



## MANAGEMENT BOARD MEMBER ROLE PROFILE

### 1. Overview

Caledonia Housing Association exists to provide high quality affordable homes and associated services to a wide range of people in the communities where we work.

Our mission is the provision of sustainable homes that people can enjoy and feel comfortable in; flexible services that meet the needs and expectations of our customers; and making a positive contribution to the development of vibrant communities.

Our vision is to provide homes and services that make life better. We aim to do this by:

- Achieving excellence – empowering our people to deliver quality homes and services that are affordable, sustainable and valued by our customers
- Building success – making our organisation stronger by ensuring resilience in all areas of our business, creating a firm base for our continued growth
- Creating innovation – creating efficiencies and delivering value for money through the effective use of our resources
- Developing people – having the right people with the right skills and mindset to achieve excellence, build success and create innovation

Our guiding principles underpin our work: 'Keep it Simple, Keep it Personal and Make it Right'

### 2. The Role of the Management Board

#### *Overall Purpose*

The Management Board provides leadership by:

- setting the strategic direction
- acting as positive ambassadors and protecting the Association's reputation
- ensuring that it receives appropriate information and advice to carry out its duties, including a mechanism for regular performance reviews,
- managing the risks and legal responsibilities arising from its control

The Management Board has collective responsibility for the leadership, direction, management and control of the Association and for ensuring that it operates in accordance with its rules and business policies. The Management Board is also responsible for ensuring an appropriate and effective balance of skills, experience and diversity is present.

#### *Accountability*

The Management Board is accountable to the Association's members, tenants and other stakeholders, ensuring that the organisation is properly governed, fit for purpose, and uses its resources effectively to achieve its strategic aims. 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 at all times, ensuring that their conduct complies with the Board Members' Code of Conduct. This includes responsibilities to:

- Uphold the values, objectives and policies of Caledonia Housing Association
- Contribute to and be responsible for governing body decisions
- Prepare for and attend meetings and other relevant events punctually
- Represent the organisation positively
- Declare any relevant interests
- Respect confidentiality of information
- Attend relevant learning and development events
- Keep up to date with changes in the Association's operating environment.

### 3. Role Responsibilities for Management Board Members

Leadership	<ul style="list-style-type: none"> <li>• Provide direction and guidance to ensure that the Association's aims and objectives are in tenants' best interests while protecting the viability of the organisation</li> </ul>
Guardianship	<ul style="list-style-type: none"> <li>• Safeguard the Association's mission, vision and guiding principles</li> <li>• Protect and promote the Association's reputation</li> <li>• Appoint the Association's Chief Executive</li> </ul>
Stewardship	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>• the organisation is adequately and appropriately resourced to deliver its strategy, policies and plans</li> <li>• effective governance, risk and internal control frameworks are operational at all times</li> <li>• efficient and effective business and financial management is in place</li> <li>• the organisation operates in the best interests of its tenants and other customers</li> </ul>
Strategy and Policy	<ul style="list-style-type: none"> <li>• Set and review the Association's strategic direction and the associated priorities and plans</li> <li>• Ensure that the views of tenants and other customers are taken into account in developing the organisation's strategy and plans</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• Oversee the implementation of the Association's strategy and plans.</li> <li>• Review and evaluate the organisation's overall performance in implementing the these, assessing achievement against agreed performance measures</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Build and maintain positive working relationships and effective communication channels with all internal and external stakeholders</li> <li>• Ensure effective communication and consultation with the Association's members, tenants and other customers</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Ensure that the Association's governance arrangements are fit for purpose and meet the requirements of the Scottish Housing Regulator's regulatory framework.</li> <li>• Ensure compliance with the Association's Rules, relevant legislation and regulatory requirements</li> <li>• Establish comprehensive policies and procedures for the implementation of the Association's governance arrangements, and review adherence to these.</li> <li>• Establish comprehensive policies and procedures for the Association's business management and service delivery activities</li> </ul>

