

# Recruitment pack

**Tai Teulu**



**Family Housing**

Board Member

Dear Applicant

**Family Housing Association Wales – co-opted Board Member positions**

Thank you for your interest in becoming a co-opted Board Member. Enclosed is the information you will require to assist you in completing your application.

We have a wonderful opportunity for two people to join our Board as Co-opted Members to experience what it's like; to receive mentoring, support and development to gain the skills and confidence to take on a Board role in the future.

In return, we would like the successful candidates to be able to contribute to discussion and debates, sharing their knowledge and experience to support our Board in the thinking and decisions it makes.

One of the co-opted positions we are looking to fill would be to prepare the successful candidate to follow in the footsteps a retiring Board Member. Our longest serving Board Member, Tony Larcombe is due to stand down at the AGM in September 2019. Tony has been a Board Member for 9 years and brings a wealth of knowledge and experience from construction, engineering, property development and project management.

Both vacancies will give candidates an opportunity to essentially 'try before they buy' – gaining a flavour of life as a Board Member. You will find out if it's what you would like to do – we will provide the opportunity and the support to enable you to decide.

The deadline for applications is 12:00noon on 28<sup>th</sup> June 2019.

Please do contact me if you wish to have an informal discussion about the role or if you have any questions on 01792 460192, or our Chair, Chris Foxall on 07895 093767.

I look forward to hearing from you.

Kind regards

*Karen*

**Karen Dusgate  
Chief Executive**

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To find out more please also visit the Family Housing website:  
[www.fha-wales.com](http://www.fha-wales.com)

## Statement on Behalf of the Board

Thank you for your interest in becoming a Board Member of Family Housing Association Wales.

Family Housing Association (Wales) was established in 1975 to meet the housing needs of families, older and more vulnerable people. We manage c.2,800 high quality affordable homes and provide a range of services – including the development of new homes – to people and communities across Swansea, Carmarthenshire, Neath and Port Talbot, Ceredigion and Pembrokeshire.



We are an ambitious and well-established independent housing association. We have strong local roots, a reputation for providing quality homes, and a track record for making a positive difference in our local communities.

We have in place a passionate and committed team focused on continuing the organisational transformation. Our business plan focused on putting people and communities at the heart of our business

**Our mission** is to support strong, vibrant and resilient communities where people can live active, fulfilling, lives - living independently and safely.

We have two vacancies on the Board and are seeking new members who share our passion and values, who will help ensure a robust approach to the work of the Board and oversee a continuing determination to provide ever better services to customers.

In particular, we would welcome people who bring skills and experience of health & safety, the construction industry & property development; care, support and in the provision of services regulated by Care Inspectorate Wales..

We hope that you will want to be part of the dynamic team committed to stimulating and supporting change and success within Family Housing Association Wales.

We look forward to receiving your application.



*Our extra care scheme in Hazel Court*

## About Family Housing Association Wales Ltd

Family Housing Association (Wales) Ltd was established in 1975 and registered under the Industrial & Provident Societies Act 1965; the Association operates under the National Housing Federation Model H 1991 (Charitable) Rules.

The 2014 Cooperative and Community Benefits Societies Act changed the registered status of the Association to a Registered Society, reporting to the Financial Conduct Authority. The registration number remains: 21057R

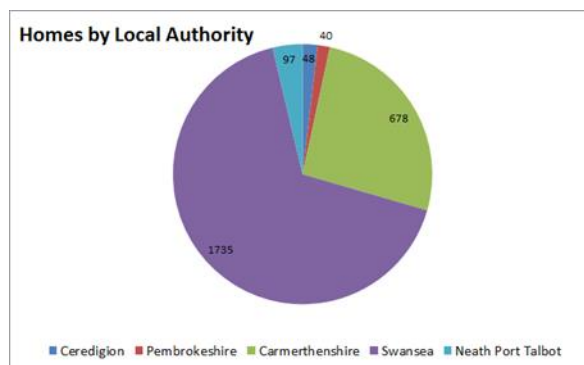
The Association is also registered with the Welsh Government, Registration Number L002

Family Housing Association was formed in 1975 by a group of local people who recognised there was a shortage of good quality affordable housing available in the Swansea area for people in housing need. In its early years the Association concentrated its activities in the Swansea City area and provided rented accommodation through the refurbishment of existing, dilapidated houses in Housing Action Areas and General Improvement Areas. It has since expanded to undertake a wide range of new build and regeneration projects throughout a much wider area of operation.

