



EMHG BOARD MEMBER ROLE & PERSON SPECIFICATION

Board Member Role Description

Key Responsibilities:

As a member of the Board of Management

1. To oversee and set the long term strategic direction for the organisation
2. To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance and monitoring risk
3. To ensure an effective business plan and budget is in place
4. To ensure that performance is monitored and managed through internal controls and delegation
5. To approve key policies to allow the organisation to achieve its objectives

Duties and tasks to fulfil the key responsibilities:

- 1. To oversee and set the long term strategic direction for the organisation including monitoring risk**
 - To collectively set the mission, vision, values, strategic objectives and high-level policies for the organisation;
 - To contribute to establishing a framework for approving policies and plans to achieve those objectives
 - To uphold and promote the core policies, purpose, values and objectives of the Association
 - To ensure major risks are reviewed regularly and an effective risk management framework is maintained
 - To keep abreast of current developments and thinking in the sector including matters relating to housing, social policy, regulation and investment.
 - To approve appropriate levels of remuneration for the chief executive and executive team.
- 2. To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance**
 - To act reasonably and always in the best interests of the organisation, and comply with its code of conduct; to ensure your behaviour as a Board Member models the values of the organisation
 - To contribute to and share responsibility for decisions of the Board and any committee of the Board of which you are a member;
 - To work in partnership with the chief executive and his/her executive team; to challenge colleagues constructively;

- To satisfy yourself that the Company's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity;
- To engage effectively with key stakeholders as required, particularly residents;
- To comply fully with the organisation's Governing Instrument including policies, procedures and standing orders

3. To ensure an effective business plan and budget is in place

- To satisfy yourself as to the integrity of financial information, and ensure that all loan covenants are complied with;
- To approve each year's accounts prior to publication and approve each year's budget and business plan;

4 To ensure that performance is monitored and managed through internal controls and delegation

- To ensure there are appropriate mechanisms, both internal and external, to verify that the board receives a balanced and accurate picture of how the organisation is performing
- To ensure that internal controls and systems are audited and reviewed regularly;
- To monitor performance at a strategic level in relation to plans, budgets, controls and decisions;
- To participate in regular reviews of Board performance, and in Board Member appraisal; to participate in Board development and training, and in other learning activities as required.

Signed

Date

Board member Person Specification

Board Members are expected to work within the following values and principles:

- **Integrity**
- **Diversity**
- **Openness**
- **Accountability**
- **Clarity**
- **Excellence**

Group Board Members need to bring current or recent experience and skills in areas at a strategic level in one or more of the following:

- Organisational development/HR
- Financial management
- Treasury management
- Public and social policy
- Health and Wellbeing
- Commercial management
- Development and construction
- Housing and care regulation

All Board Members are required to have the following knowledge, skills and attributes:

Skills and Attributes;

- a) Strategic awareness** – is able to articulate current environmental factors and those that could impact in the future. Aware of the internal resources available to the organisation and how these can be best used to achieve 'fit'.
- b) Innovation** – looks for creative and innovative solutions to problems, and is able to support and encourage innovative approaches in others. A skilled learner who sees problems as opportunities for learning.
- c) Local / regional knowledge** – understands the environment and the challenges and opportunities that are available in EMHGs areas of operation
- d) Stakeholder awareness**- is able to articulate perspectives of key stakeholders, and to take those into account in decisions.
- e) Perspective** – is able to rise above the immediate problem or situation and see the wider issues and implications. Ability to relate disparate facts and connect relevant relationships and imagine possible future scenarios and their potential outcomes.

f) **Change readiness** – is alert and responsive to need for change. Can model agility and encourage creativity amongst the board and executive in response to the challenges of today and the future.

g) **Analysis and decision making**

Clarity – on what are appropriate decisions to be made by the board. Understands clearly the difference between governance and management, and manages that boundary well.

Detail – insists on appropriate levels of detail to provide assurance. Is conscientious and well prepared for board duties.

High standard of literacy and numeracy – assimilates written and numerical information accurately. Is able to critically appraise information and make sound interpretations. Can explore counter arguments and probe more deeply when required.

Independent judgement – considers weighting of evidence, reasonable assumptions, alternative views, the ethical dimension and other information before reaching a final decision.

Decisive – is able to exercise reasonable judgement, make decisions and take action.

h) **Communication skills**

Written – can convey complex ideas and opinions with clarity and accuracy.

Listening – listens intently and with care to ensure clarity of understanding, asks questions to ensure full comprehension, builds on ideas or suggestions of others.

Presentation – can engage an audience and convey messages clearly and concisely and in a way that connects with the audience.

Open – is honest and open when communicating with others. Self-aware and able to acknowledge errors or shortcomings in own performance. Willing to invite and accept constructive feedback.

Influencing – is able to gain support and influence; political acumen.

Team working- builds strong and effective working relationships with Board and executive colleagues.