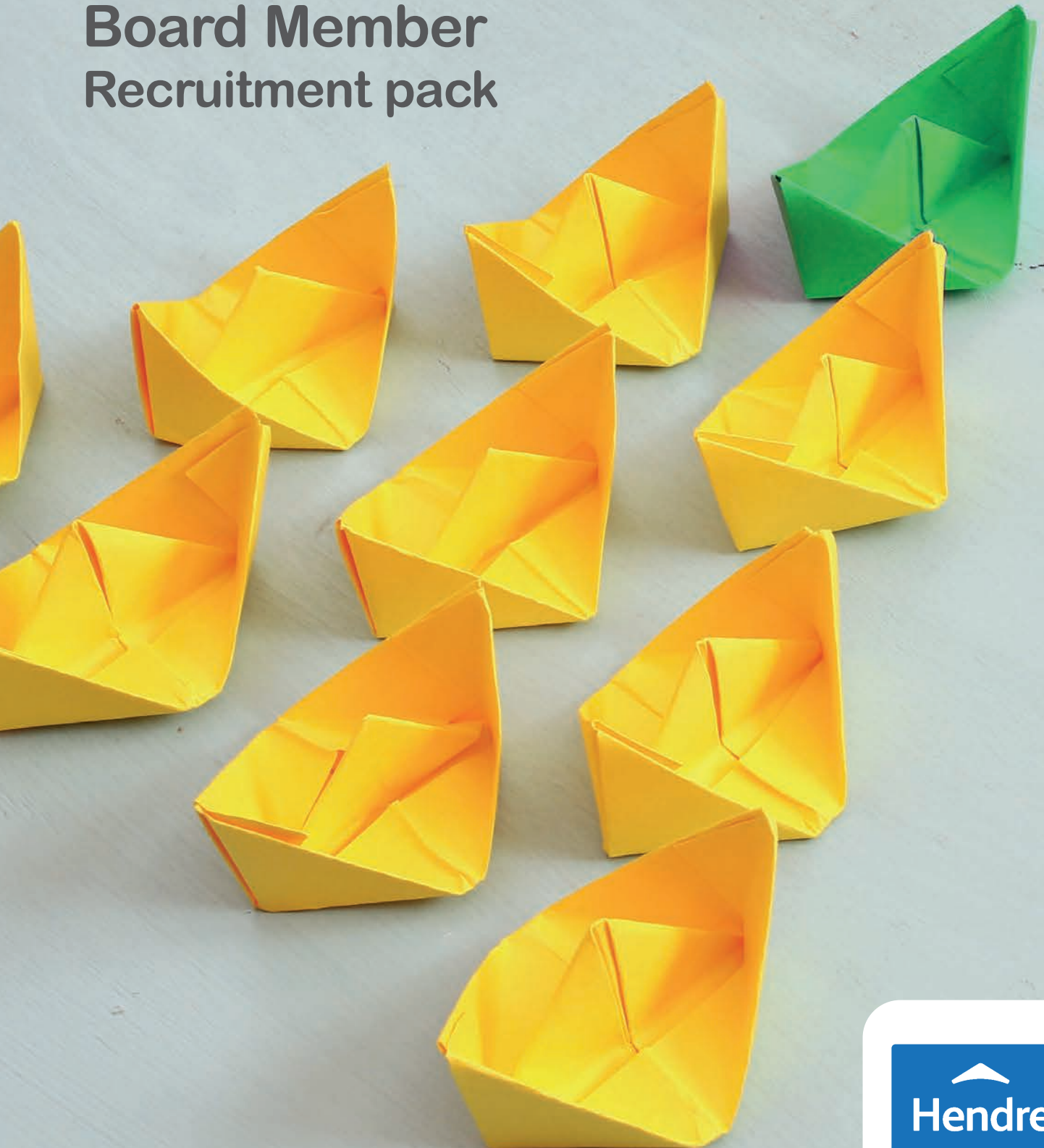




Board Member Recruitment pack



Hafod is one of the leading providers of housing, care and support in South Wales. We have a history that spans over 50 years and we are very proud of what we have achieved in that time.

From humble beginnings in 1968, today we have over 5,700 properties across nine local authorities, employ over 1,300 people, support 16,000 customers and have a turnover in excess of £55 million.