The Association's activities are funded through a mixture of public and private finance.

As at March 2019 the Association had c.2,870 homes in management with the number of homes per Local Authority distributed as follows:

- ❖ Neath & Port Talbot County Borough Council
- ❖ City & County of Swansea
- ❖ Carmarthenshire County Council
- ❖ Pembrokeshire County Council
- ❖ Ceredigion County Council



The Association provides a wide range of housing solutions for single people, families, older people and people who need support to maintain their tenancy.

The Association has formed partnerships with a wide range of statutory and voluntary organisations to provide specialist housing and support services for: -

- Homeless people
- People with disabilities
- Women with support needs
- Young vulnerable people
- Young people leaving care
- People with learning disabilities
- People with unsettled backgrounds
- People with mental ill health
- Older people with care & and support needs



### Regulation

Family Housing Association is a registered Social Landlord (RSL) registered with the National Assembly for Wales.

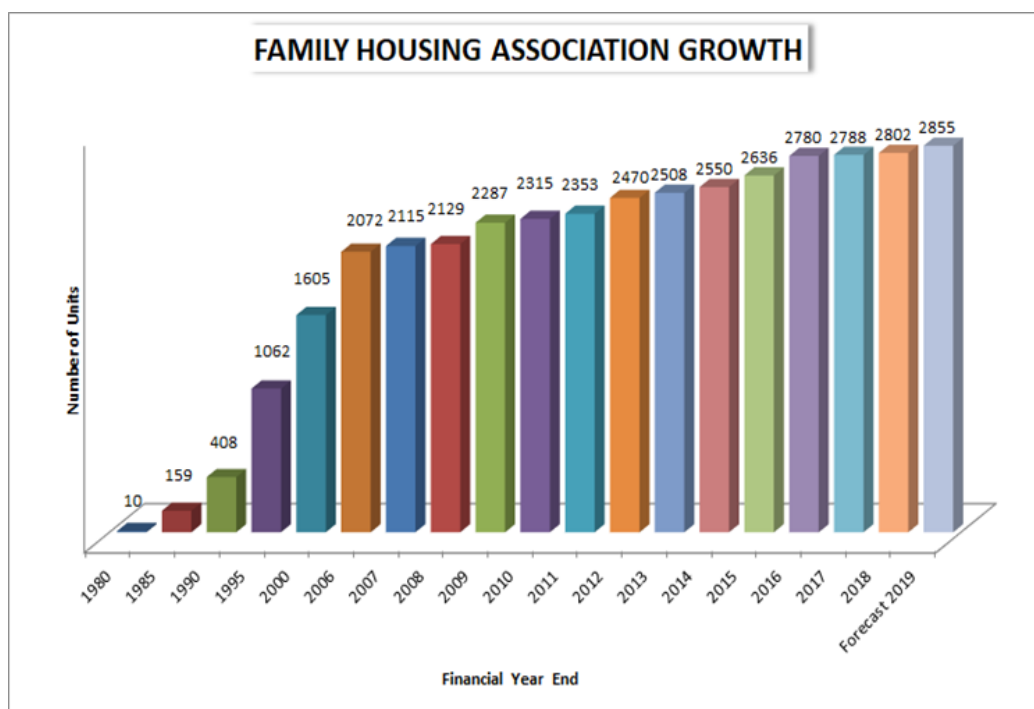
Family Housing is classed as a 'developing association'. This means that we receive grant funding to buy and develop new homes. The Association operates within the Welsh Government's Regulatory Framework and Delivery Outcomes which ensure that we act with probity to safeguard the wellbeing of our tenants and that we use public funds responsibly.