<b>4. Role Requirements for Management Board Members</b>	
Management Board members are required to engage in an appropriate level of scrutiny, constructive debate and challenge, and also to provide positive feedback and support to the Executive Management Team. The skills, knowledge and experience that <b>collectively</b> would support the work of Board are below.	
<b>Core skills</b>	
Leadership	Ability to create confidence through guidance, commitment to the Association's aims and empowering and supporting the staff team to successfully implement the Association's strategy.
Direction-setting	Ability to contribute to the strategic direction of the Association and assess the business strategy.
Communication and working with others	Ability to express views and opinions in a clear, concise and constructive manner; provide impartial advice when required; and develop positive working relationships with other Board members and the management team.
Analysis, scrutiny and decision making	Ability to analyse complex and/or conflicting information; probe and question appropriately; identify the appropriateness of different sources of information; express reasoned judgement; assess the strategic implication of decisions; and reach appropriate, timely decisions consistent with the Association's strategy.
Performance management	Ability to scrutinise and evaluate performance achievements against organisational objectives and to oversee the implementation of a control framework that enables performance and risk to be assessed and managed.
Self-management	Ability to prepare for meetings sufficiently to contribute to discussion and decision making; actively use skills and knowledge to inform Board decisions; and participate positively in individual appraisal and Board review activities.
<b>Specialist skills</b>	
Financial planning and management	Ability to determine that accounting records are comprehensive, internal control systems are robust and that financial statements represent a true and fair view of the Association's financial position
Business management	Detailed understanding of how businesses operate, with this being developed from working within a commercial operation or government agency or in an entrepreneurial role.
Legal	Skills in interpreting and applying legislation relevant to the work of the Association, for example property, tenancy or employment law.
Property development / asset management	Skills relating to project management within the construction industry and/or the provision of technical maintenance related services.
Human resource management	Ability to interpret current employment legislation and to apply consistent, fair and equitable employment terms and conditions.

<b>Knowledge of</b>	
Social housing	Broad understanding of the issues involved in providing and managing housing for people in housing need.
Social services / community care	Broad understanding of the issues involved in the provision and management of care and support related services.
Customer service	Identifying, promoting and implementing operational practices and services that achieve high levels of customer satisfaction.
Equalities and diversity	The application of knowledge of equalities legislation to guide the development of policies and approaches that are fair, flexible and inclusive and encompass the needs of all customer groups.
Corporate governance and regulation	Governance frameworks necessary for the proper conduct of the Association's business and service activities; knowledge necessary to ensure that the Association complies with its Rules; and the role of regulators and the requirements they place on the Association.
Risk management	Good practice in the management and monitoring of risks inherent in the Association's business activities and operational environment.
<b>Experience of</b>	
Committee work	Working with or serving as a member of a governing body.
Community involvement	Active community engagement, for example through working with tenant, community or support related groups.

#### 5. Management Board Skills and Competencies Balance

SKILL AREA	KEY ATTRIBUTES	RECOMMENDED	DESIRABLE
<b>Core skills</b>	Leadership	√	
	Direction-setting	√	
	Communication and working with others	√	
	Analysis, scrutiny and decision making	√	
	Performance management	√	
	Self-management	√	
	<b>Specialist skills</b>	Financial planning and management	√
Business management		√	
Legal		√	
Property development / asset management		√	
Human resource management		√	
<b>Knowledge of</b>	Social housing		√
	Social services/community care		√
	Customer service		√
	Equalities and diversity		√
	Corporate governance and regulation		√
	Risk Management		√
<b>Experience of</b>	Committee work		√
	Community issues		√

<b>Core skills</b>	This section details the skills and abilities that all Board members would be required to possess, or be prepared to develop.
<b>Specialist skills</b>	This section details professional / technical skills that would add value to the work of the Board. Steps would be taken to achieve a balance on the Board of each of the key attributes determined as being recommended.
<b>Knowledge of</b>	This section details specialist knowledge that would be of benefit to and support the work of the Management Board.
<b>Experience of</b>	This section details practical experience that would be of benefit to and support the work of the Management Board.
<b>Skills and competencies balance</b>	All Board members would be required to possess or prepared to develop the core competencies. Individual Board members would then be required to also possess at least one of the attributes detailed in the specialist skills, knowledge of or experience of skills areas. For those specialist skills attributes determined as being recommended, the Board would aim to have a balance of these through the Members serving on the Board.