Our Strategic Plan 2019-2024 sets out clearly how we will do more of what we do well and ensure everything we do will help us care for the future.

Over the past 12 months we have embarked upon an organisational change programme to ensure we are ready to meet the challenges facing our communities both now and in the future.

Our change journey is transforming how we work and will enable us to make lives better for more people. It will help us achieve our vision to integrate our housing, support and care services and improve the quality of life and well-being of our customers and communities.

To support this we have re-organised our teams to eliminate silo working and ensure the best outcomes for our customers. We have also focused on building on our strong partnerships to help in the delivery of integrated services for future generations.

We are delighted that you are considering joining our team and hope that this pack will give you an insight into what you can expect as a Hendre Board Member and how you can support our aim of Making Lives Better.

Yours sincerely,



Jas Bains
Chief Executive

Making Lives Better

Welcome

Thank you for your interest in becoming a Hendre Board Member. Our guiding principles around recruiting, retaining and renewal of Board Members make sure that Hendre is independent and in safe hands, with the skills we require to discharge our responsibilities. New board members are recruited continuously to provide continuity, and we are currently open to appointing a new member with expertise in Asset Management.

We welcome applications from those with the specialist skills we need, and a social conscience that ensures everything we do meets our aim of Making Lives Better. We believe a board where our members come from a range of sectors only improves our ability to carry out our duties. We equally encourage applications from the private, public and third sectors, and support every new board member with training and a tailored induction.

The role of a Board Member requires commitment and motivation but can be hugely rewarding and a great opportunity to learn and develop. If you feel you have the skills and qualities to help us deliver our duties then we look forward to receiving your application.

Yours sincerely,

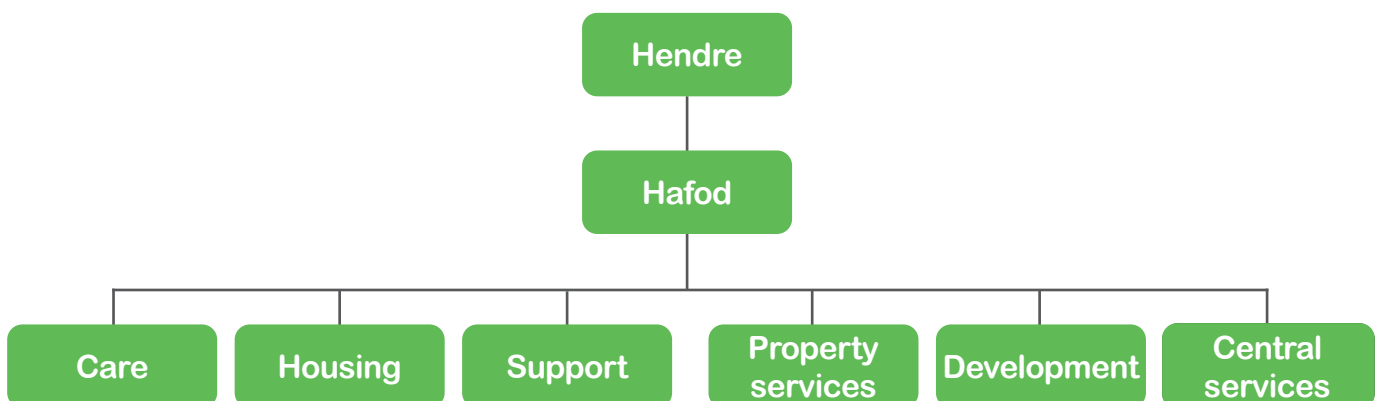


Peter Maggs

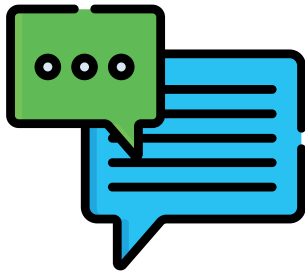


Peter Maggs
Board Chair

Hendre is the parent body of Hafod, and our Hendre Board is responsible for setting strategy and directing our affairs to ensure long-term success. The Hendre Board has ultimate responsibility for ensuring governance, financial, legal and service obligations are properly fulfilled, with leadership being delegated to the Chief Executive and Executive team.