The Association is registered with the Financial Conduct Authority as a "Registered Society" under the Co-operative Community Benefits Societies Act 2014.

### Growth

The Association places significant emphasis on the quality of the homes we build. This approach ensures that the homes we provide are well built and in areas where people want to live. It also creates a steady rate of growth that allows the management service to grow in line with the number of new homes. The graph below shows the Association's growth from its early days.



The development of new homes is funded through a mixture of Government grants and private finance.

## Board Member Profiles

### **Tony Larcombe**

Tony is a Chartered Engineer and has a wide a varied career in Project and Construction Management. Tony has over 35 years of experience working in the property, consultancy and construction sectors both in the United Kingdom and internationally. He has a wide range of property, project and construction management expertise, encompassing, commercial, institutional leisure and residential projects, within the public and private sectors. Tony has specialist experience in development, planning and project management of European procurement, Objective 1 funding, (now convergence funding), programming and financial profiling of major urban regeneration and infrastructure projects. Tony's personal expertise is assembling, managing and co-ordinating complex multi-disciplinary teams, completing urban infrastructure projects from inception to construction, to programme and to the financial cost profiles.

### **Chris Foxall (Chair)**

Christopher is currently a private investor based in Swansea. He has been involved in the Global Financial Securities business for over 17 years. He has managed global trading businesses in London and Wall Street for some of the world's leading investment banks. Christopher has many years of experience with not-for-profit companies and was recently Chairperson of a charitable organisation focused on people with learning disabilities.

### **Tina Gabb BSc, MBA, FCA (Chair of Audit & Risk Committee)**

Tina has experience working at a senior role within the finance team at Gwalia Housing Group with involvement in and experience of business wide systems changes, financial reporting, delivering and communicating organisational vision.

### **Matthew Channell**

Matthew is a Director of TSW Training and Construction Skills Training Limited, both successful and longstanding learning & development providers in Wales. He is an experienced strategic and operational manager with broad management experience in areas of HR, Administration, Quality, Sales, Marketing and Customer Service. Matthew has an MSc in Management and wrote his thesis on learning transfer, with the goal of identifying methods for maximising return on investment realised by organisations when investing in learning/training interventions. He has specific interest in areas of strategy, change management, communication and people & organisational development.

### **Michael Kavanagh (vice-Chair)**

Mike has worked in the Construction Industry for over 25 years, specialising in major projects such as Swansea University Bay Campus, Bluestone Leisure Park and Major Airports. Mike brings a wealth of Industry experience and understanding of the challenges faced by the Board when balancing social responsibility and financial wellbeing.

### **Deborah Smyth**

Deborah is the director of her own recently established small businesses, taking the decision to move on from many years in education and teaching within the school of Business and Construction. Deborah has prior experience of working on a housing board, which included holding the position of chair, extending her knowledge of the NED role and boards purpose. She has a sound knowledge in corporate governance and experience of leading organisational change.

### **Martin Ridgeway**

Martin has over 25 years in Housing, working in partnership with local RSL's, local authorities, Welsh Government and private developers. He has extensive knowledge of Housing and Property market across the Swansea Bay City Region. Martin has a strong background in Regeneration particularly in Town and City Centers and is a member of the Vibrant and Viable Places Management Board in Bridgend. He has developed a strong and clear understanding of the need for transparent and sound governance through his voluntary and professional roles.

**Karen Jackson**

Karen has 26 years' experience of working in 3 local authorities in a range of frontline and strategic roles in housing, as well as at a senior corporate strategy level. During this time, Karen enjoyed a secondment to the Housing and Finance Division of the National Assembly for Wales and more recently, has gained experience working in the charity and social housing sectors. Karen has a postgraduate diploma in housing and is a member of the Chartered Management Institute.

