



# Candidate Information Pack

## emh group Board Member

January 2019



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# Welcome

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

emh group is an independent, profit-for-purpose organisation that provides high quality, affordable homes and care and support services across the East Midlands.

At emh group 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 group 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. Our values may have remained the same, but we have evolved through our history to thrive in challenging times.

We now own and manage almost 20,000 homes in more than 49 local authority areas across the region, and provide care and support to hundreds of service users. 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 through training and employment support.

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 group.

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



David Russell  
Chair, emh group Board

# About emh group

## 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:  
[www.emhgroup.org.uk/publications](http://www.emhgroup.org.uk/publications)



## About the emh group Board

The emh group Board is responsible for ensuring the success of the organisation and its compliance with legal and regulatory obligations by setting and monitoring its strategic direction. It has adopted the National Housing Federation Excellence in Governance Code to encourage the highest standards of governance and accountability while responding to change and risk.

The Board consists of the emh group Chief Executive and eight independent members. It currently has one vacant position.

## Core Skills

We particularly wish to hear from people with expertise and strategic leadership skills in any of our services, and specifically welcome the following skills:

- Teamwork
- Customer Services
- Audit & Risk Management
- Health & Wellbeing
- Organisational Development/HR
- Development and Construction

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 £7,320.00 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 group 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





**EAST MIDLANDS HOUSING GROUP BOARD**  
**TERMS OF REFERENCE**

**Responsibilities**

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

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

**Core functions**

1. To define and ensure compliance with the values, vision, mission and strategic objectives of the Group, ensuring its long-term success and ensuring these are set out in each annual report.
2. To set long and short term strategic plans to achieve those objectives.
3. To approve each year's accounts prior to publication and to approve each year's budget.
4. To control the overall effective operation of the Group in terms of its use of resources, financial viability and achievement of aims and objectives.
5. To establish and oversee a risk management framework in order to safeguard the assets and reputation of the organisation.
6. To agree policies and make decisions on all matters that creates significant financial risk to the Group or affects the core business of the Group.
7. To monitor the Group's performance in relation to these plans, budget, controls and decisions.
8. To oversee a framework of delegation and systems of control, delegating powers to committees and the Group's staff.
9. To ensure the Group's affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety, in particular, ensuring compliance with Regulator's requirements and the NHF Code of Governance.
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 have responsibility and the power to direct the activities of the subsidiary associations and to satisfy itself and all group members are meeting statutory and regulatory requirements, and that their affairs are being conducted in accordance with

- generally accepted standards of performance, probity, financial prudence and good practice.
13. To establish and operate a performance appraisal system for the board, the chair and individual board members.
  14. To take appropriate advice.
  15. To take **reasonable measures** to assure themselves of compliance with all relevant law.
  16. To control the application of any recovery plan and ensure corrective action is appropriate and measurable.

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

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

1. Appointment or removal of any board member and executive officer of the Board including the company secretary.
2. Expansion of the organisation's operations into new activities or geographic areas.
3. Any decision to cease a material part of the organisation's operations.
4. Changes to structure, size and composition of the Group, including the setting up of subsidiaries.
5. Approval of committee membership, chair appointments and responsibilities, board, committee and panel terms of reference.
6. Appointments to, and removal from, the boards of subsidiaries or other organisations;
7. Consideration of any action leading to the removal of a board director.
8. Consideration and review of cases and policies in respect of conduct, standards, ethics or probity within the organisation.
9. Approval of the five year business plan and the monitoring of performance against business cases.
10. Approval of the annual financial budget.
11. Approval of the annual accounts, including the formal statement about the Group's systems of internal financial control, prior to their presentation at the annual general meeting (AGM).
12. Approval and review of the Group's standing orders including the framework of delegation to staff.
13. Approval and monitoring major capital programmes.
14. Approval of the Group's development programme.
15. Ensuring adequate succession planning for board and senior management appointments.
16. Approval of key policies, including a code of conduct and expected behaviour.
17. Any conflicts of interests arising for individual board members.
18. Ensure the Group develops positive and constructive relationships with its key stakeholders including its funders and regulators.
19. Approval of authorised signatories for the Group.
20. Approval of the use of the Group's seal; and
21. Changes to the schedule of matters reserved for board decisions.
22. To have oversight and approval to sign off the Value For Money Statement.

### **Management and Delegation**

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

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

All acts and proceedings of the subsidiaries and any committee shall be reported to Board. No committee can incur expenditure on behalf of the Group 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 (including co-optees) within those parameters, the size and composition of the board shall be determined by the Board from time to time. The Chair and the Vice Chair position cannot be held by an employee of the Group.

### **Quorum**

This shall be three Board members.

### **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.

**Approved:** October 2013

**Updated and Approved:** May 2016

**Next Review date:** 2020



## 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:

<ul style="list-style-type: none"><li>• Social Enterprise</li><li>• Development &amp; Construction</li><li>• Public &amp; Social Policy</li><li>• Commercial Management</li><li>• Organisation Development/HR</li><li>• Health and wellbeing</li></ul>	<ul style="list-style-type: none"><li>• Care and support</li><li>• Treasury Management</li><li>• Audit/Risk Management</li><li>• Strategic Financial Management</li><li>• Social Housing</li><li>• Customer Service</li></ul>
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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 EMHG's 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