How we will transform housing, health, social care and support to improve well-being



Placing customers at the heart of everything we do

How will we do it?

Implement our new customer charter, which sets out the more reciprocal relationship we want with our customers and how we will work differently to help people and communities to achieve their goals

Create new forms of involvement in the way our services are designed and delivered

Change the way we work with our customers recognising their strengths and assets and intervening early to improve outcomes



Maintaining our financial strength

How will we do it?

Ensure strong and robust financial management across the business with appropriate systems and controls to monitor and report

Promote an effective procurement strategy to reduce running costs and reinvest in our services

Introduce 'golden rules', which set parameters for our financial decisions and make our intentions clear to our partners and stakeholders



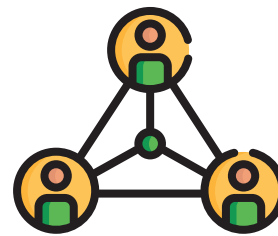
Investing in our people

How will we do it?

Improving terms and conditions and providing our colleagues with benefits that enhance their work and personal lives

Ensuring we have the right leadership, structures, talents and capabilities in place to achieve our strategic objectives

Offering high quality and stimulating development opportunities through academi Hafod, allowing colleagues to develop skills in line with their ambitions and ensuring Hafod is recognised for its excellence in work-based learning



Strengthening our governance

How will we do it?

Embed robust governance in all aspects of our business and constantly review its effectiveness through internal and external mechanisms

Continue to evolve and develop our governance structures and expertise to meet the needs of a changing business and the expectations of our regulators.

Ensure the leadership of the organisation is well equipped and skilled, in order to make decisions in the best interests of our customers.



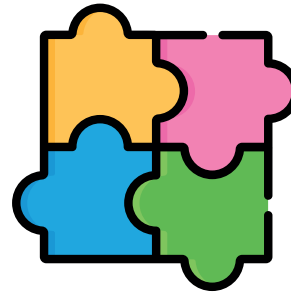
Investing in Care

How will we do it?

Maintain our excellent compliance and quality ratings across all our services, incorporating new practices, methods and technologies

Balancing our care offer to social and private residents and invest in our care estate to ensure the ongoing viability of our services

Working with our key stakeholders to understand future requirements and develop sustainable services to meet rising demand and improve people's experience of care



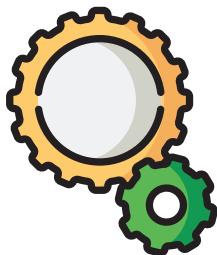
Integrating our housing, health, social care and support

How will we do it?

Working with our partners to design seamless services that support people through different stages of their lives

Committing to reconfiguring existing services, as well as developing new services in new settings through new partnerships

Embracing technology and innovations in home-building and service design to improve health, well-being and independence



Maximising our resources

How will we do it?

Using our economic influence to maximise the value of the Hafod pound, through better procurement, local employment and supporting skills development in communities

Review key systems, upgrade our infrastructure and re-design our services and processes with an emphasis on digital transformation

Grow our data science capability and establish a programme of innovation and research to focus on key business areas and challenges



Investing in Housing

How will we do it?

Encouraging personal ownership, accountability and local innovation through our Neighbourhood Coaching model

Reinvestment of surplus into the supply of new homes and services to meet changing needs.

Investing, wherever possible, in local regeneration and exploring innovative construction methods to reduce our carbon emissions

Role profile

Job Title Board member

Location St Hilary Court, Copthorne Way, Cardiff

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Main purpose of the role

You will have ultimate responsibility for the strategic leadership of Hendre, ensuring it is well run and delivers socially beneficial outcomes for our customers, communities and colleagues

Key responsibilities

- Set and oversee the long term strategic direction for the organisation
- Contribute to, and share responsibility for, board decisions, including the duty to exercise all reasonable care, skill and independent judgement
- Set the risk appetite and monitor risk
- Ensure an effective business plan and budget is in place and that the business remains financially viable
- Ensure that performance is monitored and managed through internal controls and delegation
- Approve key policies and take decisions about matters reserved to the board
- Ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance

Interpersonal and people responsibilities

- Foster good working relationships and shared understandings by working corporately and cooperatively with other board members and the executive of Hendre
- Provide supportive challenge to the executive team and give advice and guidance where appropriate
- Oversee Hendre's legal and moral responsibilities as an employer

