



# **Candidate Information Pack**

## **emh homes Board Member**

**August 2018**





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# Welcome

Thank you for your interest in joining the emh homes Board.

emh homes is the trading name of EMH Housing and Regeneration Limited which is incorporated under the Co-operative and Community Benefit Societies Act 2014 (Registered Number 32198R) and registered by the Homes and Communities Agency (Registered Number 4775).

At emh homes we know the importance of living in a safe and secure environment, and about how this is the basis for a rewarding, independent life. We work with residents, local authorities, and other partners to create safe, sustainable communities.

emh homes began its work as East Midlands Housing Association in 1946, building a small number of affordable homes for ex-servicemen after the Second World War. While our values may have remained the same, we have evolved through our history to thrive in challenging times.

emh homes was the result of an amalgamation of four registered providers and we now own and manage almost 20,000 homes in more than 49 local authority areas across the region.

We are specialists in developing extra care schemes and homes in rural communities, and in providing housing, care and support services to people with learning disabilities.

We are committed to helping to meet the increasing demand for affordable homes in the region by building 600 new homes every year. With housing being high on the government agenda, organisations like us are crucial to supporting their pledge to deliver 300,000 new homes a year from 2021.

We also want to provide excellent services to support our tenants, and to invest in the communities in which we work through social enterprise and community projects. We are passionate about enhancing lives, and do all we can to help people flourish.

We focus on providing our residents with a sector-leading service in which they play a crucial role as active tenants, ensuring that they are given the necessary skills and training to contribute to this important part of our work.



The group seeks to have an influence on national and local housing, planning, economic and social policy. As such, we play a significant role in a range of other organisations, including the National Housing Federation, the Chartered Institute of Housing, PlaceShapers, and Health and Supporting People commissioning bodies. We also host the Rural Enabler for Leicestershire.

We believe that strong governance underpins the success of everything we do. We are keen to recruit members who will bring diversity and teamwork to the Board, who will challenge and support our work, and ensure that the Board fulfils its duties and responsibilities for the proper governance of emh homes.

If you are passionate about our social purpose and have the skills and expertise to help us, we would love to hear from you. If you have any questions about the application process, please call our Governance Manager, Kayleigh Hall, on 01530 276002.

We look forward to receiving your application and wish you the best of luck.



Chan Kataria  
Chief Executive



Chris Hobson  
Chair, emh homes Board

# About emh homes

## Our Mission

We provide housing and care to improve opportunities for people.

## Our Vision

Our vision is to be the best social housing and care business in the country, leading the market as service provider and employer.

## Our Values

We are committed to the principles of openness and transparency, and all our decisions and actions are underpinned by our values:

**Integrity:** We work to the highest ethical standards

**Diversity:** We respect others for who they are

**Openness:** We are honest and straightforward

**Accountability:** We are accountable to and influenced by our customers

**Clarity:** We are clear about what we are here to do and why

**Excellence:** We strive to be the best in everything we do

## Our Strategic Aims

Our latest Business Plan and Annual Review can be found on our website:  
<https://www.emhhomes.org.uk/publications/>.



## About the emh homes Board

The Board is responsible for the governance and strategic direction of the Association.

Members of the Board of Management are responsible to the Chair of the Board of Management.

The Board of emh homes must acknowledge and accept the control of the Group Board in the governance of the Group.

These terms of reference should be read in conjunction with the Intra group agreement between emh homes and its parent, emh group.

The Board consists of the emh group Chief Executive and up to eight members (excluding co-optees) and at least one third of the board shall be appointed by the parent group. The position of Chair or Vice Chair cannot be held by an employee of the Group. There are currently three vacancies on the emh homes Board.

## Core Skills

**emh homes' Board members** need to bring current or recent experience and skills in one or more of the following:

- Social Housing
- Operational Budget Management
- Equality & Diversity
- Regulator of the Sector
- Repairs & Maintenance
- Direct Labour Organisations
- Development & Construction
- Customer & Neighbourhood Services
- Health & Safety
- Social Enterprise.

Successful candidates will be required to dedicate at least two days a month to attending Board meetings and occasional training sessions and awaydays. Members may also be invited to join operating Boards and committees within the Group.

## Pay and Expenses

Successful candidates will receive £3,137.00 per annum, paid monthly in arrears.

It is our policy to reimburse Board members for personal expenses incurred in connection with their duties. This may include the costs of child care or the care of a dependent adult as well as the normal expenses arising from attending any meetings, awaydays, site visits, conferences, and seminars.

Please note that for the purposes of expenses the emh homes Board's place of work is Memorial House. As such, travel costs to and from home to your place of work is excluded from expense payments.

