Auditors</b>	<b>Wylie Bisset</b>	<b>0141 566 7000</b>
<b>Solicitors</b>	<b>TC Young</b>	<b>0141 221 5562</b>



# Being a Committee Member

Date Reviewed: Jun 2025

Next Review: Jun 2028

## 1. Purpose

- 1.1 This booklet gives a short introduction to being a Management Committee Member of Rosehill Housing Association Limited (Rosehill). It is aimed mainly at new Committee Members, but it is just as relevant to people who are already serving as Committee Members.

## 2. What the Management Committee is Responsible for...

- 2.1 The Management Committee is ultimately responsible for the work of Rosehill. In summary the Committee is responsible for:
- directing the affairs of the Association and its business;
  - the leadership, strategic direction and control of the Association;
  - ensuring that the Association can demonstrate its governance and financial arrangements are such as to allow The Scottish Housing Regulator to regulate effectively and exercise its full regulatory powers.
- 2.2 A fuller description of what these functions involve in practice is provided in Rosehill's Standing Orders and in our Governing Body Members' Guide. All the key documents you will need as a Committee Member are contained in your Committee Member's Information Pack. This Pack is accessible through our Board Portal.
- 2.3 As part of the induction training for new Committee Members, sessions will be held with the Chair and Director to take new Members through these important documents.

## 3. What we expect from you as a Committee Member

- 3.1 We expect each Member to contribute constructively to the work of the Management Committee and to meet the individual responsibilities described in the Code of Conduct for Committee Members.
- 3.2 You should read the Code of Conduct and sign it to confirm that you agree to meet the responsibilities it sets out. All new Committee Members are required to confirm their acceptance of the Code of Conduct by signing it, which must be done before attending their first Committee Meeting. In addition, all Committee Members are required to reaffirm their acceptance of the Code of Conduct at the first Committee Meeting following each year's Annual General Meeting. You cannot be a Committee Member unless you sign it. (see rule 36.5 of Rosehill's Rules, which can be found in the Information Pack).

#### 4. What being a Committee Member involves

4.1 The following table gives an estimate of the time commitment expected of Management Committee Members.

<b>Activity</b>	<b>Estimated Total Hours per year</b>
Attendance at 10 meetings of the Management Committee	20 – 25 hours
Reading and Preparation for Management Committee meetings	20 hours
Attendance at meetings of Sub-Committees	4 - 6 hours
Reading and Preparation for sub-committee meetings	5 hours
Attendance at annual business planning and review event	8 hours
Preparation for and attendance at annual assurance review	4 - 6 hours
Training and Conference attendance	30 hours

4.2 Conferences are usually residential events and are attended by Committee Members from different Housing Associations and Co-operatives.

4.3 The majority of Rosehill's business is dealt with at the Management Committee Meetings. However, some parts of our business have been delegated to Sub-Committees.

4.4 Currently we have two Sub-Committees as follows:

- **Staffing and Health & Safety** which meets twice a year. A minimum of 3 Committee Members are required to form the Sub-Committee.
- **Audit & Risk** which meets 3 times a year. A minimum of 3 Committee Members are required to form the Sub-Committee.

4.5 The formation and membership of the Staffing and Health & Safety and Audit & Risk Sub-Committees are decided at the first meeting of the Management Committee following the Annual General Meeting.

#### 5. Support for Management Committee Members

5.1 It takes time to get to grips with all the information Committee Members have to deal with, not to mention the jargon!

5.2 We want to make sure that all our Committee Members receive support to be comfortable and effective in their role. Whilst we are not looking for Committee Members to become “experts” in everything that we do, Committee Members must, nevertheless, build up sufficient skills and knowledge to enable them to stay in control of Rosehill’s affairs, lead the organisation and determine its strategy.

5.3 We have two key policies that relate to supporting Committee Members in their roles, the first is our Induction Policy and the second is our Learning and Development Policy. Both these provide more information about what support is available but the following are some examples of support for new Committee Members:

- Induction sessions with the Chair and Director;
- Full access to all key documents including the Committee Members’ Induction/Information Pack;
- Formal induction training to assist you in your new role;
- Buddying system which enables you to be paired up with a more experienced Committee Member for the first six months after you join the Committee;
- Catch-up sessions with the Chair every 3-4 months during your first year as a Committee Member.

**6. What makes an effective Committee?**

6.1 Here are some of the signs to look out for:

<b>Signs of an effective committee</b>	<b>Signs that things could be better</b>
<ul style="list-style-type: none"> <li>• The committee spends most of its time on the big strategic issues and on reviewing overall performance</li> </ul>	<ul style="list-style-type: none"> <li>• The committee spends too much of its time on less important issues e.g. the colour of doors (planned maintenance works)</li> </ul>
<ul style="list-style-type: none"> <li>• Meetings are business like and well run</li> <li>• Staff and Committee respect each other’s distinct roles</li> </ul>	<ul style="list-style-type: none"> <li>• Not all members are well prepared for meetings</li> <li>• Meetings take longer than they need to</li> <li>• Important decisions are taken without proper discussion</li> </ul>
<ul style="list-style-type: none"> <li>• Everyone contributes to discussions over the course of meetings</li> </ul>	<ul style="list-style-type: none"> <li>• A few members do most of the talking</li> </ul>
<ul style="list-style-type: none"> <li>• There is a professional relationship between committee members and staff. Committee works as a team</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict and poor communication</li> <li>• Staff do most of the talking</li> </ul>

<ul style="list-style-type: none"> <li>• Reports are clear and concise, contain options where possible, with recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members have difficulty in following reports</li> </ul>
<ul style="list-style-type: none"> <li>• Committee members ask staff questions about the reports they receive</li> </ul>	<ul style="list-style-type: none"> <li>• A committee which routinely “rubber stamps” staff recommendations on major issues, without proper discussion</li> </ul>

6.2 The Management Committee should talk about the kinds of issues listed above from time to time.

6.3 A good way of doing this is take some “time out”, to discuss:

- How well the Committee is carrying out its job
- Whether anything could be improved
- What help or support committee members or staff might need to make improvements.