Individual responsibilities to the organisation

- Uphold the code of conduct and the reputation of Hendre
- Promote, support and represent Hendre in a professional and positive manner at all times ensuring the work of the organisation is not undermined
- Understand and demonstrate the principles of confidentiality and ensure that all sensitive information gained as a board member is treated in strictest confidence
- Observe and promote Hendre's policies on equality and diversity, welsh language, sustainability and wellbeing

General

- Co-operate with Hafod in complying with relevant health and safety legislation, policies and procedures in the performance of the duties of the post
- Behave in accordance with the company's values
- Ensure compliance with Hafod's policies and procedures at all times

The duties in this job description are not exhaustive and may be altered at any time to reflect the changing needs of the organisation

This post will be subject to enhanced disclosure as provided by the disclosure and barring service, an executive agency of the home office

Disclosure is a means for the organisation to check the background of applicants to ensure that they do not have a history that would make them unsuitable for posts that involve vulnerable people

The organisation will only request disclosure from those that have been offered a role

Person specification

You will adopt and uphold our values:

- Working together
- Respect
- Professional
- Learning and Improving
- Great Service

Experience

Board members should have Board director level experience or senior level experience in a people centred organisation

Personal Qualities

- Enabling style with the ability to engender respect from others at all levels of the organisation, fostering an inclusive culture
- Strong team player with a collaborative and engaging working style
- Positive relationships builder, with the ability to build strong alliances and productive working relationships with a range of stakeholders, securing high quality outcomes
- Ability to influence and persuade at the highest levels

- Ability to appreciate and show respect for the knowledge and skills of fellow Board members, executive and stakeholders
- Ability to engender respect and confidence from others
- The commitment to uphold the principles of good governance applicable to Hendre
- Personal integrity and commitment to openness, inclusiveness and the maintenance of high standards

Strategic thinking and direction

- Thinks strategically with the ability to analyse and resolve difficult problems and appreciating risks and consequences
- Is aware of political, economic and social factors which impact upon the organisation and our customers

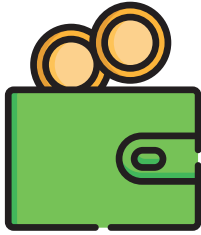
Analysis and understanding

- Strong analytical skills, and the ability to review and interpret complex data, spot risks and evaluate options
- Possesses confidence to provide challenge, asking questions and working with an appropriate level of detail

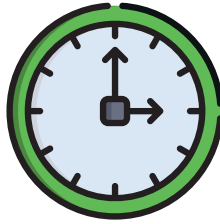
Decision making

- Shows independent judgement and original thought and actively participates in decision making
- Supports the collective ownership of decisions once agreed irrespective of position
- Prepared to take difficult decisions and measured risks
- Takes into account our vision, strategic direction and priorities when making decisions

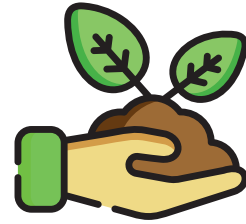
Working with us



A Salary of £8,000 per annum



Expect to commit at least two days per month



Opportunity to 'give back' in a socially conscious organisation



Board member appointments are a three year term, with a maximum of three terms



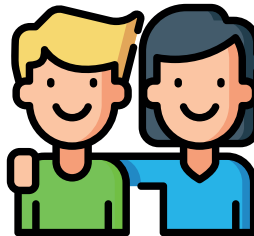
Employee Assistance Programme (EAP) and well-being resource available 24/7



'Perks' – a range of shopping and activity discounts and cashback options



Reasonable expenses in line with policy



Learn from other board members



Enhance your knowledge, skills and experience



Attend conferences and events



Be part of/Chair specialist committees



Lead a change in Housing, Care and Support services across South Wales



Peter Maggs - Board Chair

Peter has many years' experience of the housing association sector. For 20 years. Peter was Group Chief Executive and Company Secretary of Pembrokeshire Housing. The association trebled in size during his time and he successfully led the organisation through a period of change. Peter has involvement in the housing sector at national level as a board member of both Community Housing Cymru and Care and Repair Cymru.



