

## BOARD MEMBER ROLE PROFILE

### 1. Purpose

The Board is responsible for determining strategy; as well as directing and evaluating Berneslai Homes' affairs. Operational management of the organisation is delegated to the Executive and staff.

The Board member's role is to make an effective contribution to ensuring that the Board collectively achieves its purpose.

### 2. Key Responsibilities

Board members are expected to:

- a) Act in the best interests of Berneslai Homes at all times; applying due skill and care in exercising their duties, seeking expert independent advice where necessary.
- b) Uphold and promote the values of Berneslai Homes, including openness and transparency.
- c) Abide by the code of conduct, financial regulations and contract standing orders.
- d) Accept collective responsibility for decisions taken.
- e) Prepare for, and attend, all meetings, training and other events.
- f) Act as an ambassador for Berneslai Homes.
- g) Avoid conflicts of interest, and should they occur, declare any relevant matters.
- h) Maintain accountability and confidentiality.
- i) Participate in reviews of Board performance (both individual and collective).

### 3. Key Duties

- a) To oversee and set the long term strategic direction for Berneslai Homes.
- b) To ensure that the Board fulfils its duties and responsibilities for the proper governance of Berneslai Homes, including compliance and monitoring risk.
- c) To ensure an effective Strategic plan and budget is in place.
- d) To ensure that performance is monitored and managed through internal controls and delegation.

4. Competencies	Competencies can be defined as the personal attributes or underlying characteristics that will shape how Board members carry out their roles.
Competency	Characteristics
<i>Personal skills</i>	<ul style="list-style-type: none"> <li>• Provide constructive challenge to the executive</li> <li>• Communicates effectively, changing style and tone as required</li> <li>• Prepares for each meeting</li> <li>• Displays effective time management</li> <li>• Leads by example</li> </ul>
<i>Teamwork</i>	<ul style="list-style-type: none"> <li>• Has good interpersonal and listening skills</li> <li>• Able to challenge constructively, with courtesy and respect for others</li> <li>• Accepts the principle of collective responsibility</li> <li>• Demonstrates clear understanding and support of the relationship between Berneslai Homes and its' Partners</li> </ul>
<i>Responding to diverse needs</i>	<ul style="list-style-type: none"> <li>• Acts as a champion for diversity and challenges inappropriate behaviour</li> <li>• Recognises the needs of different social and cultural groups</li> </ul>
<i>Leadership and motivation</i>	<ul style="list-style-type: none"> <li>• Develops a culture of excellence</li> <li>• Shows commitment and enthusiasm</li> <li>• Sets standards of behaviour</li> </ul>
<i>Data analysis and decision making</i>	<ul style="list-style-type: none"> <li>• Understands the performance management framework</li> <li>• Has the ability to weigh up the issues</li> <li>• Has an awareness of value for money</li> <li>• Demonstrates an ability to assess risk when making decisions</li> </ul>
<i>Setting strategic direction</i>	<ul style="list-style-type: none"> <li>• Demonstrates vision</li> <li>• Sees the longer term implications</li> <li>• Maintains awareness of potential new strategic direction</li> </ul>
<i>Strategic thinking</i>	<ul style="list-style-type: none"> <li>• Is aware of the external environment and drivers for change</li> <li>• Understands how Berneslai Homes goes about planning for the future</li> </ul>
<i>Service quality and customer focus</i>	<ul style="list-style-type: none"> <li>• Values and uses customer views</li> <li>• Understands affordability issues</li> </ul>

<p><b>5. Specific areas of knowledge and experience</b></p>	<p>Collectively the Board will seek to achieve, through the recruitment, selection and training of its members, an appropriate balance of the knowledge and experience set out in the table below.</p>
<p><b>Topic</b></p>	<p><b>Knowledge/experience</b></p>
<p><i>Finance and risk management</i></p>	<ul style="list-style-type: none"> <li>• Strategic finance and wider, corporate financial issues</li> <li>• Audit</li> <li>• Internal control, risk management and assurance</li> <li>• Business planning</li> <li>• Funding</li> </ul>
<p><i>Governance and regulatory compliance</i></p>	<ul style="list-style-type: none"> <li>• Health and safety compliance and associated risk assessment</li> <li>• Legal knowledge relevant to housing</li> <li>• Regulatory framework</li> <li>• Knowledge of governance in a range of organisations</li> </ul>
<p><i>Business development</i></p>	<ul style="list-style-type: none"> <li>• Business management skills</li> <li>• Business continuity</li> <li>• Organisational change</li> <li>• Operational management</li> <li>• Development</li> <li>• Strategic human resources and management development (Desirable)</li> <li>• Procurement and strategic management (Desirable)</li> </ul>
<p><i>Commercial awareness</i></p>	<ul style="list-style-type: none"> <li>• Commercial approaches</li> <li>• Commercial activity</li> <li>• Diversification</li> </ul>
<p><i>Housing</i></p>	<ul style="list-style-type: none"> <li>• Property development</li> <li>• Management of housing services</li> <li>• The landlord role</li> <li>• Construction and asset management</li> <li>• Property management</li> <li>• Regeneration</li> </ul>
<p><i>Communities and neighbourhoods</i></p>	<ul style="list-style-type: none"> <li>• Direct knowledge of the tenant experience and residents' needs and concerns</li> <li>• Knowledge of (and links within) the communities served by Berneslai Homes</li> <li>• Understanding customer expectations and aspirations</li> <li>• Community development and capacity building (Desirable)</li> </ul>

<i>External operating environment</i>	<ul style="list-style-type: none"> <li>• Detailed knowledge of the operating environment of the social housing sector and its regulation</li> <li>• A wide knowledge of local, regional and national issues</li> <li>• Working with partners</li> <li>• Supported housing, employment and training and links with health services (Desirable)</li> </ul>
<i>Equality and diversity</i>	<ul style="list-style-type: none"> <li>• Knowledge of the key principles of equality and diversity</li> <li>• Practical experience across a range of organisations</li> </ul>
<i>Communications and marketing</i>	<ul style="list-style-type: none"> <li>• Experience of public relations</li> <li>• PR, marketing, media, and communications (Desirable)</li> </ul>