## Additional Information

**Appendix 1:** Terms of Reference

**Appendix 2:** Role Profile

**Appendix 3:** Governance Structure





## **EMH HOUSING & REGENERATION ASSOCIATION (EMH HOMES)**

### **BOARD TERMS OF REFERENCE**

#### **Responsibilities**

The Board is responsible for the governance and strategic direction of the Association.

Members of the Board of Management are responsible to the Chair of the Board of Management.

The Board emh homes must acknowledge and accept the control of the Group Board in the governance of the Group. These terms of reference should be read in conjunction with the Intra group agreement between emh homes and its parent, emh group.

#### **Core functions**

1. To ensure compliance with the values, vision, mission and strategic objectives of the association, ensuring its long term success.
2. To set long and short term strategic plans to achieve those objectives.
3. To satisfy itself as to the integrity of financial information, approving each year's budget and business plan and annual accounts prior to publication.
4. To establish, oversee and review a framework of delegation and systems of internal control.
5. To establish and oversee a risk management framework in order to safeguard the assets of the association.
6. To take appropriate advice.
7. To ensure at all times that the association takes account of any obligation imposed upon the association by the regulator in exercise of its powers.
8. To satisfy itself that affairs are conducted in accordance with generally accepted standards of performance and propriety.
9. To control the overall effective operation of the organisation in terms of its use of resources, financial viability and achievement of aims and objectives.
10. To promote the Group's diversity and equal opportunities policy and to have overall responsibility for its implementation and for monitoring its effectiveness throughout all its activities.
11. To promote corporate social responsibility including diversity, environment and issue assurance to stakeholders.
12. To establish and operate a performance appraisal system for the board, the chair and individual board members.

13. In conjunction with the Group Board, to have responsibility and the power to direct the activities of the subsidiary association (Midlands Rural Housing and Village Development Association Limited) and to satisfy itself that MRH is meeting statutory and regulatory requirements, and that its affairs are being conducted in accordance with generally accepted standards of performance, probity, financial prudence and good practice.
14. To take **reasonable measures** to assure themselves of compliance with all relevant law.

### **Reserved responsibilities of the Board**

The Board retains the following responsibilities which will not be delegated to executive staff or committees:

1. Consideration of any action leading to the removal of a board member;
2. Consideration and review of cases and policies in respect of conduct, standards, ethics or probity within the organisation;
3. Approval of the five year business plan and the monitoring of performance against business cases;
4. Approval of the annual financial budget;
5. Approval of the annual accounts, including the formal statement about the association's systems of internal financial control, prior to their presentation at the annual general meeting (AGM);
6. Establishment of the framework of delegation to staff;
7. Approval of the disposals of any property assets, except those disposed of in line with the approved asset management strategy; and
8. Approval of the use of the association's seal.

### **Management and Delegation**

The board may delegate any of its powers under written terms of reference to committees, officers or employees of the association or of any body whose accounts must be consolidated with those of the association.

The membership of any sub-committees shall be determined by the board. Every committee shall include one board member or co-optee to the board of the association. The board may appoint the chair of any sub-committee and shall specify the quorum.

All acts and proceedings of any committee shall be reported to board.

No committee can incur expenditure on behalf of the association except in accordance with a budget for the relevant expenditure previously approved by the board.

### **Membership**

The board of management will consist of up to nine members (excluding co-optees) and at least one third of the board shall be appointed by the parent. The position of Chair or Vice Chair cannot be held by an employee of the Group.

**Quorum**

This shall be three board members (one of whom must be an EMH Group appointee).

**Frequency**

The board shall meet at least three times every calendar year and at least seven days written notice of the date and place of every meeting shall be given by the secretary to all board members and co-optees.

October 2013

Reviewed: May 2016

Next Review date: 2019



## EMH HOMES BOARD MEMBER ROLE PROFILE & 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, in support of the Group Business Plan
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 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.
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 Group Chief Executive, the Executive Management Team and Senior Managers; to challenge colleagues constructively;

- To satisfy yourself that the Association’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**

**emh homes' Board members** need to bring current or recent experience and skills in one or more of the following:

- Social Housing
- Operational Budget Management
- Equality & Diversity
- Regulator of the Sector
- Repairs & Maintenance
- Direct Labour Organisations
- Development & Construction
- Customer & Neighbourhood Services
- Health & Safety
- Social Enterprise

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

### **Skills and Attributes;**

#### a) **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.

#### b) **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'.

- c) **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.
- d) **Local / regional knowledge** –understands the environment and the challenges and opportunities that are available in EMH Homes’ areas of operation
- e) **Stakeholder awareness-** is able to articulate perspectives of key stakeholders, and to take those into account in decisions.
- f) **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.
- g) **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.

h) **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.

**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.

Governance Structure

# emh group Structure

