



## **Being a Board Member Information Pack**



# Overview of Angus Housing Association

Angus Housing Association is a Registered Social Landlord and Community Benefit Society. The Association started in 1970.

We are a charitable, not-for-profit Housing Association registered with the Scottish Housing Regulator, governed by a Board of up to 15 members and we manage over 2,000 rentable properties across the Angus and Dundee areas. We also provide Factoring services for over 700 owner occupiers. We are a Developing Housing Association, which means that we also develop properties alongside providing social housing.

Our Vision is to contribute to providing high quality affordable housing for all those individuals, families and communities in Angus and Dundee who are in need of the fundamental human right of a decent, secure home to call their own. This is underpinned by the following values:

**DEMONSTRATING  
SOCIAL VALUES**



**RESPECT**



We will work with our people ethically, fairly & honestly to influence the bigger picture for the benefit of our communities

We will listen, valuing your opinions, your diversity and acting with openness and candour.

**PUTTING  
CUSTOMERS**



**EMBRACING  
INNOVATION &  
ADAPTABILITY**



We will act professionally when delivering our services, act to protect the safety and wellbeing of our customers and provide help & assistance whilst exceeding Customer expectations.

We will be flexible, evolving our Service Delivery to be responsive to the changing needs of our Customers & Environment.

# The Role of a Board Member

Angus Housing Association is a Registered Social Landlord and a Scottish Charity. The organisation is led and directed by the Board of Management to achieve good outcomes for tenants and other service users, in line with the Scottish Housing Regulator's *Regulatory Standards of Governance and Financial Management*. Angus Housing Association encourages broad community representation on the Board of Management and seeks to maintain an appropriate balance of skills, experience and qualities to support effective leadership and good governance.

Board Members have the responsibility to:

- Lead and direct Angus Housing Association's work
- Promote and uphold Angus Housing Association's values
- Set and monitor standards for service delivery and performance
- Control Angus Housing Association's affairs and ensure compliance
- Uphold Angus Housing Association's Code of Conduct and promote good governance

This includes agreeing the Association's strategic direction, overseeing financial viability and business sustainability, ensuring effective risk management, and maintaining accountability to tenants, regulators, funders and partners. The Board of Management act as the employer of Angus Housing Association staff and must ensure the Association is adequately resourced to meet its objectives while maintaining affordable rents. The day-to-day operational implementation of the Association's strategies and policies are the responsibility of the Chief Executive Officer.

Board Members are required to uphold the Code of Conduct and to accept collective responsibility for decisions properly taken by the Board of Management. Board Members must act at all times in the best interests of the Association and its customers, not on behalf of any individual or external interest, and must not seek personal benefit. They are also expected to prepare for and attend meetings, contribute constructively to discussions and decision-making, maintain confidentiality, declare relevant interests, and engage in ongoing learning and regular reviews of governance effectiveness.

The time commitment over the course of the year is approximately 100 hours. This includes reading/preparation time and attendance at meetings, participating in annual planning, internal/external training, reviews and appraisals, and networking and events in the community.

# Organisational Structure

Angus Housing Association has 57 staff members (46 Full time and 11 Part time). The organisation is structured into departments, and their areas of work are shown in the table below:

<b>Board of Management</b>			
<b>Chief Executive Officer</b>			
<b>Asset Management</b>	<b>Housing Services</b>	<b>Finance &amp; Corporate Services</b>	
Maintenance Capital Works Procurement	Housing Customer Services Factoring Financial Inclusion Energy Advice Tenant Engagement	Finance IT Business Support Corporate Services HR	Governance Communications

The full organisation chart is on our website.

<https://www.angusha.org.uk/about-us/organisational-structure/>

The key staff that work with the Board of Management are:

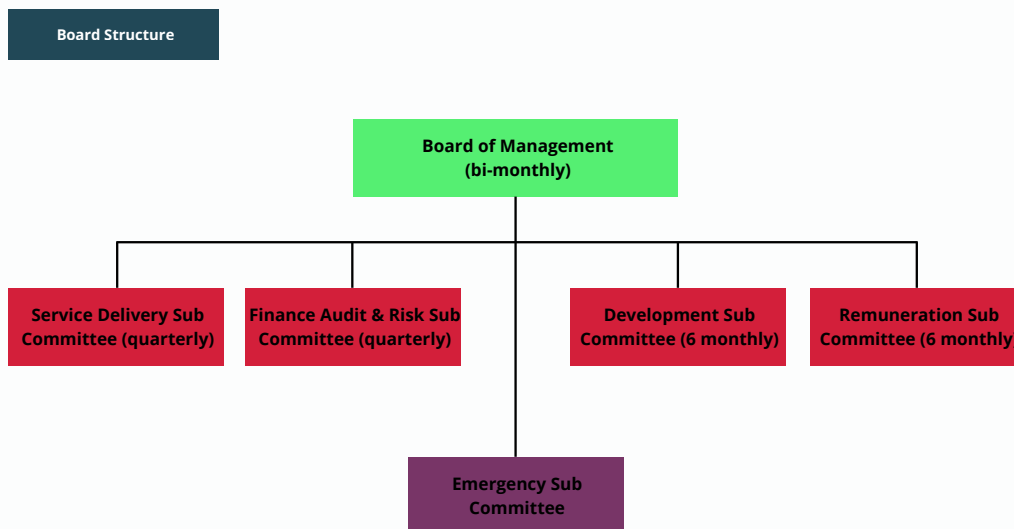
<b>Chief Executive Officer</b>
<b>Corporate Services Officer</b>
<b>Governance Officer</b>
<b>Director of Asset Management</b>
<b>Director of Housing Services</b>
<b>Director of Finance &amp; Corporate Services</b>

# Board Structure

Angus Housing Association’s Board of Management comprises members of the Association who have either been elected, casually appointed or co-opted.