**Jackie Royall (vice-Chair of Audit & Risk)**

Jackie is the CEO of Viscose Closures Ltd. Jackie is a qualified accountant with a Masters in Lean Manufacturing and is a Six Sigma Black Belt. Jackie's career spans General Management running manufacturing sites for US Multinationals; turnaround practitioner specialising stabilising and recovering under-performing organisations in the SME Market; and business mentor to the SME Market. Her board experience includes public and private sector appointments as both executive and non-executive Director. Jackie has a keen focus on financial control, risk and change management and the development of a supportive culture of continuous improvement.

**Angela Van Den Bogerd** - With a career spanning 30 years with Royal Mail and Post Office, Angela has held a variety of senior executive roles encompassing Operations, Shared Services, HR, Industrial Relations, Customer Services, Health, Safety & Well Being and Organisational Transformational Change. An accredited coach & mentor and a chartered member of the CIPD, Angela is a strong advocate of diversity & inclusion and passionate about people realising their personal and professional potential by creating an environment where everyone can be at and give of their best.

**Donna Lloyd Williams**- Donna works for First Choice Housing Association as the Director of Corporate Services. She is responsible for Housing, Governance, HR and PR & Marketing. Donna is a Fellowship CIPD member and an Associate Member of Corporate Governance Practitioners. Donna has worked in supported housing for over 20 years.

**Max Humber** - Max has lived in Swansea since 1998 and has worked in the automotive, aerospace and metals processing industries. He joined Jaguar Cars in 1988 and has held operational, technical and commercial roles in both large international and private businesses. More recently he has been CEO of two private equity owned manufacturing businesses and is able to focus on both operational and strategic objectives. He holds an MBA from Warwick Business School and an Engineering degree from Portsmouth Polytechnic. He is married and has 3 sons.



## Board Member Role Profile

<b>Position: Board Member</b>
<p><b>Main purpose of the role:</b></p> <ul style="list-style-type: none"> <li>• Provide leadership within a framework of prudent and effective controls that enables risk to be properly assessed and managed.</li> <li>• Set the strategic aims, values and objectives, ensuring that the necessary resources to deliver these are available.</li> <li>• Set the values and standards, ensuring that obligations to customers, staff and other stakeholders are understood and met.</li> </ul>
<b>Duties and responsibilities of Board members</b>
<p><b>Effective governance</b></p> <ul style="list-style-type: none"> <li>• Ensure that FHA has in place governance arrangements that deliver its aims, objectives and intended outcomes in an effective, transparent and accountable manner.</li> <li>• Ensure compliance with legal and regulatory requirements through the establishment and regular review of appropriate policies and procedures.</li> <li>• Develop a framework of prudent and effective controls, which enable risks to be identified, assessed and managed.</li> <li>• Attend Board and committee meetings on a regular basis, making effective contributions.</li> <li>• Ensure that the business of the Board and other committees is suitably conducted, documented, is timely and meets the requirements of good practice and governance.</li> <li>• Promote the values of Family Housing Association through individual conduct;</li> <li>• Ensure that the organisation is accountable to, and welcomes feedback from, its residents and relevant stakeholders.</li> </ul>
<p><b>Strategic direction and leadership</b></p> <ul style="list-style-type: none"> <li>• Set the strategic objectives of the organisation and determine its vision and values.</li> <li>• Work with the Executive Team to ensure that effective plans are in place to achieve the organisation's aims and objectives.</li> <li>• Ensure that these objectives are also achieved through the appropriate delegation of authority, operational procedures and the employment of suitably skilled staff.</li> <li>• Rigorously challenge assumptions and policy proposals.</li> </ul>

**Leading service excellence and value for money**

- Monitor overall business performance in relation to business plans, budgets, controls and decisions, taking into account customer feedback and performance of comparable organisations.
- Ensure that Family Housing Association engages with residents and provides opportunities for effective tailoring of services to reflect local priorities.
- Review the activities of the organisation on a regular basis and recommend changes that are appropriate or in the interest of the organisation.
- Ensure that FHA has a comprehensive approach to managing its resources to provide cost-effective, efficient, quality services and homes to meet residents' and potential residents' needs.
- Consider the needs of the organisation's residents and customers in all matters.