6.4 In addition to the above more informal approach, these matters are also considered and reviewed at the annual self-assessments of Committee. This process looks at the effectiveness of individual Committee Members and of the Management Committee as a whole.

## 7. How to be an effective Committee Member

7.1 Committee members make decisions that affect all tenants and other customers. Following a few simple rules will help you to be effective in your role, and to get the most out of being a committee member:

### **Attend regularly, and prepare for meetings**

The papers for the Committee meetings are accessible through our Board Portal and will typically be available one week before the meeting. You should always read and think about the papers before you attend committee meetings. There is a note facility on the Portal to enable you to make notes on the papers and to raise questions in advance of the meeting. You also have the option of sharing your notes/questions with other Committee Members. Making notes and raising questions before the meeting will help you contribute at meetings. It can also help make meetings shorter and run better.

If you are not well prepared, there is a risk that too much time is spent at meetings making sure everyone understands what is in the reports, or that decisions just get nodded through. The reports you receive should be clear and concise. Make sure you speak up if you think reports are difficult to follow, or if you need any help understanding them.

## **Contribute**

Everyone should try to contribute to discussions and decisions during committee meetings. One of your main roles is to hold the staff team to account. This isn't just about looking for problem areas – it's just as important for you to recognise when things are going well and for this to be acknowledged at meetings. The sign of an effective committee is that questions are asked, and answers considered.

## **Build up your knowledge and skills**

It's hard for you, as part of the committee, to be in control of Rosehill, unless you keep your knowledge up to date. So, taking part in training and other activities will help you make better decisions as a committee member.

## **Follow the Committee Members' Code of Conduct**

As a committee member, you need to meet high standards, to give tenants confidence that Rosehill is a well-run and well-managed organisation. The Code of Conduct sets out the main rules everyone is expected to follow, and our standing orders provide further information and guidance. The code of conduct is part of your Committee Members' Induction/Information Pack.

***Feel like you're making a difference – it's why you joined!***

### 7.2 Asking Questions – some practical tips

#### **Performance**

The Committee regularly receives reports, from staff, about Rosehill's performance.

Performance reports will usually compare current performance with the targets the Management Committee has set previously. Rosehill has a very successful track record in meeting its targets and comparing favourably with most other housing organisations on service delivery (things like completion of emergency and non-emergency repairs and managing rent arrears). Where performance results are on track or better, remember that all of this is the result of good procedures and hard work by the staff team.

The following pointers will help you to understand the reasons in any cases where targets **aren't** being met. You don't have to be an "expert" to ask any of these questions.

## **Overall questions**

- What are the risks to Rosehill if performance does not improve?
- What decisions, if any, do staff need the committee to take?
- Is there anything in particular which is affecting performance?
- Is there anything else the committee should be aware of?

If the committee wants to delve deeper, the following types of questions could be asked:

### **Why is performance below the target?**

- Are any problems relatively new, or are they part of a trend over a longer period?
- What actions have been taken already by staff to improve performance?
- Is the target for this area still achievable? (it could be that Rosehill's target is now too ambitious)

### **What are the consequences of not meeting the target?**

- Will the performance result affect Rosehill's overall aims?
- Is it affecting the quality of service to tenants?
- Will it affect Rosehill's financial position, or its ability to meet its legal obligations?

If the answers to these questions are "no", by all means ask other questions – but it is unlikely that there will be any serious cause for concern.

### **How will performance be improved?**

- What action is being taken or considered?
- What are the things standing in the way of improvement?
- When will action be taken? When will improvements be seen?
- Do staff have the right resources to address the issue? Do they need any additional support?

## **Projects/Initiatives/Services/Activities**

Committee will receive reports, from time to time, setting out proposals for its consideration and approval in relation to our involvement in or delivery of projects, initiatives, new services and development activities.

Some key questions to consider:

- Does it contribute to the delivery of our Business Plan Objectives?
- Is it in keeping with our Rules?

- Does it comply with any relevant legislative or regulatory requirements?
- What are the associated risks, if any?
- Are there any financial implications?

## 8. Expenses for Committee Members

- 8.1 Committee Members are volunteers and receive no payment for their contribution. There are legal rules that prevent Committee Members or their relatives benefiting personally from their involvement with Rosehill.
- 8.2 However, no Committee Member is expected to be out of pocket whilst carrying out their role as a Committee Member. Expenses can be claimed in line with our Committee and Staff Expenses Policy (which is included as part of the Information Pack). We will provide you with more information about this during your induction.

## 9. Where to find out more

- 9.1 You will be issued with a tablet when you first join the Management Committee and you will be given sign on details to access our Board Portal. From within the Board Portal you will access the papers for the monthly Management Committee Meetings. You will also be able to access the Documents Library in which a variety of important documents and Policies are stored. The Committee Members' Induction/Information Pack is also stored there. You can also find a range of information on our website including our current Engagement Plan with SHR, Landlord Report (as published by SHR), Annual Assurance Statement, Annual Performance Reports and Newsletters.
- 9.2 If you have any questions about being a Committee Member or you are unsure what your responsibilities are, you can contact the Chair or Director who are there to help.

## 10. Review

- 10.1 This document, which forms part of the Committee Members' Induction/Information Pack, will be reviewed at least every 3 years to ensure it continues to meet our needs.