

The Role of the CAS Board and Committees

CAS is a registered charity and a company limited by guarantee and the governance arrangements between the Board and Committees are, to some extent, determined by Charity and Company Law. Our Articles of Association is the governing document for the organisation and provides an outline on how our organisation runs. The Board is made up of six representatives of Citizens Advice Bureaux and six people external to the network, led by an independent Chair. They are all elected at the AGM.

Role of the CAS Board

The main duties of the Board are to:

- **Provide leadership** to the organisation by developing strategy and direction.
- **Ensure sufficient funds and resources** are available to CAS, and by extension bureaux, in order to deliver our charitable aims.
- **Ensure compliance and accountability** with regulators (including Office of the Scottish Charity Regulator and the Information Commissioner's Office), the law (including Charity Law, Company Law, Employment Law and the Health and Safety Act) and the governing document.
- **Manage risks** that could impact negatively on CAS as a whole whilst also ensuring that CAS is in a position to capitalise on opportunities that would enable the delivery of the charitable aims.
- **Ensure the bureaux meet the standards** of the membership scheme to maintain quality and protect the brand.
- **Act as the employer** of all paid staff.

The Board gives responsibility for managing the day-to-day management and delivery of their duties to the CEO and the Executive Leadership Team. The Board also gives some of its responsibilities to Committees, with the Committees taking ownership of the monitoring and development of the duties that they have been delegated. The Board also creates short life working groups from time to time to address specific matters that are time critical rather than ongoing business matters.

Role of the Committees

We have two types of committees which are directly accountable to the Board:

- **Standing Committees** – These are Bureaux facing and have up to 12 Bureaux representatives elected at the AGM, focusing on matters that have an impact on the wider network. Although each committee member comes from an individual bureaux, like Trustees, they have a responsibility to act in the best interests of the network as a whole. Having representatives from across the network is therefore crucial to these Committees as representatives provide legitimacy and ensure that the Committees stay in tune with the network.
- **Internal Committees** – These are made up of CAS Trustees and focus on internal matters to CAS which may be confidential in their nature.

With agreement from the Board, the committees can delegate specific tasks to sub-groups which are made up of volunteers for the committee members.

See the CAS Governance Tree overleaf for more information about the specific roles and responsibilities of the four Standing Committees and three Internal Committees.



BOARD

- > Set overall strategic direction
- > Responsible for the overall governance and legal compliance
- > Ratify recommendations of committees

Development Committee

- > Strategically develop the network
- > Oversee and distribute funds

Membership Standards Committee

- > Consider admission of CAB member applicants
- > Review audit and QA processes, make recommendations for changes to the Board
- > Consider audit and QA reports and actions

Nominations Committee

- > Recommend trustees for election, re-election and co-option
- > Recommend Chair and VC

Policy Forum

- > Ensures that CAS's Impact work reflects the experience of people using the CAB service
- > Contribute to the development of CAS's Impact priorities
- > Encourage and support involvement of CAB in delivering Impact priorities

Risk Audit and Finance Committee

- > Recommend budgets
- > Review and monitor risk, budgets and accounts
- > Appoint auditor and recommend audited financial statement to the board

People Committee

- > Monitor how people and practices contribute to delivery of strategic plan
- > Oversight of key risks around people/HR
- > Review and make recommendations on the process by which the remuneration of employees is set

Digital Committee

- > Support CAS and CAB to be digital leaders
- > Enhance our ability to reach a wider audience and increase access to our services
- > Improve our understanding of our clients, our network and the landscape in which we operate

Small grants Committee

- > Award Small Grants, Local Impact Grants and Small Debt Grants

Funding allocations sub group

- > Allocate resources
- > Ensure funding criteria are met

Membership standards sub group

- > Review the MSC Handbook and make recommendations to MSC for amendments
- > Review audit indicators and make recommendations to MSC

Policy forum operational sub group

- > Oversee the workplan process and provide support for the roll out of the workplan
- > Identify other key areas of work around capacity building