## 6. Role Responsibilities for Office Bearers

<b>Chair of Management Board</b>	<ul style="list-style-type: none"> <li>• Ensure the efficient and smooth conduct of the Board's business and the Association's general meetings by making sure that all those who wish to contribute are allowed to; allocating adequate time for contributors to speak; ensuring voting procedures are in place and that these are followed; that appropriate standards of behaviour are maintained; encouraging open debate; and announcing votes at general meetings.</li> <li>• Provide support for and establish a constructive relationship with the Chief Executive and Service Directors (the Executive Management Team).</li> <li>• Ensure that the Board delegates sufficient authority to its Committees and the Executive Management Team.</li> <li>• Ensure the Board receives professional advice when it is needed, either from the Executive Management Team or from external sources.</li> <li>• Ensure that the Board has appropriate arrangements in place to monitor the performance and determine the remuneration arrangements for the Executive Management Team.</li> <li>• Take steps to ensure that the Board has the collective skills and knowledge required to manage the business of the Association.</li> <li>• Ensure the Board plans for the succession of members and the Chair and other office bearers.</li> <li>• Represent the organisation where authorised.</li> <li>• Take all other decisions that are the responsibility of the Chair as detailed in the Association's Rules and Standing Orders.</li> </ul>
<b>Vice-Chair</b>	<ul style="list-style-type: none"> <li>• Chair Board meetings in the absence of the Chair.</li> </ul>

	<ul style="list-style-type: none"> <li>• Fulfil the responsibilities of the Chair in situations where the Chair is unavailable or unable to do so.</li> <li>• Support the Chair in ensuring the effective governance of the Association.</li> </ul>
<b>Secretary</b>	<ul style="list-style-type: none"> <li>• Call, attend and keep minutes of general and Board meetings.</li> <li>• Circulate the relevant reports and information for these meetings.</li> <li>• Prepare and send all necessary reports and returns to the relevant statutory and regulatory bodies.</li> <li>• Ensure the Association acts legally and constitutionally within its Rules.</li> <li>• Keeping the Register of Members and any other registers and books determined by the Board.</li> </ul>
<b>Chair of Audit Committee</b>	<ul style="list-style-type: none"> <li>• Ensure that the business of the Audit Committee is carried out effectively and efficiently in accordance with the agreed terms of reference and levels of delegated authority and to high standards of conduct and probity.</li> <li>• Ensure the provision of appropriate information and advice to the Management Board on the work of the Audit Committee.</li> </ul>
<b>Chair of Remuneration Committee</b>	<ul style="list-style-type: none"> <li>• Ensure that the business of the Remuneration Committee is carried out effectively and efficiently in accordance with the agreed terms of reference and levels of delegated authority and to high standards of conduct and probity.</li> <li>• Ensure the provision of appropriate information and advice to the Management Board on the work of the Remuneration Committee</li> </ul>

## 7. Annual Time Commitment for Management Board Members

The following is an estimate of the annual time commitment involved for Management Board members. There will be additional time commitments for the Chair and other office bearers.

Attendance at Board Meetings	10 meetings at 3 hours	30 hours
Reading and preparation for Board meetings	10 meetings as 4-5 hours	40 - 50 hours
Attendance at Audit or Remuneration Committee	4 meetings at 2.5 hours	10 hours
Reading and preparation for Committee meetings	4 meetings at 2.5 hours	10 hours
Business Plan 'away day' event	1 meeting at 7 hours	7 hours
Conferences, seminars and training events	4 events at 3 hours	12 hours
Task focussed ad-hoc meetings on specific business issues	2 meetings at 3 hours	6 hours
<b>TOTAL</b>	<b>(approximately 9-10 hours per month)</b>	<b>115 – 120 hours</b>