Under the Rules (i.e. the constitutional document) of the Association, the Board of Management has an absolute minimum of 7 members, and absolute maximum of 15 members. If at any point the number goes below 7, the Scottish Housing Regulator needs to be notified. Then, the Board of Management has two months to get the number of members to 7 or it loses its powers (i.e. cannot pass any decisions) and the only power it has is to get the number of members to 7.

The Board of Management has four sub-committees so their work can be spread out into specific and manageable areas. There is also an Emergency sub-committee that is used to deal with urgent and unforeseen matters which cannot wait until the next meeting (either Board or appropriate sub-committee) :



The Board of Management and all sub-committees have their powers, limits and areas of responsibility outlined in Angus Housing Association’s Terms of Reference and Standing Orders, and Scheme of Delegated Authority. The full cycle for being a Board Member is outlined below:

August	October	Oct-Dec	December	Jan-June	June / July
<b>AGM</b>  Board are Elected by Members	<b>1<sup>st</sup> Board Meeting</b>  Appoint Chair, Vice Chair and Committees	<i>Meetings</i>	<b>Board Away Day</b>  Review Strategic Plan	<i>Meetings</i>	<b>Appraisal / Review / Nine Year Rule</b>  Evaluation and Succession Planning

# Becoming a Board Member

There are different routes to becoming a Board Member.

## Application Route

People can apply to become a Board Member of Angus Housing Association. In order to become a Board Member, our Rules state that you need to become a member of Angus Housing Association.

To be a member, you need to complete a Member Application Form and pay one pound (£1.00). This generates your Member Certificate and you are able to attend the Annual General Meeting (or Special General Meetings) where you will have voting rights.

People who are members can submit an application form to become a Board Member. This form asks for your background, skills and why you would like to become a Board Member. In addition, the form confirms your legal eligibility to become a Board Member under Charity law (Automatic Disqualification Criteria).

Prospective Board Members are invited to have an informal interview with key Angus Housing Association staff and/or the Chair. The purpose of the interview is to answer any questions about the organisation, what the role entails, confirm eligibility, and to check that the prospective member's skills are a good match for the Board composition.

If there are less than 15 Board Members, the Board of Management can progress the application by approving a Casual Vacancy. This means that the application is approved and the applicant becomes a Board Member. If there are 15 or more Board Members, the application will be used under the Board Member Voting process at the Annual General Meeting (AGM). This process is used when there are over 15 nominees and members vote for their preferred candidate. If there are 15 or less nominees, then they are elected without vote.

## Co-option Route

The Board of Management can also co-opt someone to be a Board Member under specific circumstances. A Co-optee does not need to be a member of the organisation. Their appointment is time limited until the next AGM, or when they are dismissed by the Board of Management. Co-optees cannot participate in discussions around membership, the Rules, or election of office bearers.

# Key Declarations

Board Members are required to sign the Board Code of Conduct. This outlines the behaviours and responsibilities that are expected of Board Members and this is in line with the Scottish Housing Regulator's Standards of Governance and Financial Management. In addition to the Code of Conduct, Board Members must formally declare any interests in the Register of Interests, and adhere to the Entitlements, Payments and Benefits Policy. These are in place to protect Board Members and Angus Housing Association from any inference of impropriety. Board Members are also subject to Scottish Charity Law as Angus Housing Association is a registered charity. Board Members must confirm that they do not meet any of the Automatic Disqualification Criteria as set out in Scottish charity law.

These declarations must be made annually, and Board Members must inform the Chair or Chief Executive Officer if there are any changes in circumstance.

## Training, Support, Appraisals and Succession

Board Members are required to undertake training over the course of the year. Members are supported to identify and access training and support which can help them develop in their role. In addition, bitesize training is included before Board of Management meetings over the year. Board Members are encouraged to develop an individual learning plan around their skills and role for the year.

Angus Housing Association has a constitutional requirement around the effectiveness of Board Members. Annually, Board Members undertake appraisals to evaluate their performance over the course of the year. For Board Members who have served nine or more years, the Rules state that they must undertake a more in depth appraisal that evidences their continued effectiveness. This is commonly referred to as the Nine Year Rule. Appraisals are then collectively approved by the Board of Management.

We recognise that things change over time and this means that there will be the time when Board Members move on from their role. Whilst the annual appraisal is a good time to discuss, reflect and plan what to do next, change can come unexpectedly. We encourage communication with Board Members about their role and their plans for the future, even if this means moving on. Each Board Member will have a discussion around their plans going forward so we can identify the support that they need, and so that we can ensure that we meet our constitutional requirements for Board composition.



**FSA - 1665R(S)**

**Scottish Housing Regulator - HAL 65**

**Scottish Charity - SC020981**

**Property Factor ID - PF000129**