



## **Policy on wider role**

Date approved by Management Committee:  
Latest review date:

May 2018  
May 2021

# Policy on wider role



## 1. Introduction

- 1.1 Wider role is defined as activities that the Association is involved in that go beyond the provision, improvement and management of housing with the aim of improving the economic, social and environmental circumstances of the communities within which the Association operates.
- 1.2 Cernach Housing Association Limited operates within the Kingsridge Cleddans and Langfaulds area of Drumchapel and this wider role policy has been prepared in order to make it clear how we will maximise the positive impact we endeavour to have on our community.
- 1.3 The Association has been operating since 1991 and we have a proven track record as a successful business, with strong links to the community, both in terms of location and commitment to tackling local issues. Furthermore, we are considered as an attractive organisation in terms of funding provision as we have professional staff and are regulated by The Scottish Housing Regulator, as well as being responsible to Financial Conduct Authority (FCA) and the Office of the Scottish Charity Regulator (OSCR).
- 1.4 Whilst Community Regeneration is high on the Association's agenda, it is not feasible to expect the Association to solve all of the problems faced by our community. However, through the wider role policy, the Association will outline how we will utilise our skills, experience and resources to improve the quality of life of our local community.

## 2. Legal and regulatory framework

- 2.1 In fulfilling its obligations with regards to wider role, the Association works closely with The Scottish Government and actively participates wider role activities with our DRUMCOG and also with other local groups, such as COPE Scotland.
- 2.2 In addition and where appropriate, the Association operates within the following legislative framework: -
  - The Housing (Scotland) Act 2001
  - Data Protection Act
  - Health & Safety at Work Act
  - The Regulatory Standards of Governance & Financial Management
  - Charities and Trustee Investment (Scotland) Act 2005

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- Association's own Rules

2.3 With particular reference to the Charities and Trustee Investment (Scotland) Act 2005, the Association considers the following charitable purposes to be most relevant:

- The prevention and relief of poverty
- The advancement of health
- The advancement of citizenship or community development
- The relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage (including relief given by the provision of accommodation or care).

2.4 With this in mind the Association will endeavour to enter into wider role projects that achieve these objectives.

## 3. Risk management

3.1 The majority of the Association's wider role activities will be carried out in consultation with, and occasionally undertaken in partnership with the DRUMCOG and The Scottish Government is a partner organisation. It follows that given the level of involvement by The Scottish Government and their commitment to providing direct support to the Association the majority of funding provided for such activities will be provided by The Scottish Government.

3.2 Therefore, in considering risks attached to wider role activities, the Association works within the funding conditions laid down by The Scottish Government. Similarly, the Association includes reference to wider role activities within its risk matrix which, in turn, forms part of the internal management plan.

3.3 In operating the wider role policy, the Association will work within its charitable objects outlined in its Rules and will ensure projects undertaken are compatible and complementary to our strategic and operational objectives contained in our Internal Management Plan.

3.4 Whether ideas are acted upon as a direct consequence of community request or as a proposed solution to an issue identified by the Association, community consultation is paramount. The Association will keep its residents informed of progress on wider role matters through the website and quarterly

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newsletters. Tenant satisfaction surveys will also include a section on wider role activities.

- 3.5 Failure to approach wider role activities within the conditions of funding by the Scottish Government would likely result in funding requests for future projects being refused and/or funding provided for existing projects being re-claimed.
- 3.6 Failure to give adequate consideration to the nature, extent of work involved and proposed outcome of any project could result in the project being seen as a failure – by lenders as well as local residents. This would have a negative impact on the Association's credibility.

## 4. Equal opportunities

- 4.1 The Association's Equality and Diversity policy, which was approved by the Committee in April 2015 following an earlier comprehensive community consultation, outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics<sup>1</sup>. This includes ensuring that everyone has equal access to information and services and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.
- 4.2 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out Equality Impact Assessments to help identify any part of a policy that may be discriminatory so that this can be addressed (please see section 6 of the Equality and Diversity Policy for more information).
- 4.3 In line with section 6.3 of the Equality and Diversity Policy, the Association will apply a screening process based on that recommended by the Equality and Human Rights Commission to ascertain whether each policy requires an Impact Assessment to be carried out. The screening process was applied to this policy and it was decided that an impact assessment is not required.

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<sup>1</sup> The Equality Act 2010 identifies the "protected characteristics" as age, disability, marriage and civil partnership, race, religion or belief, gender, gender reassignment and sexual orientation.

