



# Board Member Application Form

be **part** of it

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# Principal terms and conditions



## Position

Board Member

## Remuneration package:

This position will attract a salary from January 2019.

## Location:

Board meetings are held at:

Melin Homes Head Office  
Ty'r Efail  
Lower Mill Field  
Pontypool  
Torfaen NP4 0XJ

## Time commitment:

There are six Board Meetings every year which last for approximately two hours each. These are supported by four informal learning sessions. In addition, there is the Annual General Meeting and planning events that you will be expected to attend. The Audit and Assurance Committee has four meetings every year and the Remuneration Committee holds three meetings every year. You will be required to:

- attend all board and committee meetings which you are invited to;
- attend Melin Homes Board Members Induction;
- attend relevant training and networking events;
- acquaint yourself with Melin Homes' work by meeting relevant employees, visiting neighbourhoods, attending development openings and attending briefing sessions;
- take part in working parties and other forums designed to improve Melin's policies and procedures;
- take part in the annual board appraisal process.

## Terms of office:

The tenure length for a Board member is set at three years plus three, plus one, plus one, plus one. This can be renewed subject to shareholders re-election along with a satisfactory appraisal and the Board's skills requirements at the time. All members are restricted to a maximum of nine years' continuous service.

## Joining the Board

- If your initial application is successful, you will be invited to interview with the Chair and CEO. If you are successful at interview there are a number of possible outcomes:
- you may be invited to attend a Board meeting as an observer;
- you may be co-opted on to the Board. There are a maximum of three co-options at any one time;
- your name may go forward to the AGM to become a full Board member. The AGM is due to take place in September 2019.

Independent Board Members and Tenant Board Members are elected by our Shareholders at our Annual General Meeting.

## Eligibility

To be a Board Member you must satisfy the Charities Commission requirements for Trustees.

Those applying to be Resident Board Members are also required to be a current resident of Melin Homes.

## Timetable

Dates for interviews will be decided once successful applications have been received.

## Board Member Role Profile

### Overall Purpose

The Board is collectively responsible for ensuring the success of Melin Homes through:

- setting, monitoring, and evaluating the strategic aims and direction of the Association;
- ensuring effective risk strategy, assessment and monitoring;
- scrutinising and reviewing performance against agreed targets and budgets;
- ensuring that the necessary financial and human resources are in place for the organisation to meet its objectives and review management performance;
- setting the organisations values and standards and ensure that its obligations to its customers and others are understood and met;
- promoting continuous improvement, setting challenging targets for improving services;

- being ambassadors, promoting and protecting the Association's reputation;
- gaining assurance that the organisation complies with all legal and regulatory obligation.

Day to day management is the responsibility of the CEO and the Leadership Group.

### **Accountability**

The Board is accountable to the Association's shareholders, residents and other stakeholders for ensuring that the organisation is properly governed, is fit for purpose, uses its resources effectively and achieves its strategic aims and objectives. It is accountable to regulators and funders for the proper governance of the organisation.

### **Personal Responsibilities**

Board members are required to act in the best interests of the Association, ensuring that their conduct complies with the Board Members Code of Conduct. This includes responsibilities to:

- be in alignment with the vision and values of Melin;
- take a detached view of Melin, free from self interest;
- take impartial decisions based on written or oral briefing;
- exercise respect and courtesy towards other Board members, team members and residents;
- commit to attending meetings;
- act as an advocate for the organisation and communicate a positive view of its work;
- be in alignment with the social objectives of the organisation and its customer facing ethos;
- act with probity, integrity and honesty in all dealings with Melin business.

# Board Member Responsibilities



## Strategic Leadership

- Provide leadership for both the direction and control of Melin.
- Contribute to setting a positive culture, vision and values and ensure that obligations to stakeholders are understood and reflected in strategy and policies.
- Set both the short and long-term objectives for the Association and determine the strategic aims and required outcomes.
- Promote continuous improvement, setting challenging targets for improving services.
- Contribute to the effective governance of Melin through membership of committees, panels or subsidiary Boards.

## Effective Governance

- Contribute to ensuring compliance with Melin rules, financial regulations, standing orders, delegated authorities, the **Welsh Government Regulatory Framework** and the Community Housing Cymru **Code of Governance**.

## Risk Management

- Contribute to the evaluation of present and future opportunities, threats and risks across the external environment.
- Contribute to the evaluation of strengths and weaknesses in the internal environment.
- Review the Risk Management Framework and Corporate Risk Dashboard and obtain assurance that Melin has a robust and prudent approach to business planning, risk identification, control and mitigation.

## Board Performance

- Contribute to ensuring that the Board's business is conducted economically, efficiently and effectively through a framework of delegation and systems of internal control.
- Contribute to overseeing organisational performance and continuous improvement, ensuring the organisation is managed efficiently and effectively.
- Scrutinise and review performance against agreed targets and budgets.
- Read and digest reports prepared by staff and advisors and contribute to appropriate debate of key issues amongst Board members.

