



October 2021

Dear Prospective Committee Member

**Co-option to the Management Committee**

Thank you for your interest in Calway Housing Association.

The role of Management Committee Member with Calway Housing Association is an opportunity to contribute to the work of a well-established community based housing association not only providing a home to over 800 families, but also with a strong commitment to the local community as a whole.

There is a great deal of information about us (including information about the current committee members and staff) available on our web site [www.calvay.org.uk](http://www.calvay.org.uk)

An application pack for a co-option to the Association's Management Committee is attached.

If you wish to apply, please complete the application form provided. **Please note the deadline for returning completed application forms is Friday 5<sup>th</sup> November 2021.**

Please do get in touch for an informal discussion if you would like to find out more.

Yours faithfully

**Nick Dangerfield**  
**Director**

[nick@calvay.org.uk](mailto:nick@calvay.org.uk)

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# Application for Co-option to the Management Committee of Calway Housing Association

## 1. Introduction

- 1.1. In 1984, Calway's tenants agreed to set up Calway Co-operative and in 1985 the Cooperative was registered with the Registrar of Friendly Societies and with the Housing Corporation. Calway Co-operative was one of the first three community ownership groups in Scotland. This was the beginning of a movement, which has seen the formation of many similar organisations throughout Scotland.
- 1.2. In 2004 the Calway amended its rules to that of a Housing Association to take advantage of the increased business opportunities afforded under the less restrictive Association model. A subsequent rule change in 2007 took this a step further when the Association became a Registered Charity.
- 1.3. In 2011, the Association passed a further milestone in its development with the transfer of over 400 homes from Glasgow Housing Association in a process known as Second Stage Transfer.
- 1.4. The Association is a community based organisation, with strategic control in the hands of a voluntary management committee. With the support of the staff and consultants, the committee set the policies and strategies for the Association.
- 1.5. Since 1985 the Association has transformed the Calway area, both physically and through the creation of a lively and sustainable community.
- 1.6. The Association has identified gaps in the Management Committee through the Committee Appraisal process. The Committee recognise they require new members with particular skills and attributes to enhance the capability of the Committee to lead, manage and direct the Association. The Association is particularly looking to attract at least one applicants with experience and skills in the following area:
  - Development & Regeneration
- 1.7. There are currently 7 members on the Management Committee. The maximum allowed number of Committee members is fifteen.
- 1.8. The Management Committee has a good balance of experienced and new members and over recent years has undergone a programme of training and development to further develop their knowledge to meet the challenges and opportunities in the Association's work and to perform the role of Committee Member.

## 2. Management Committee's Duties and Responsibilities

### 2.1. General Description of the Role

The Governing Body provides leadership and strategic direction to Calway so that the best outcomes are achieved for its tenants and other service users. It determines Calway's strategic attitude to risk and ensures the maintenance of a sound system of internal control and risk management.

Committee members are collectively responsible for the overall governance of Calway. They share and accept responsibility for decisions made by the Management Committee and are equally responsible for those decisions.

Each Committee member is required to:

- work in good faith to ensure that Calway acts consistently with its purpose;
- act with the care that it is reasonable to expect of someone who is managing another person's business;
- act only in the interests of Calway and its stakeholders and avoid circumstances which could give rise to a conflict of interest; and
- participate in the Management Committee annual appraisal process.

**Table 1, Committee Member Duties and Responsibilities**

<p><b>Leadership, strategic direction &amp; governance</b></p>	<p>As part of the Management Committee:</p> <ul style="list-style-type: none"> <li>• contribute to the maintenance of Calway’s mission statement and values;</li> <li>• contribute to the development, maintenance and review of Calway’s strategic objectives;</li> <li>• ensure that the Association is properly resourced;</li> <li>• take due account of customers’ views;</li> <li>• promote high standards of corporate governance to ensure that Calway complies with legal, regulatory &amp; compliance requirements;</li> <li>• maintain an overview of arrangements for the appointment, remuneration, appraisal and any dismissal of the Director</li> <li>• assess the Governing Body’s effectiveness in discharging its remit; and</li> <li>• contribute constructively to Management Committee discussion and decision making.</li> </ul>
<p><b>Performance monitoring &amp; compliance</b></p>	<p>As part of the Management Committee:</p> <ul style="list-style-type: none"> <li>• ensure that Calway’s obligations to customers (users and commissioners of services), regulators, Association members and staff are met;</li> <li>• monitor and ensure the maintenance of Calway’s risk management and control systems (such as its Scheme of Delegation, policy, performance reporting systems including key performance indicators, financial and investment controls and audit arrangements); and</li> <li>• monitor the Director’s performance in implementing approved plans and budgets, and approve priorities for improvements in performance.</li> </ul>
<p><b>Relationship-building &amp; influencing</b></p>	<p>As part of the Management Committee:</p> <ul style="list-style-type: none"> <li>• maintain an overview of Calway’s public relations; and</li> <li>• act as an ambassador for Calway, representing Calway in its dealings with external bodies, holders of public office and the general public.</li> </ul>
<p><b>Compliance</b></p>	<p>As part of the Management Committee:</p> <ul style="list-style-type: none"> <li>• ensure that Calway maintains its duty of care to ensure the health, safety and wellbeing of customers, and staff members in the workplace, through the systematic assessment and management of risk;</li> <li>• ensure that Calway complies with the law, and its own Rules and</li> <li>• approve Calway’s annual budget, annual report and annual accounts</li> </ul>
<p><b>Equality &amp; diversity</b></p>	<p>As part of the Management Committee:</p> <ul style="list-style-type: none"> <li>• ensure that the principles of equality and diversity are upheld in all areas of Calway’s work.</li> </ul>

### 3. Association's expectations of individual members

Each individual member is expected to contribute constructively to the work of the Management Committee. The effective collective performance of the Management Committee depends on members recognising and fulfilling their individual responsibilities.

