

## Role Profile

# Committee Member

**Reporting to:** The Convener

**Purpose of the role:**

- To ensure that the Management Committee fulfils its duties and responsibilities for the proper governance of Loreburn including compliance and monitoring risk in line with Scottish Housing Regulatory requirements.
- To ensure a robust business plan financial budget is in place.
- To oversee and set the long term strategic direction for the organisation whilst monitoring risk.
- To ensure that performance is monitored and managed through internal controls and delegation.

## Duties and responsibilities

1. To oversee and set the long term strategic direction for the organisation whilst monitoring risk.
  - 1.1. To collectively set the strategic objectives and high-level policies for the organisation;
  - 1.2. To uphold and promote the core policies, purpose, values and objectives of Loreburn;
  - 1.3. To ensure major risks are reviewed regularly and an effective risk management framework is maintained;
  - 1.4. To keep abreast of current developments and thinking in the sector including matters relating to housing, care and support, social policy, regulation and investment.
2. To ensure that the management committee fulfils its duties and responsibilities for the proper governance of the organisation including compliance.
  - 2.1. To act reasonably and always in the best interests of the organisation, and comply with its code of conduct; to ensure your behaviour as a Committee Member models the values of the organisation;

- 2.2. To contribute to and share responsibility for decisions of the Management Committee and any other Loreburn committee of which you are a member;
  - 2.3. To work in partnership with the Chief Executive, the Executive Management Team and Managers; and to challenge colleagues constructively;
  - 2.4. To satisfy yourself that the Association's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity;
  - 2.5. To comply fully with the organisation's Governing Instrument including policies, procedures and standing orders
3. To ensure an effective business plan and budget is in place
    - 3.1 To be satisfied as to the integrity of financial information, and ensure that all loan covenants are complied with;
    - 3.2 To approve each year's accounts prior to publication and approve each year's budget and business plan;
  4. To ensure that performance is monitored and managed through internal controls and delegation that meet with the standards set by the Scottish Housing Regulator.
    - 4.1 To ensure there are appropriate mechanisms, both internal and external, to verify that the Management Committee receives a balanced and accurate picture of how the organisation is performing
    - 4.2 To ensure that internal controls and systems are audited and reviewed regularly;
    - 4.3 To monitor performance at a strategic level in relation to plans, budgets, controls and decisions;
    - 4.4 To participate in regular reviews of Management Committee performance, and in Committee Member appraisal; to participate in Committee development and training, and in other learning activities as required.
  5. To approve key policies to allow the organisation to achieve its objectives.
    - 5.1. To ensure that appropriate key policies are in place that support the business plan and long term strategic direction of the organisation.
    - 5.2. To ensure that key policies are reviewed and updated on a regular basis and in line with legislative changes and good practice standards.

6. Appointing and monitoring the performance of the Chief Executive.
7. Ensuring the Association's affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety.

## **Skills and attributes**

Strategic awareness – is able to articulate current environmental factors and those that could impact in the future. Aware of the internal resources available to the organisation and how these can be best utilised.

Innovation – looks for creative and innovative solutions to problems, and is able to support and encourage innovative approaches in others.

Regional knowledge – understands the environment and the challenges and opportunities that are available in Dumfries & Galloway

Stakeholder awareness - is able to articulate perspectives of key stakeholders, and to take those into account in decisions.

Perspective – is able to rise above the immediate problem or situation and see the wider issues and implications.

Change readiness – is alert and responsive to need for change. Can model agility and encourage creativity amongst the Management Committee and executives in response to the challenges of today and the future.

Clarity – on what are appropriate decisions to be made by the Management Committee. Understands clearly the difference between governance and management, and manages that boundary well.

Detail – insists on appropriate levels of detail to provide assurance and is conscientious and well prepared for Management Committee duties.

Independent judgement – considers weighting of evidence, reasonable assumptions, alternative views, the ethical dimension and other information before reaching a final decision.

Decisive – is able to exercise reasonable judgement, make decisions and take action.

## **Governance v Management**

Members of the Management Committee must govern; i.e. provide leadership and strategy, and focus on the 'big picture'.

Governance is about planning the framework for work and ensuring it is done. As such, it is distinct from management (organising the work) and operations (doing the work).