**Effective people management**

- Ensure that human resources (capacity and capability) are in place for the organisation to meet its objectives.
- Appoint (and if necessary, remove) the Chief Executive following agreed procedures.
- Approve the salary, benefits and terms of employment of the Chief Executive and of the Executive Team.
- Participate in recruitment/selection of future Board members.
- Demonstrate commitment to equality and diversity.

**Financial wellbeing**

- Establish and maintain financial control by:
  - Setting a business planning framework and approving the Business Plan.
  - Monitoring and approving financial plans and accounts.
  - Monitoring and approving the budget.
  - Being satisfied as to the integrity of financial information.
- Exercise sound financial management and maintain financial viability, including avoiding financial risk and protecting funds invested in the organisation, while meeting the organisation's vision, values and objectives.
- Ensure that the organisation's assets are kept in good order and are used for the benefit of Family Housing Association.

**Personal development**

- Be well informed of the wider sector environment, as well as contributing specialist knowledge/expertise of particular areas;
- Regularly attend suitable development and training events to ensure effectiveness as a Board member;
- Participate in self- and Board appraisal processes to develop its capacity and capability to be effective.

**Representation**

- Attend where appropriate functions, meetings, seminars and conferences where they are in the interests of the organisation, and to act as an ambassador for FHA.

**Person Specification**

Competency	Description
1. Being strategic	<ul style="list-style-type: none"> <li>• Keeps up to date with the financial, social, regulatory and policy context in which FHA operates</li> <li>• Makes connections across different reports or data sets to see the bigger picture</li> <li>• Analyses the implications and consequences of different options</li> <li>• Contributes effectively to developing organisational strategy</li> <li>• Monitors organisational performance at the right level – not trying to do the job of managers or committees</li> </ul>
2. Critical information seeking	<ul style="list-style-type: none"> <li>• Critically evaluates information and constructively challenges when necessary</li> <li>• Does not ask for more information / analysis than is needed to enable the Board to make good decisions</li> </ul>
3. Problem solving and decision making	<ul style="list-style-type: none"> <li>• Analyses issues - identifies options and risks to assist decision making</li> <li>• Comes up with ideas to solve problems which are simple and practical</li> <li>• Evaluates facts and evidence logically in order to arrive at decisions</li> <li>• Thoroughly prepares for meetings</li> </ul>
4. Influencing	<ul style="list-style-type: none"> <li>• Appreciates the need to vary strategies and ways of communicating messages to different audiences</li> <li>• Gains support for ideas and initiatives</li> <li>• Proactively engages in activities which promote the work of the organisation to the outside world</li> </ul>
5. Working with others	<ul style="list-style-type: none"> <li>• Listens to and considers the views of others</li> <li>• Works collaboratively as part of the Board team</li> <li>• Provides support to the Executive but also challenge – not allowing things to get too cosy (without being over-critical)</li> <li>• Makes appropriate and focused contributions to meetings</li> <li>• Respects the appropriate channels and processes related to FHA's work</li> </ul>

6. Confidence and self-control	<ul style="list-style-type: none"> <li>• Expresses own views – including expressing disagreement or talking about something difficult when necessary</li> <li>• Asks for help to understand things whenever necessary</li> <li>• Remains measured and controlled in stressful situations</li> <li>• Uses opportunities to learn and develop as a Board member</li> <li>• Welcomes constructive feedback on own performance</li> </ul>
7. Integrity	<ul style="list-style-type: none"> <li>• Sets a personal example to others by demonstrating the highest standards of integrity. Respects the spirit and not just the letter of the Board Code of Conduct</li> <li>• Shows through own behaviour, alignment with the goals and values of the organisation</li> </ul>

