

Board Members Role Description

1. Introduction

*“The Governing Body [Board] leads and directs the RSL to achieve good outcomes for its tenants and other service users.”
Regulatory Standards of Governance and Financial Management, Standard 1.^[1]*

- 1.1 This role description has been prepared to set out the responsibilities that are associated with being a governing body member (GBM) of Eildon. It should be read in conjunction with the accompanying Governing Body profile and Eildon’s Rules and Standing Orders.
- 1.2 Eildon is a Registered Social Landlord and a Scottish Charity. The role description reflects the principles of good governance and takes account of (and is compliant with) the expectations of the Regulatory Standards of Governance and Financial Management for Scottish RSLs and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).
- 1.3 Eildon encourages people who are interested in our work to consider seeking election as a GBM and is committed to ensuring broad representation from the communities that it serves. GBMs do not require ‘qualifications’ but, from time to time, we will seek to recruit people with specific skills and experience to add to or expand the existing range of skills and experience available to ensure that the governing body is able to fulfil its purpose. We have developed a profile for the GBM which describes the skills, qualities, and experience that we consider we need to lead and direct Eildon and carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.
- 1.4 This role description applies to all members of the governing body, whether elected or co-opted or appointed, new or experienced. It is subject to periodic review.

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2. Primary Responsibilities

- 2.1 As a GBM your primary responsibilities are, with the other members of the governing body, to:
- Provide strategic leadership to our work
 - Promote and uphold our values
 - Set and monitor standards for service delivery and performance
 - Control our affairs and ensure compliance
 - Uphold our Code of Conduct and promote good governance
- 2.2 Responsibility for the operational implementation of our strategies and policies is delegated to the Chief Executive.

3. Key Expectations

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

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4. Main Tasks

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



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5. Duties

- Act at all times in our best interests
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the governing body and sub-committees
- Contribute effectively to discussions and decision making
- Exercise objectivity, care and attention in fulfilling your role
- Take part in ongoing training and other learning opportunities
- Take part in an annual review of the effectiveness of our governance and of your individual contribution
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent Eildon positively and effectively at all times, including when attending meetings and other events
- Respect and maintain confidentiality of information
- Treat colleagues with respect and foster effective working relationships within the governing body and between the governing body and staff
- Be aware of and comply with our policy on the restrictions on payments and benefits
- Register any relevant interests as soon as they arise and comply with our policy on managing conflicts of interest



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6. Commitment

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

Activity	Time
Attendance at up to 9 regular meetings of the governing body	3 hours (9 x 3)
Reading and preparation for meetings of the governing body	4 hours (9 x 4)
Attendance at up to 4 sub-committee meetings	3 hours (4 x 3)
Reading and preparation for sub-committee meetings	1 hour (4 x 1)
Attendance at annual planning and review events (including individual review meeting)	2 hours
Attendance at events such as estate tours, tenant/customer conferences, openings and site visits	2 x 6 hour sessions (site tours)
Attendance at internal briefing and training events	3 x 1 half hour sessions 3 x 30 minute sessions (pre-Board)
External Training and conference attendance (may include overnight stay or weekend)	2 Day Residential

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7. What We Offers Governing Body Members (GBMs)

- 7.1 All GBMs are volunteers and receive no payment for their contribution. We have adopted an Entitlements, Payments and Benefits Policy which prevents you or someone close to you from inappropriately benefiting personally from your involvement with us. This and related policies also seek to ensure that you are not unfairly disadvantaged by your involvement with Eildon. All out of pocket expenses associated with your role as a GBM will be fully met and promptly reimbursed.
- 7.2 In return for your commitment, we offer:
- A welcome and introduction when you first join the governing body;
 - A mentor from the governing body and a named staff contact for the first six months, with ongoing support
 - Clear guidance, information and advice on your responsibilities and on our work
 - Formal induction training to assist settling in
 - Papers which are clearly written and presented, and circulated in advance of meetings
 - The opportunity to put your experience, skills and knowledge to constructive use
 - The opportunity to develop your own knowledge, experience and personal skills
 - The chance to network with others with shared commitment and ideals
 - The opportunity to stand for one of the office bearer positions

^[1] *Scottish Housing Regulator (February 2019) Regulation of Social Housing in Scotland: Our Framework available [here](#).*

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Checklist of Skills, Knowledge and other Qualities

Knowledge and Understanding on:	Skills:	Qualities:
<ul style="list-style-type: none"> • Strategy and policy • Business planning • Community planning • Service delivery • Engagement with tenants • Asset management • Responsibilities to owners • Procurement and contract management • Housing support • Economic development and/or regeneration • Financial planning and control • Employer responsibilities • Equality, diversity and human rights • Current housing policy and legislation • Health and Safety • Care and Repair • Role of the regulator • Marketing and media 	<p>The ability to:</p> <ul style="list-style-type: none"> • work as a member of a team with other Board members and with staff • contribute to discussions about strategy and policy • interpret and question information received • identify what is important for Eildon's success as a business • contribute to effective decision making • communicate effectively, contribute to decision-making and to challenge constructively 	<ul style="list-style-type: none"> • Contributing ideas and new perspectives • Respecting confidentiality • Focus on the best interests of Eildon, its tenants and service users and its aims and objectives rather than personal interests • Keeping one's own knowledge up-to date • Accepting collective responsibility for decisions • Working as a member of a governance team, exhibiting respect for other team members.

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