3.1 All members share and must accept collective responsibility for the decisions properly made by the Management Committee. All members are equally responsible for the decisions made. Each member must act only in the interests of the Association and its customers, and not on behalf of any constituency, other organisation or interest group.

Members should refer to the SFHA Code of Conduct for Governing Body Members which is re-produced in part below:

3.2 Every individual member is expected to:

- Uphold the values, objectives and policies of Calway Housing Association
- Contribute to and accept responsibility for the Management Committee's [governing body's] decisions
- Uphold and promote the principles of equality and diversity in the governance of Calway Housing Association.
- Treat all colleagues on the Management Committee [governing body] with consideration, and foster mutual respect and trust
- Prepare for meetings and attend regularly and punctually
- Attend relevant training sessions and events
- Attend and participate in reviews of the performance and effectiveness of the Management Committee [governing body].
- Represent Calway Housing Association positively and appropriately
- Be aware of the restrictions on payments and benefits and follow the housing association's policy on managing these restrictions
- Not accept any offers of gifts and hospitality which could be seen as a way of exercising an improper influence over decision making
- Declare any personal or other interests which could potentially conflict with those of Calway Housing Association
- Not engage in any activity which could be detrimental to the interests of Calway Housing Association.
- Respect confidentiality of information where appropriate
- Keep his or her own learning and knowledge of their local and national operating environment as up to date as possible,
- Adhere to the principles and the expectations set out in the Regulatory Code of Governance and other regulatory codes that apply to HAs

- 3.3 The individual responsibilities listed above form the basis of the Code of Conduct for Management Committee [Governing Body] Members. On becoming a member of the Management Committee, each member is given a copy of the Code of Conduct, and is asked, by signing, to confirm their acceptance of the responsibilities. Members are also asked to re-confirm their acceptance of the Code of Conduct by resigning on an annual basis.

## 4.0 Management Committee Member's Key Requirements

- 4.1 An estimate of the annual time commitment which is expected of Management Committee Members is as follows:

**Table 2, Estimated Annual Time Commitment**

Attendance at (up to) 12 Management Committee meetings per year	Thursdays starting at 6.00PM, Committee meetings last approximately two hours
Reading and preparation for Committee meetings	Two -three hours per month
Attendance at Sub-Committee meetings: <ul style="list-style-type: none"> <li>• Operations Sub-Committee,</li> <li>• Audit &amp; Risk Sub-Committee</li> <li>• Staffing Sub-Committee (as necessary)</li> </ul>	Sub-Committees meet quarterly Usually of up to two hours duration  Only a subset of the full management committee are members of any one subcommittee. It is not compulsory to be a member of a subcommittee.
Reading and preparation for Sub-committee meetings	One to two hours per quarter
Attendance at annual planning days	One day per year
Serving on occasional/ad hoc working groups	Occasional
Training and conferences	Around six sessions per year mostly evening sessions (in-house) but also some full-day training sessions and conferences

- 4.2 The position of the Management Committee Member is voluntary and the above time commitments are illustrative only and may subsequently vary. Office bearers have additional responsibilities (but note that co-optees may not be Office bearers)

## 5. Support for Management Committee Members

The Association is committed to ensuring that the Management Committee are able to exercise their roles and responsibilities effectively. It recognises that members require support and assistance to carry out their responsibilities, and to make their role a rewarding and satisfying one.

5.1. In return for their commitment and time, the Association provides its Management Committee Members with

- A welcome and introduction when they first join and ongoing support thereafter
- Clear guidance, information and advice on their responsibilities and on the work of the Association
- Formal induction training to assist them to settle in
- The support of a more experienced member as a mentor for a period of six months after joining.
- Papers which are clearly written and presented, and circulated in advance of meetings
- The opportunity to put members' experience, skills and knowledge to constructive use
- The opportunity to develop members' own knowledge and personal skills through delivery of an individual and collective Committee training plan.
- The opportunity to work in a stimulating and mutually supportive environment
- The chance to network with others with shared commitment and ideals
- The opportunity to stand for one of the office bearer positions (not available to co-opted Members)

5.2. All members of the Management Committee are volunteers and receive no payment for their contribution. However, all expenses associated with the role of Management Committee member are fully met and promptly reimbursed. No Management Committee member is expected to be out of pocket as a result of any work on behalf of the Association.

5.3. The Association examines the effectiveness of these support arrangements as part of its periodic reviews of its governance arrangements.

## 6. Recruitment Process

The application process is as follows:

- Potential applicants are encouraged to contact Calway for an informal discussion about the role of Committee Member
- Informal interview with Director and Chair of Calway HA
- Attend Committee Meeting as an observer
- Committee decides whether to make co-option
- If successful, attend first Committee meeting

6.1 You should provide the following information to apply for this post:

- a) Completed Application Form
- b) Completed Equal Opportunities Monitoring Form

6.2 If you are related to any members of staff, consultants, contractors or suppliers to the Association – this should be clearly shown on the relevant part of the form. This may not necessarily be detrimental to your application.

6.3 The completed application should be submitted to the Association as follows:

- a) E-mail to: [nick@calway.org.uk](mailto:nick@calway.org.uk) or
- b) Post to: Calway Housing Association  
The Calway Centre  
16 Calway Rd  
Barlanark  
Glasgow  
G33 4RE