### Requirements

1. **Position** – co-opted Board member
2. **Time Commitment** - Board members are expected to attend the meetings of the Board, which are held eleven times a year and which last for about 2½ hours. We currently have one Sub Committee, Audit & Risk, which meets six times per year. There will be reading, and preparation time required for meetings. Board Members are also expected to attend any collective training sessions, away days and appraisal meetings that may take place during the course of the year.
3. **Location** - Swansea

### THE ROLE OF THE BOARD OF MANAGEMENT

The Board is Family Housing's Governing Body.

It is for the Board to show leadership in establishing Family Housing's vision, values, strategic business plan outcomes, policies procedures and standards.

- Promote the success of the company for the benefit of current and prospective tenants and service users and;
- Provide entrepreneurial leadership of Family Housing within a framework of prudent and effective controls, which enables risk and performance to be assessed and managed;
- Define the core values – how Family Housing should act and behave to set the tone and culture of the organisation;
- Agree the vision – where or what Family Housing want to do and achieve;
- Agree its strategic business plan, objectives and outcomes that will achieve the vision;
- Approve the action plans and resources necessary to deliver the strategic business plan to achieve agreed outcomes;

- Model best behaviour and leadership;
- Monitor whether outcomes are achieved and review why they were not and develop a service improvement plan.

## CORE SKILLS FOR NEW BOARD MEMBERS

New Board Members are expected to have these core skills either at the time they join the Board, or to develop them within an agreed time after joining the Board.

CORE SKILL	Specifically
<b>Leading and Inspiring</b>	<ul style="list-style-type: none"> <li>• A commitment to Family HA (Wales) Ltd values</li> <li>• An understanding of, and commitment to, equality of opportunity</li> <li>• A commitment to continued learning</li> </ul>
<b>Participating</b>	<ul style="list-style-type: none"> <li>• Ability to prepare for meetings</li> <li>• Able to assimilate information presented in a variety of formats – written, numbers, charts, oral presentations</li> <li>• Commitment to attending meetings and events</li> <li>• Willing to contribute in discussion</li> </ul>
<b>Evaluating and Decision Making</b>	<ul style="list-style-type: none"> <li>• Uses appropriate criteria for evaluating options (eg: financial &amp; customer impact)</li> <li>• Ability to contribute to decision-making</li> <li>• Taking responsibility for corporate decisions</li> </ul>
<b>Focussing on Customers and Communities</b>	<ul style="list-style-type: none"> <li>• Passionate about providing exceptional customer service</li> <li>• Appreciates and anticipates the needs of the customer</li> </ul>
<b>Communicating Openly</b>	<ul style="list-style-type: none"> <li>• Creates and encourages free flow of communication and information</li> <li>• Ability to communicate clearly and concisely</li> </ul>
<b>Demonstrating Professional Integrity</b>	<ul style="list-style-type: none"> <li>• Is aware of confidentiality and discretion regarding sensitive personal or business matters</li> <li>• Is accountable. Takes responsibility for doing what needs to be done to resolve issues at an appropriate level</li> <li>• Acts as an ambassador of Family HA (Wales) Ltd, presenting a positive and professional image to external parties</li> </ul>
<b>ICT Skills</b>	<ul style="list-style-type: none"> <li>• Competent using e-mail and the internet</li> </ul>

### Code of Governance

The FHA Board of Management and individual Board Members are expected to uphold the CHC Code of Governance. [https://chcymru.org.uk/comms/CHC-COG\\_ENG.pdf](https://chcymru.org.uk/comms/CHC-COG_ENG.pdf)

For more information on being a Board Member: <http://chcymru.org.uk/en/board-members/>