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## 5. Wider role priorities and strategy

- 5.1 The Scottish Government's continues to have wider role priorities to provide funding to help registered social landlords undertake activities that assist the regeneration of their communities. RSLs have tenants in some of the most disadvantaged areas in Scotland and many of them, including Cernach, have developed a strong commitment to improving their local communities.
- 5.2 Our commitment to wider role is noted in our internal management plan which notes delivery of such projects as a strength. We will develop wider role projects at a local level in response to local needs, ensuring an appropriate fit with one or more of the following Government objectives, and demonstrating a focus on the following priorities:
- Improving employability
  - Tackling Poverty and making early interventions
  - Improving the quality of the environment
- 5.3 We will also ensure that projects should also demonstrate that they fit with any local regeneration plans that may exist.
- 5.4 With this in mind, the Association will consider the impact any wider role activity may have on some or all of the following areas:
- a) Improving health
  - b) Increasing educational attainment
  - c) Improving levels of community safety, including reducing levels of anti-social behaviour
  - d) Helping people into jobs
  - e) Improving transport
  - f) Increasing environmental sustainability
  - g) Increasing levels of income or access to affordable credit
  - h) Building the skills, motivation, networks and confidence of local people
- 5.5 Each wider role activity will be proposed at DRUMCOG senior officers' meetings or at joint meetings attended by the Management Committees of the DRUMCOG RSLs. The overriding consideration will be how the local community can be positively affected by the activity.
- 5.6 In addition to fitting in with National Ministerial strategies, the Association will ensure our activities fit with local plans. This will be achieved not only via the

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Community Planning process, but by consulting with other agencies such as local authority, police, the Scottish Government and other local voluntary organisations.

- 5.7 Before undertaking any wider role activity the Association will firstly ensure we can demonstrate a clear rationale for our involvement in such activity based on our analysis of community needs, the contribution made by others to meet these needs and our own capacity to meet them.
- 5.8 Before proceeding we will ensure that we are legally and constitutionally permitted to undertake the wider role activities we have identified and that we have taken account of any regulatory guidance and good practice publications.
- 5.9 We will also be able to act, where appropriate, as a conduit organisation on behalf of the DRUMCOG RSLs for any third sector organisation requiring the involvement of an RSL. Any decision in this regard will only be taken where the project largely or solely operates in the Association's area of operation, where the objectives fit with this policy and our Internal Management Plan, where any risk attached to the project has been assessed and where the other DRUMCOG partners are in agreement with DRUMCOG's participation and support.
- 5.10 We will ensure that the risk attached to the any wider role activity does not represent a threat to our core activities or our overall financial viability.
- 5.11 Where we are considering committing significant resources to wider role activities, we will firstly consult with the tenants.
- 5.12 Where other partners are involved, we will ensure agreements are in place to ensure targets are met, for example CCTV
- 5.13 We will, through our financial management systems, account separately for all wider role activities.

## 6. Funding, monitoring and evaluating wider role activities

### 6.1 Funding

- 6.1.1 Whilst the Association will absorb the cost of working on wider role activities within its core activities, a separate cost centre will be identified in order to demonstrate the level of staff involvement and financial

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implications of these activities.

6.1.2 As indicated earlier in the policy, the majority of funding is likely to be sought from The Scottish Government. There is a general provision that the Association will provide an element of the cost of each project and this can be done in one of two ways:

- A direct financial input by the Association, which will usually be match funded by The Scottish Government
- An in-kind contribution – whereby the Association is able to identify specific costs for staff time or space hire that can be apportioned against the project.

6.1.3 A detailed financial assessment will be undertaken for each wider role activity and this will include an assessment of the funding commitments from other bodies and the implications for the Association.

## 6.2 Monitoring and evaluation

6.2.1 For the majority of projects, the Association is required to provide a report to the funder at the preliminary, interim and completion stages. These reports will ensure that the project is meeting the funders' requirements, determine sooner rather than later whether the proposed outcomes are being met and whether the project is achieving what it set out to do. It is the responsibility of the lead officer of the project to co-ordinate these.

6.2.2 In addition, depending on the nature of the project, evaluation report(s) for a specified period of time after the completion of the project will be required. These will be determined prior to funding being issued and it is the responsibility of the lead officer of the project to co-ordinate these.

## 7. Policy review

7.1 The wider role policy will be reviewed every three years or sooner as deemed necessary by legal, regulatory or best practice requirement or on the request of the Management Committee. The next review will take place by May 2021.