Gardeen Housing Association Ltd
Building a Better Future

GARDEEN HOUSING ASSOCIATION

Model Role Description for Chair

Reviewed	**2026**
Next Review	**2029**

1. Introduction

1.1 This role description sets out the duties and responsibilities that attach to the Chair of Gardeen Housing Association. The responsibilities described here are additional to those set out in the Management Committee Members (MCM) role description. It should be considered alongside Gardeen's Rules, Standing Orders, Code of Conduct and Entitlements, Payments and Benefits Policy.

1.2 This role description will be used to support the annual review of the governing body's effectiveness. It will be used to appoint the Chair after each Annual General Meeting. Committee Members who wish to be considered for this office will be invited to say how, if elected, they will carry out the duties that are set out here, before the election takes place.

1.3 In the event that the Chair is unable to fulfil their responsibilities, the Vice Chair will carry out the duties of the Chair.

1.4 An overview of the Role of the Chair is outlined in Rule 59.6 of Gardeen Housing Association's Rules.

1.6 The Chair will be elected by the Management Committee each year at the first Management Committee meeting following the AGM. Whilst the Chair of Gardeen Housing Association can be re-elected, in accordance with Rule 59.11 of Gardeen Housing Association's Rules, they cannot serve a continuous term of more than five years. There is no expectation that the Chair must serve the full five-year maximum term.

2. Key Responsibilities

2.1 The Chair must always act and be seen to act on behalf of the Management Committee. The Chair's key responsibilities are:

- To lead the Management Committee constructively, provide direction and manage meetings effectively.
- To develop an open and inclusive relationship amongst Management Committee members and support strong and effective governance.
- To develop and maintain a constructive and positive working relationship between the Chair and the Director and senior staff.
- To uphold Gardeen Housing Association's Code of Conduct and promote good governance.

- Ensure decision making complies with Standing Orders and Scheme of Delegation.
- To be a positive and effective ambassador for Gardeen Housing Association.
- To ensure that Gardeen Housing Association's business is conducted effectively between meetings and that emergency decisions are taken appropriately when required and reported to the Management Committee.
- To attend office bearer meetings with the Director and other office bearers approximately one week before committee meetings to discuss meeting agendas and other important issues.

3. Leadership and Direction

3.1 The Chair is expected to:

- Lead by positive action and example. Promote, uphold and communicate Gardeen Housing Association's values, vision, aims and objectives.
- Represent Gardeen Housing Association's positively and effectively
- Set the style and tone of Management Committee meetings to ensure effective and participative decision making
- Ensure that the necessary arrangements are in place to enable Gardeen Housing Association to honour its obligations, achieve its objectives and meet agreed targets
- Demonstrate and support the principles of good governance at all times
- Ensure that the Management Committee has access to the range of skills, knowledge and experience necessary for the achievement of Gardeen Housing Association's aims and objectives and for the fulfilment of the Management Committee's responsibilities.
- Ensure that the Management 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.
- Provide support to new and experienced Management Committee members by promoting access to relevant induction, training and development opportunities. Ensure that each individual committee member has the opportunity to review their contributions and plan their future development.

- In the event that it is necessary, be responsible for the implementation of the Protocol that provides for investigations into an allegation that a Management Committee Member may have breached the Code of Conduct.

4. Working with the Director

4.1 The Chair should:

- Establish a close and constructive relationship of mutual trust and support with the Director and other staff to ensure that their respective roles of leading and managing are recognised and promoted effectively.
- Work in partnership with the Director and other office bearers to plan committee meetings and set forward looking agendas that reflect the committee's strategic focus and ensure the efficient and effective conduct of business.
- Ensure that the conduct of Gardeen Housing Association's business continues effectively between meetings of the Management Committee and act under delegated or emergency authority when necessary.
- In the event of a vacancy, ensure that effective arrangements are implemented for the recruitment and appointment of a director, in accordance with Gardeen Housing Association's agreed recruitment practices.
- Carry out, with at least one other Management Committee member, the Director's annual appraisal (including setting objectives, overseeing performance and requiring professional development) and report to the Management Committee.
- Ensure that appropriate arrangements are in place and implemented effectively for the support and remuneration of the Director.
- In the event that it is necessary, be responsible for dealing with a grievance or disciplinary action in respect of the Director, in accordance with Gardeen Housing Association's agreed procedures.

5. Promoting Good Governance

5.1 The Chair is required to:

- Promote and demonstrate the highest standards of ethical conduct and integrity.

- Build and sustain constructive relationships with other office bearers, members of the Management Committee and senior staff.
- Initiate any investigation under the terms of Gardeen Housing Association's Code of Conduct.
- Chair all meetings of Gardeen Housing Association in accordance with the Rules and Standing Orders.
- Ensure that all Management Committee members have access to accurate and timely information and advice (including specialist, independent and/or professional advice) to enable sound and well-informed decisions to be taken and make sure that deadlines for decision making are realistic.
- Ensure all Management Committee members have an opportunity to contribute to discussion and consideration of all matters requiring their attention.
- Ensure that effective induction and ongoing training and support are provided to all Management Committee members and that annual performance reviews are conducted in accordance with Gardeen Housing Association's policy.
- Manage meetings inclusively and effectively to ensure that there is sufficient time for the consideration of all relevant issues; for performance to be monitored effectively and for risk to be assessed realistically.
- Ensure that all delegated authorities are monitored and reporting arrangements are implemented effectively.
- Ensure that the effectiveness of Gardeen Housing Association's governance arrangements are reviewed periodically, and this should include asking all committee members to reflect on arrangements during their annual appraisals.

6. Conduct of Gardeen Housing Association's Business

6.1 The Chair is expected to:

- Ensure that Gardeen Housing Association's business is efficiently and accountably conducted between Management Committee meetings.
- Sign (or otherwise authorise) payment instructions and documents requiring the Management Committee or the Chair's authorisation, in accordance with Gardeen Housing Association's standing orders.
- Take decisions on behalf of the organisation in the event of emergencies that occur outside the regular meeting cycle and report these back to the Management Committee for ratification.

- Ensure that the range of skills, knowledge and experience required to lead Gardeen Housing Association effectively is available to the Management Committee and that the Management Committee can access specialist support when necessary.
- Lead the Management Committee's succession planning and recruitment to ensure good governance and regulatory compliance.
- Promote and enhance Gardeen Housing Association's reputation through effective representation of Gardeen Housing Association locally e.g. attendance at Easterhouse Housing and Regeneration Alliance meetings and on a wider scale.
- Ensure that the views of tenants and the Gardeen community are sought and considered in developing services, policies and strategy.
- Contribute to discussions and negotiations with partners and stakeholders on behalf of Gardeen Housing Association.
- To provide proof of address and identification to submit to the Association's lenders/partners as requested. To agree that your name and month and year of birth are published by the Financial Conduct Authority.

7. Commitment

- 7.1 An estimate of the additional annual time commitment that is expected from the Chairperson is highlighted in bold below:

Activity	Time
Attendance at up to 10 regular meetings of the governing body	**20**
Attendance at up to 9 office bearer meetings	**18**
Additional planning with Director	**12**
Reading and preparation for meetings of the governing body	**20**
Attendance at annual planning and review events (including individual review meeting)	**3**
Attendance at events such as tenant / customer conferences, openings and site visits	**5**
Attendance at internal briefing and training events	**10**
External Training and conference attendance (may include overnight stay or weekend)	**14**
Total	**102**

8. Monitoring and Review

8.1 This role description will be reviewed by the Management Committee every three years. It will form the basis of the annual review of the Chair's performance that is carried out as part of the annual appraisal process.