



BOARD MEMBER

APPLICATION PACK



Foreword from the Chairperson

I would like to thank you for your interest in becoming a Board Member at Thenue. Our Board members benefit from support and development and have a real sense of pride and satisfaction from supporting an organisation that provides quality homes and excellent customer service for those in housing need.

As a registered social landlord and charity, our aim is to provide high quality affordable housing and landlord services to our customers. Our Board Members play a vital role in shaping and leading these aims and in providing the strategic direction of the Association.

By becoming a Board member, you will be able to give something back to your local community by influencing the future direction of the Association for the benefit of its tenants. You can help the Association continue to develop strong communities and improve the services it provides for its customers. You will develop skills, confidence and experience which may help you find a job, apply for a training course, or enter further or higher education.

As a new Board Member, you will receive support and training to undertake this key role and will gain considerable experience and satisfaction in providing much needed affordable housing and quality services to our customers.

I look forward to receiving your application.

Derek Quinn

Derek Quinn
Chairperson

About Thenue Housing

Thenue Housing is a Registered Social Landlord and charity owning nearly 3000 properties and providing a factoring service to a further 600 owner/occupiers. We are committed to developing, managing and maintaining a range of affordable, quality housing and sustainable communities.

Our properties are located in Bridgeton, Calton, Cranhill, Castlemilk, Dalmarnock, Scotstoun, Baillieston and Blackhill. Our stock is a mixture of new build houses and flats built between the late 1970s and the present day, Victorian sandstone tenements including a few listed buildings and 1930s 'interwar' flats.

We employ just under 80 members of staff and have an annual turnover of more than £13 million. Our staff are based in the registered office at 423 London Road, Calton. We also have two Service Centres in Cranhill and Castlemilk which are open at specific times each week.

Thenue Housing has a group structure comprising:

- **Thenue Housing Association Limited**, which owns the housing, is the parent body with charitable status;
- **Thenue Housing Services Limited** is a wholly owned subsidiary company through which non-charitable consultancy work and potentially other activities are channelled;
- **Thenue Trust** which aims to attract charitable resources for the communities where we work;
- **Thenue Communities** is a subsidiary company that manages local community centres providing facilities for learning, training, play or social events.

About Thenue Communities

Thenue Communities is a wholly-owned subsidiary of Thenue Housing Association Limited. It is a limited liability company with charitable status: the charitable objectives are:-

- To provide recreational facilities and to organise recreational activities with the object of improving the conditions of the life for persons within the communities and geographical area in which the Parent Association operates, particularly through the development and operation of the community halls;
- To promote the advancement of citizenship and community development particularly through the promotion of civic responsibility;
- The advancement of education through the promotion of training and education.

The objectives generally are achieved via our two community centres (Calton Heritage & Learning Centre and Netherholm Community Hall).

The Role and Responsibilities of a Board Member

“The Governing Body leads and directs the organisation to achieve good outcomes for its tenants and other service users”. Scottish Housing Regulator; Regulatory Standards of Governance and Financial Management, Standard 1

This role description has been prepared to set out the responsibilities that are associated with being a Governing Board Member at Thenue. It should be read in conjunction with the accompanying person specification.

PRIMARY RESPONSIBILITIES

As a member of the Governing Body, your primary responsibilities are, with the other members of the Board, to

- Lead and direct Thenue’s work
- Promote and uphold Thenue’s values (passion, excellence, respect and connection)
- Set and monitor standards for service delivery and performance
- Control Thenue’s affairs and ensure compliance

Responsibility for the operational implementation of Thenue’s strategies and policies is delegated to the Chief Executive.

KEY EXPECTATIONS

Thenue has agreed a Code of Conduct for Governing Body Members which every member is required to sign on an annual basis.

Each Governing Body Member must accept and share collective responsibility for the decisions properly taken by the Board.

Each Governing Body Member is expected to contribute actively and constructively to the work of Thenue. All members are equally responsible in law for the decisions made.

Each member must always act only in the best interests of Thenue and its customers, and not on behalf of any interest group, constituency or other organisation. Governing Body members cannot act in a personal capacity to benefit themselves or someone they know.

MAIN TASKS

- To contribute to formulating and regularly reviewing Thenue’s values, strategic aims and performance standards
- To monitor Thenue’s performance
- To ensure that Thenue operates within and is compliant with the relevant legal and regulatory frameworks
- To ensure that risks are realistically assessed and appropriately monitored and managed

DUTIES

- Act at all times in the best interests of Thenue
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the governing body
- Contribute effectively to discussions and decision making
- Take part in training and other learning opportunities
- Take part in an annual review of the effectiveness of Thenue’s governance and of your individual contribution to Thenue’s governance
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent Thenue positively and effectively [in local communities and] when attending meetings

and other events

- Respect and maintain confidentiality of information
- Treat colleagues with respect and foster effective working relationships within the governing body and between the governing body and staff
- Be aware of and comply with our policy on the restrictions on payments and benefits
- Register any relevant interests as soon as they arise and comply with Thenue’s policy on Managing Conflicts of Interest

COMMITMENT

An estimate of the annual time commitment that is expected from Governing Body Members is

Activity	Time
Attendance at up to 10 regular meetings of the Governing Body	Up to 2 hours per meeting
Reading and preparation for meetings of the governing body	Up to 2 hours per meeting
Optional attendance: Sub-Committee structure with frequency of meetings between four times per year (Audit & Risk) and annually (Staffing). Board members are required to participate to ensure a meeting is quorate.	Up to 2 hours per meeting
Reading and preparation for meetings of a Sub-Committee	Up to 2 hours per meeting
Annual planning and review events (including individual review)	½ day to 1 day
Attendance at internal briefing and training events	Ad hoc
External training and conferences (may include overnight stay or weekend)	Ad hoc