### **Relationships**

- Build and maintain effective and constructive working relationships with the Chair, CEO, Leadership Group and other Board members.
- Participate in the Melin Board appraisal process and where appropriate in the appraisal of the CEO, Leadership Group and other Board members.

### **Representing Melin Homes**

- Act as an ambassador and representative for Melin, upholding its reputation, values, objectives and principles.
- Network and promote the achievements, purposes and benefits of Melin.
- Support the building and maintenance of good relationships with stakeholders, including the regulator, Welsh Government, key local authorities, partners, funders and residents.

### **Adding Value**

- Apply personal expertise, skills and knowledge with due regard to both the business and social purpose of Melin.
- Develop knowledge and understanding of, and keep up to date with, sector issues;
- Be a role model good governance practices and behaviours.
- Attend and provide constructive challenge in Board meetings.
- Actively participate in Board events and training; actively participate in staff and residents' events.

# Board Member Person Specification



## Essential requirements

Every Board Member will be expected to:

- be in complete alignment with Melin's Vision and Values;
- have the ability to take a detached view of the interests of Melin, free from self interest;
- have the ability to take impartial decisions based on written or oral briefing;
- have the ability to exercise respect and courtesy towards other Board members, team members and residents;
- be willing to commit to attending a demanding schedule of meetings;
- be willing to act as an advocate for the organisation and communicate a positive view of its work;
- be at ease with the social objectives of the organisation and its customer facing ethos;
- act with probity, integrity and honesty in all dealings with Melin business.

## Desirable requirements

Board Members will be expected to demonstrate knowledge and experience in at least one of the following four areas:

### 1. Communities and customers

- Knowledge of the social housing sector in Wales.
- Board membership and governance of a housing association, social enterprise or customer-led organisation.
- Equality and diversity.
- Knowledge of other sectors (health, education, policing, early years or other).
- Knowledge/experience of customer engagement.

### 2. Business, finance and governance

- General commercial business, business planning financial & management skills.
- Accountancy and audit, strategic finance, knowledge of statutory requirements, treasury management;
- Risk management and mitigation, assurance;
- Performance management and continuous improvement;
- Governance, chairing board / committee meetings
- Business strategy, policy development and change management;



- Organisational development / HR / staff engagement;
- Communications, marketing, fundraising and public affairs;
- Knowledge / experience of new business generation and development;
- Technology and social media.

### **3. Housing property and development**

- Housing management and maintenance of social housing;
- Property, asset management, surveying etc;
- Management, leadership and strategy in a housing context;
- Regulation of social housing (or a similar regulated area);
- Public policy and politics as relating to the wider social housing sectors;
- Funding, planning and development/ construction for housing across a range of tenures;
- Partnership working with local authorities, other government and statutory bodies and third sector organisations.

### **4. Social care, health and the third sector**

- Public policy and politics as relating to the wider social care and health sector;
- Partnership working with NHS Trusts, other government and statutory bodies and third sector organisations;
- Management, leadership and strategy in a social care, health or third sector setting.

## Board Member skills self-assessment

### Skills and Experience

How do you rate your level of skill, knowledge and experience in the following key areas using the levels as set out below? Please aim to answer in an open way – try to avoid undue modesty as well as any overstatement.

<b>Strong knowledge</b>	You have specialist knowledge in this area – you would be considered an ‘expert’ in it; you may currently work (or have recently worked) in this field as a professional and would hold a qualification where relevant.
<b>Good knowledge</b>	You would know how to explain this subject area to others who have no knowledge of it. You are confident about the principles and the practice, would understand and be able to offer informed insight on a Board paper on this subject, and could contribute significantly to Board discussion and decision-making on the subject.
<b>Working knowledge</b>	You understand the principles of this subject matter and would understand most of the content of a Board paper on this subject.
<b>Limited knowledge</b>	You may know a little about the subject or this may be a subject new to you; you would benefit greatly from targeted learning and development to build a stronger understanding and build confidence.

<b>Communities and customers</b>	<b>Strong</b>	<b>Good</b>	<b>Working</b>	<b>Limited</b>
Knowledge of the social housing sector in Wales.				
Board membership and governance of a housing association, social enterprise or customer-led organisation				
Equality and diversity				
Knowledge of other sectors (health, education, policing, early years or other)				
Knowledge/experience of customer engagement				

<b>Business, finance and governance</b>	<b>Strong</b>	<b>Good</b>	<b>Working</b>	<b>Limited</b>
General commercial business, business planning financial & management skills				
Accountancy and audit, strategic finance, knowledge of statutory requirements, treasury management				
Risk management and mitigation, assurance				
Performance management and continuous improvement				
Governance, chairing Board / Committee meetings				
Business strategy, policy development and change management				
Organisational development / HR / staff engagement				
Communications, marketing, fundraising and public affairs				
Knowledge / experience of new business generation and development				
Technology and social media				

<b>Housing, property and development</b>	<b>Strong</b>	<b>Good</b>	<b>Working</b>	<b>Limited</b>
Regulation of social housing (or a similar regulated area)				
Public policy and politics as relating to the wider social housing sectors				
Funding, planning and development/ construction for housing across a range of tenures				
Partnership working with local authorities, other government and statutory bodies and third sector organisations				