Dawn Jones - Board Vice Chair

Dawn is a freelance business and operational management consultant. With experience as an independent sounding board to entrepreneurs, shaping strategy and focusing on delivery. Her work includes developing or reviewing business plans against strategy/goals, reviewing, proposing or implementing systems, processes and procedures and providing direction on for change

“Being a Board Member is a privilege where together we can challenge the norm and redefine boundaries in Making Lives Better”

I have had the opportunity to work with an eclectic mix of colleagues who see things from a multitude of different perspectives - where it is not always about the bottom line. Working with innovative colleagues is inspirational and the difference you can make is fulfilling.

I have an inherent trait of responsibility for what is right, and the role resonates with my social values. As a Board our role is to challenge, lead and inspire to ensure are colleagues are empowered to do the best they can. It is our responsibility to deliver the goals that truly make a difference for our colleagues, customers and communities.



Elizabeth Haywood

Elizabeth is a non-executive director of Natural Resources Wales and Leonard Cheshire Disability as well as Hafod. Elizabeth was formerly Director of CBI Wales and she now provides advice and assistance on public affairs and management due diligence, and worked on one of the two bids for the new Wales & Borders rail franchise. She chaired the ministerial task force on City Regions in Wales.

Hendre Board members



Catrin Fletcher - Co-optee

Catrin qualified as a Nurse in 1981 and has almost 30 years' experience in senior roles in Health and Social care. She has gained an (MBA) with Distinction and a Post Graduate Certificate in Management (PGCM) with the University of Glamorgan. Catrin was previously Director of Quality and the Responsible Individual for Pobl Group, responsible for the review of their care home businesses and their quality compliance with regulators and commissioners. As a Trustee / Board member for a number of organisations she understands the responsibility of the board and how to separate this from the operational detail using her vast experience of Health and Social Care, financial management and quality assurance.



Sanjiv VEDI

Sanjiv works for Welsh Government and is a skilled senior manager with board level experience. He possesses strong marketing, communication and diplomatic skills operating at the highest levels of government and within large complex organisations. He currently Chair's Show Racism the Red Card Wales and is a Director of the Football Association for Wales, Football in the Community Trust.



Neil Davies

Neil qualified as a Chartered Accountant with PricewaterhouseCoopers and has over 16 years' experience in the South Wales steel industry. Neil has held various other roles including CBI Wales Council Member and trustee director of the British Steel Pension Scheme. As one of three executives, along with a consortium of business and public service representatives, Neil formed an employee management buyout bid for Tata Steel UK. Neil is currently a Finance Director with Stemcor Global Holdings Group.

“This role has been a great opportunity to give something back”

The decision to join an organisation with an exciting strategic plan to transform housing, health, social care and support was a relatively easy one for me. Although I work outside of South Wales, my home base is Cardiff and this role has been a great opportunity to give something back in terms of sharing my experience and skills - but it's not just one way, this has been a great opportunity in terms of my own development.

The board member role is a wide and varied one - I would highly recommend the role to anyone interested in working with a progressive team with the common aim of Making Lives Better.



Angelina Curtis

Angelina studied History at Swansea University and qualified as a solicitor in 1993. Angelina has spent over 25 years representing claimants who have suffered clinical negligence, striving to ensure they are provided with the appropriate compensation and rehabilitation they deserve. Angelina is an accredited member of the Law Society Clinical negligence panel, and has held a number of head of department and partner roles in her career.



Teresa Beggs - Co-optee

Teresa is a highly experienced Managing Director and business owner. She has a background in nursing with experience gained across all sectors in addition to NHS. She is a qualified RNLD with current membership of NMC. Teresa has over 20 years experience at senior management or Board level across public, voluntary and private sector, specialising in complex healthcare needs and provision – including redevelopment of existing services, long stay hospital closure and transition, and development of specialist residential services. Teresa is a Board Director with MIND, Chair of Sustainability and Growth Sub Committee, and a Finance Committee Member with Cardiff and County Club.



Katherine Howells

Katherine has an Msc in Housing and is a Chartered Member of the Chartered Institute of Housing. She has worked in social housing for 17 years, within the housing association and local authority sectors. Her areas of responsibility have included both housing operations and strategy.