WHAT THENUE OFFERS GOVERNING BODY MEMBERS

All Governing Body Members are volunteers and receive no payment for their contribution. Thenue has policies which prevent you or someone close to you from benefiting personally from your involvement with Thenue, although these policies also seek to ensure that you are not unfairly disadvantaged by your involvement with Thenue. All out of pocket expenses associated with your role as a Governing Body Member are fully met and promptly reimbursed. In return for your commitment, Thenue offers:

- A welcome and introduction when you first join the governing body
- A mentor from the governing body and a named staff contact for the first six months, with ongoing support
- Clear guidance, information and advice on your responsibilities and on Thenue’s work
- Formal induction training to assist settling in
- Papers which are clearly written and presented, and circulated in advance of meetings
- The opportunity to put your experience, skills and knowledge to constructive use
- The opportunity to develop your own knowledge, experience and personal skills
- The chance to network with others with shared commitment and ideals
- Microsoft Surface Go device, which is required for Board purposes. Board Members are able to put to personal use subject to adherence and compliance to the associations IT policy.

BOARD MEMBER JOB DESCRIPTION

Key Responsibilities

To oversee and set the long term strategic direction for the organisation; in support of the Business Plan

To ensure that the Board fulfil its duties and responsibilities for the proper governance of the organisation including compliance and monitoring risk

To ensure an effective business plan and budget is in place

To ensure that performance is monitored and managed through internal controls and delegation

To approve key strategies and policies to allow the organisation to achieve its objectives

Duties and tasks to fulfil the key responsibilities

To oversee and set the long term strategic direction for the organisation including monitoring risk

- To collectively set the strategic objectives and high-level policies for the organisation
- To contribute to establishing a framework for approving strategies, policies and plans to achieve those objectives
- To uphold and promote the core policies, purposes, values and objectives of the organisation
- 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, support, social policy, regulation and investment

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
- To work in partnership with the Chief Executive, senior officers; and to challenge colleagues constructively
- To satisfy yourself that the organisation'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
- To comply fully with the organisation's Code of Governance; policies and procedures and standing orders
- Declare any conflicts of interest which may influence their work as a Board Member in any way

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
- To approve each year's financial accounts prior to publication and budgets

To ensure that performance is monitored and managed through internal controls and delegation

- 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

BOARD MEMBER – PERSON SPECIFICATION

Knowledge and Experience

- Experience of operating at a senior level (either executive or non-executive) within a service organisation
- Governance experience, as a Member of a Board or similar, with knowledge of good governance practice
- Wide ranging understanding of commercial issues, with strong business acumen
- Specialist skills relevant to the organisation

Skills and Abilities

- Strategic planning skills, able to develop strategic vision and encourage others to contribute to this
- Able to assess risk and promote risk awareness without being risk averse
- Able to challenge constructively while respecting the roles, views and feelings of others, with a wider vision to raise standards across the organisation
- Able to probe, assess and solve problems
- Able to understand complex factual and statistical information
- IT literate and comfortable with using tablet device and email

Personal Attributes

- A commitment to the Code of Conduct
- A commitment to represent the interest of Thenue and not individual/or group interests
- To respect confidences
- To work as part of a team and make collective decisions

Time Commitment:-

- The association meets up to 10 times per year, plus Sub-Committees
 - Thenue Communities meets up to 6 times per year
- Time to attend meetings of the Board and Sub-Committees (optional)
 - Available for ad hoc discussions and urgent business

**GENERAL CORE COMPETENCIES
THENUE HOUSING ASSOCIATION AND THENUE COMMUNITIES**

Applicants should be able to demonstrate and understand all of the following core competencies

Strategic Leadership	Demonstrates strategic vision; contributes to strategic planning, effective decision making and outcome monitoring.
Team Working	Works effectively with Board Members and staff and accepts collective responsibility for Board decisions.
Analysing and scrutinising	Identifies the main issues and factors in reports and debates; evaluates risks and options and takes a balanced approach to problem solving.
Group decision making	Contributes to debates constructively, listens to the views of others and is able to make clear, rational judgements.
Personal effectiveness	Ensures own performance meets the Board role requirements; is open to appraisal, learning and development; demonstrates integrity and maintains appropriate confidentiality.
Equality & Diversity	Understands, values and promotes equality and diversity in the design and delivery of the Association's purpose.

**SPECIFIC COMPETENCIES
BOARD MEMBER AT THENUE HOUSING ASSOCIATION**

Specific competencies: Thenue Housing Association are looking to appoint individuals who can demonstrate at least one of the following:-

Legal	Our Board is looking to appoint an individual with a specific legal background to help the association to continue to grow and develop in this particular area.
Social Enterprise	We are a charity and also consider ourselves a social enterprise. We are a business that exist primarily to benefit our community, (rather than shareholders or owners). We are also commercially viable with a purpose of generating social impact, and having this philosophy on our Board will help to make us more diverse and stronger.
Maintenance and asset management	The association employs staff with technical qualifications and extensive experience in asset management. However, with regard to the Board composition, this is an area in which we wish to strengthen, especially with regard to domestic and housing related strategic oversight.

HOW TO APPLY

Board members are usually appointed following elections at the Annual General Meeting which is held in September. You need to be a shareholder of the Association before you can apply to join the Board. Shareholding members of the Association are people who are interested in and support our activities (they do not need to be tenants). Please complete the application form [here](#) and return to ray.macleod@thenuehousing.co.uk

For an informal chat and to ask any questions that you may have please contact Charles Turner, Chief Executive on 07919 304124 or email charles.turner@thenuehousing.co.uk

The closing date for applications is 28th February 2021