



## Role Description

The Board of Directors, as Homes for Life's governing body is responsible the organisation's strategy, leadership, controls and compliance with same.

Noted in the tables below are the collective responsibilities of the Board and those matters which the Board cannot delegate.

### **Board Collective Responsibilities**

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| <b>a</b> | Define, approve and review the overall mission, vision, core values and aims and objectives of the organisation, taking account of its operating environment and the needs and views of its tenants, future tenants and other service users |
| <b>b</b> | Provide leadership to the organisation, setting values and standards and ensuring that its obligations to stakeholders are met  |
| <b>c</b> | Establish a framework for approving strategies, policies and plans to achieve those objectives  |
| <b>d</b> | Satisfy itself as to the integrity of financial information and approve each year's financial statements prior to publication, and approve each year's budget and business plan   |
| <b>e</b> | Establish and oversee a framework of delegation and systems of internal control, which are reviewed annually  |
| <b>f</b> | Establish and oversee a framework for the identification, management and reporting of risk, in order to safeguard assets  |
| <b>g</b> | Agree policies and decisions on all matters that might create significant financial or other risk to the organisation, or that raise material issues of principle   |
| <b>h</b> | Monitor performance in relation to these strategies, plans, budgets, controls and decisions and also in the light of tenant and service user feedback and benchmarking performance of comparable organisations                              |

## **Board Collective Responsibilities**

<b>i</b>	Establish and monitor a mechanism for communicating and receiving feedback from tenants, service users, stakeholders and shareholders
<b>j</b>	Provide leadership to the organisation, its Senior Officer and staff and ensure obligations to stakeholders are met
<b>k</b>	Appoint (and if necessary, dismiss) the Senior Officer following agreed procedures, and approve the salary, benefits and terms of employment and annual appraisal process
<b>l</b>	Satisfy itself that Homes for Life's affairs are conducted lawfully and in accordance with the sectors and other generally accepted standards of performance, probity, good practice and regulatory requirements
<b>m</b>	Assess and review compliance with Homes for Life's Code of Conduct
<b>n</b>	Ensure compliance with the Rules and other statutory requirements
<b>o</b>	Ensure that the organisation has adequate resources to meet its objectives
<b>p</b>	Appoint Office Bearers and Committee Members
<b>q</b>	Establish and oversee the arrangements for the employment of staff
<b>r</b>	Approve appointments to the senior staff
<b>s</b>	Assess and review compliance with the Scottish Housing Regulators regulatory framework, including receiving relevant reports to allow the annual Assurance Statement to be compiled
<b>t</b>	Review significant matters with regard to relationships with other bodies i.e. Scottish Government, Office of the Scottish Charity Regulator (OSCR), Financial Conduct Authority (FCA), Companies House, local authorities, other statutory bodies and other registered providers
<b>u</b>	Consider any matter reserved to it by the Financial Regulations
<b>v</b>	Embrace and monitor the application of equality, diversity and inclusion principles

## **Matters reserved for Board which cannot be delegated**

<b>1</b>	Expansion of operations into new activities or outside its existing geographical area
<b>2</b>	Any decision to cease a material part of operations
<b>3</b>	Changes to the corporate structure, including setting up subsidiaries
<b>4</b>	Approval of resolutions to be put forward at a general meeting
<b>5</b>	Changes to the structure, size and composition of the organisation
<b>6</b>	Approval of Board membership, including Chair and terms of reference

## Role Profile for Board Members

Board Members are expected to embrace the core values of Homes for Life

Communication	Collaboration	Trust	Respect
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## Competency Framework

Board Members are expected to possess the undernoted competencies:

Competency	Definition
a Think strategically	Able to understand the environment in which we work, see the bigger picture, think 'outside the box' to see the implications of changing circumstances, and able to use this knowledge to provide strategic direction to inform the current and future needs of the organisation.
b Represent the interests of tenants, customers and communities	Be able to consistently understand and represent the needs and interests of tenants, customers and communities.
c Guide strategic action	<p>Believe in the core mission and values of the organisation and be able to translate this vision into expectations, goals and tangible measures, so that the organisation's performance can be delivered and monitored.</p> <p>Understand the risks inherent in the housing sector and recognise and select between small and large risks and how to manage same</p> <p>Understand the individual and collective roles and perspectives of the Senior Staff Team and of the Board, and be able to use various forms of communication to identify priorities, influence, resolve conflict and provide guidance.</p>

Competency	Definition
d Seek out relevant and critical information	Be prepared to behave as a critical friend, be proactive, apply your knowledge broadly and have the confidence to ask the difficult or challenging questions to enable objective judgements to be made.
e Solve problems and make decisions	Prepare thoroughly for meetings and show that you have evaluated proposals, can describe and summarise the key issues clearly and prioritise the main risks and benefits, to help make decisions.
f Be sensitive to others	Be self-aware, aware of the needs of others, able to observe and listen well, involve others in discussion and debate, ask questions in a non-threatening way, able to admit mistakes.
g Work effectively with others	Work constructively as part of a team to build consensus, can regulate and adjust your behaviour according to specific situations or contexts, and network on behalf of Homes for Life with external stakeholders and work with other Board Members and the staff team.
h Behave as a corporate citizen	Have high levels of integrity and honesty, align your own goals with the values and ambitions of Homes for Life, recognise and respect diversity and use this knowledge to drive forward wider 'community' objectives, rather than personal agendas, in the context of sound business management and corporate governance.
i Build capacity and capability	Provide leadership to create and maintain a 'Learning Board', share and evaluate skills, expertise and experience, ensure quality time to plan new initiatives and provide a mentoring and advisory role to maximise the effectiveness of the Board.

## Qualities

### Commitment and capacity

- Commitment to Homes for Life's Mission and Values
- Time to attend meetings of Board and Committees, strategic debates and ad-hoc discussions

- Undertake training and development

### **Personal**

- Energy and enthusiasm
- Honesty and integrity
- Good listener and clear communicator
- Have respect for diversity and value difference