“The role of a board member requires commitment but the challenges are outweighed by the results and how rewarding it is”

I joined the Hendre Board as I wanted to use my professional knowledge and skills to ensure that the views of our customers and communities are at the centre of decisions being made by the organisation. I am excited by Hafod’s re-energised resident involvement aspirations and the new neighbourhood coaching model which enables Hafod to better support our customers and communities.



Tina Donnelly

Tina Donnelly was the Director of the Royal College of Nursing (RCN) Wales and a member of RCN UK Executive team. Tina has significant experience operating at board level having been a member of the Wales Information Governance Board, the Advisory Board of Health Care Inspectorate Wales, the Welsh Government Health Advisory Board and was a Director of Healthcare Quality Improvement Partnership (HQiP). Tina is a Companion of CMI and holds an Honorary Fellowship at the University of South Wales. She was awarded a CBE for services to Nursing, the Armed Forces and Trade Unionism.

“An effective board member has integrity of purpose, speaks from the heart and challenges appropriately. By offering support and enabling managers to have the freedom to act you develop a culture whereby you can all challenge one another and all share in success.”

The Hendre Board was a board I was looking forward to becoming a member of because of the complex nature of business that encompasses Housing, Care and Support. As a board member you will learn about all aspects of the organisation and use and develop different skillsets.

Hafod have a fantastic skillset among their Executive team. Having a Research and Innovation team is a new phenomena to me. Being able to ask questions knowing the answers will come from evidence based research and substantive finds means you can scrutinise information confidently and make a valid and informed contribution.



David Michael

David Michael is the Deputy Chief Executive (Corporate Resources) for the National Library of Wales. He is a fellow of the Chartered Institute of Public Finance and Accountancy and a member of CIPS and was elected a Fellow in 2018. He has been a board member and Chair of the Audit and Ethics Committee at Bron Afon Community Housing and an independent member of the Audit Committee of the National Heritage Memorial Fund and Heritage Lottery.

How to apply

You can apply to be a member of our Board by visiting hafod.org.uk/work-with-us

The application form will consist of the following:

- Submit an up to date CV
- Undertake a self-assessment of knowledge/experience, skills and personal qualities
- Complete a personal statement in answer to three set questions

All applications will go through a shortlisting process. If successful you will be progressed through the following stages:



If you would like further information about this opportunity please contact Karen Rosser at karen.rosser@hafod.org.uk

You can apply to be a member of our Board by visiting hafod.org.uk/work-with-us

Hafod reserves the right to close this vacancy early should sufficient applications be received

We encourage early applications to ensure consideration

Can I apply to become a board member if I am connected to other housing, care or support organisations?

Yes. If successful you would be appointed to the Board on the same terms as any other member. Several of our members have connections with other organisations who offer housing, care or support. We are equally open to people with experience within the sector or with experience gained elsewhere.

Can I apply if I have a potential conflict of interest?

Yes. If you feel you may have a conflict of interest you will be given the opportunity to declare it under the provisions of Schedule 1 to the Housing Act 1996 if you are shortlisted. Any declarations would be explored.

What will I learn as a board member?

Our board members often talk about how much they learn from each other, and from their experiences carrying out their duties. All our board members have areas of specialist expertise and have plethora of experience from a range of different sectors which they share as part of their role.

Will I have an induction?

Yes. You will receive a formal programme of induction tailored to you with your input and that of the Chair and Chief Executive.

Is there any training and development?

Yes. You will participate in an annual review which includes reviewing both individual and collective performance. You will have a one-to-one discussion with the chair to give and receive feedback. You will have the opportunity to reflect on your own performance, on your training and development completed in the previous year and to have input into what you require in the year ahead.

What time commitment is required to be a board member?

It is expected your commitment will take at least two days a month – this includes attending and preparing for all board meetings which are scheduled a year in advance.

From time to time there will be additional meetings and away days, and it is likely you will be involved in one or two committees – you will need to attend committee meetings and take a special interest in the relevant areas. You will need to keep abreast of developments in the sector.

If successful, how long would I be appointed for as a board member?

Board members are appointed for a period of three years.

Could I serve as a board member for more than three years?

After three years, board members may be appointed for a further term. After this point they can be appointed on an annual basis, year by year for up to a further three years.

In total the maximum period a board member can serve is nine years.