<b>Social care, health and the third sector</b>	<b>Strong</b>	<b>Good</b>	<b>Working</b>	<b>Limited</b>
Public policy and politics as relating to the wider social care and health sector				
Partnership working with NHS Trusts, other government and statutory bodies and third sector organisations				
Management, leadership and strategy in a social care, health or third sector setting				

# Application form



## Board Member skills self-assessment

This form is designed to be completed electronically and within no more than four pages. Please email, along with your CV to [boardrecruitment@melinhomes.co.uk](mailto:boardrecruitment@melinhomes.co.uk)

## Section 1: About you

Please provide a statement demonstrating why you would like to be a Board Member at Melin Homes. Please refer to the **Board Member Responsibilities** (max. 300 words)

Your statement:

With reference to the **Board Member Person Specification**, please provide a statement demonstrating how you can fulfil the essential requirements and at least one of the four desirable requirement areas.

## 1. Essential Requirements

- Be in complete alignment with Melin’s Vision and Values.
- Have the ability to take a detached view of the interests of Melin, free from self interest.
- Have the ability to take impartial decisions based on written or oral briefing.
- Have the ability to exercise respect and courtesy towards other Board members, team members and residents.
- Be willing to commit to attending a demanding schedule of meetings.
- Be willing to act as an advocate for the organisation and communicate a positive view of its work.
- Be at ease with the social objectives of the organisation and its customer facing ethos.
- Act with probity, integrity and honesty in all dealings with Melin business.

Your statement:

## 2. Desirable Requirements

- Communities and customers
- Business, finance and governance
- Housing property and development
- Social care, health and the third sector

Your statement:

A large, empty rectangular area with a light green background, intended for the user to write their statement.

## Section 2: Personal details

Name: .....

Address:.....

.....

..... Postcode:.....

Telephone number:.....

Email address:.....

Where did you hear about this opportunity?

.....

## Section 3: Eligibility

### Declaration

I agree that I am willing to be elected to the Board of Melin Homes and that I am eligible to do so in accordance with UK and Welsh Government legislation and regulation.

I am not a current employee of Melin Homes, nor have I ended employment with Melin Homes in the last 12 months.

I am not disqualified from standing as a Non-Executive Director (Board Member).

I confirm that I have read and understood the **Board Member Responsibilities** and **Person Specification**.

Signed: ..... Date:.....

(If you are unable to digitally sign this document, please type your name and we will accepted it as a signature.)



# Equality and Diversity Monitoring Form



We want to meet the aims and commitments set out in our Equality Policy. This includes not discriminating under the Equality Act 2010, and building an accurate picture of the make-up of the workforce, our Board and our tenants in encouraging equality and diversity.

As an organisation we need your help and co-operation to enable it to do this, but filling in this form is voluntary.

The information you provide will stay confidential, and be stored securely and limited to only some staff in the organisation's Human Resources section.

Please return the completed form either via email to [boardrecruitment@melinhomes.co.uk](mailto:boardrecruitment@melinhomes.co.uk) or in an envelope marked 'Strictly confidential' to **Melin Homes Head Office, Ty'r Efail, Lower Mill Field, Pontypool, Torfaen NP4 0XJ**

**Gender**    Male     Female     Other     Prefer not to say

**Is your gender identity the same as the gender you were assigned at birth?**

Yes     No     Prefer not to say

**What is your age group?**

16-24     25-29     30-34     35-39     40-44     45-49   
50-54     55-59     60-64     65+     Prefer not to say

**How you would usually describe your sexual orientation?**

Heterosexual     Gay woman/lesbian     Gay man     Bisexual   
Other: ..... Prefer not to say

**What is your religion or belief?**

Buddhist     Christian     Hindu     Jewish   
Muslim     Sikh     No religion or belief   
Other religion or belief: ..... Prefer not to say

**How would you describe your ethnic group?**

Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. Please tick the appropriate box:

**White**

English     Welsh     Scottish     Northern Irish     Irish   
 British     Gypsy or Irish Traveller     Prefer not to say

Any other white background: .....

**Mixed/multiple ethnic groups**

White and Black Caribbean     White and Black African   
 White and Asian     Prefer not to say

Any other mixed background:.....

**Asian/Asian British**

Indian     Pakistani     Bangladeshi     Chinese     Prefer not to say

Any other Asian background:.....

**Black/African/Caribbean/Black British**

African     Caribbean     Prefer not to say

Any other Black/African/Caribbean background:.....

**Other ethnic group**

Arab     Prefer not to say

Any other ethnic group: .....

**Are your day-to-day activities limited because of a health condition or disability which has lasted, or is expected to last, at least 12 months?**

Yes, limited a lot     Yes, limited a little     No     Prefer not to say

The information in this form is for monitoring purposes only. If you believe you need a 'reasonable adjustment', then please discuss this with your manager, or the manager running the recruitment process if you are a job applicant.

**Thank you for completing the form.**