

## **Tai Calon**

### **Board Member Role Description**

#### **Core Purpose**

- Determine the organisation's vision, mission and values, and agree the Corporate and Strategic Plans ensuring its long-term success
- Ensure that Tai Calon is governed economically, efficiently, effectively and complies with the requirements of the law, Codes of Governance and Conduct; The Right Stuff model from the Regulatory Board for Wales; the Association's Rules, Standing Orders and Financial Regulations and best practice
- Monitors Tai Calon's performance in relation to plans, budgets, controls and decisions and satisfy itself that affairs are conducted in accordance with generally accepted standards of performance and propriety
- Ensure Tai Calon is supported, accommodated, equipped and administered to provide best value in its services to tenants.
- Oversee the risk and assurance framework to safeguard the assets of the organisation
- Establish and oversee a framework of effective delegation and systems of control

#### **Individual Responsibilities to the Organisation**

- Promote, support and represent Tai Calon in a professional and positive manner at all times ensuring the work of the organisation is not undermined.
- Ensure that an Internal Controls Framework is in place and followed
- Comply with the Organisation's Health and Safety Policies and Procedures
- 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 continually promote Tai Calon's policies on Equality and Diversity, Welsh Language, Sustainability and Wellbeing.

#### **Commitment**

Board members are expected to:

- Act at all times in the interest of Tai Calon
- Work together effectively and share responsibility for decisions
- Attend all Board meetings, any additional Board meetings, and Board away days
- Participate in induction, training and development and take part in the collective Board appraisal processes reflecting on, and learning from feedback
- Sit on one or two Committees of the Board, attend the meetings of these Committees and take a special interest in the relevant area

- Contribute to the direction of Tai Calon by supporting the Executive Team in particular projects or areas on request, e.g. partnership working; championing diversity and inclusion
- Keep abreast of developments in the sector
- Abide by the 7 Principles of public life (see appendix1)

### **Duties and tasks to fulfil key responsibilities**

Within the remit of the Board to ensure that performance is monitored and managed through internal controls and delegation

- Review Tai Calon's performance management framework and ensure it meets organisational, tenant and stakeholder needs
- Monitor organisation performance against set KPIs and use skills and knowledge to pay attention to the financial strength of the organisation by monitoring financial information and risk information
- Participate in regular review of Board and Committee effectiveness including the individual and collective appraisal and training as required
- Ensure that Tai Calon adopts and implements initiatives for continuous improvement, reviews service delivery and sets future policy and standards

#### Governance

- To review, provide appropriate challenge and approve policies and decisions about matters brought to the Board
- Uphold and comply with Tai Calon policies and standing orders as amended from time to time by the Board and to act at all times within Tai Calon's governing instruments
- Ensure the highest standards of governance and due diligence in the way Tai Calon operates.
- Approve key policies, constitutional and governance matters, and ensure compliance with all legislative, regulatory and financial requirements.
- Establish and oversee a framework of delegation and systems of control
- Work collaboratively with Board members the Executive to enhance Board effectiveness
- Attend all Board/Committee meetings as appropriate; demonstrate personal responsibility in preparation for all meetings to ensure full contribution and thorough understanding of the issues presented
- Maintain at all times, the strategic and operational distinction between the Board and Executive management
- Collectively sets the risk appetite, monitor activities to ensure Tai Calon operates within its risk appetite and take part in regular review of the risk appetite
- To ensure any issues relating to equality, diversity and inclusion are addressed
- To engage appropriately with staff, tenants and other stakeholders
- Act in good faith with due care, skill and diligence ensuring decisions are taken in the best interests of Tai Calon

## People

- Foster good working relationships and shared understandings with other Committee members and the Executive by building trust and mutual respect and working in a cooperative manner
- Provide supportive challenge to the Executive Team and ensure this is delivered in the appropriate manner, offering guidance where required
- Oversee Tai Calon's legal and moral responsibilities as an employer

## Tai Calon

### Board Member Person Specification

#### Values

Board members will adopt and uphold Tai Calon's values:

C – Creativity

A – Authentic

L – Learning

O – Ownership

N – Not on your own

#### Specific Requirements for this Role

The specific requirements that Board members are expected to demonstrate for this role is:

- experience related to delivery of complex technology projects and delivery of business transformation programmes.
- Experience around assurance for information governance.
- Able to provide insights, review and challenge of the risk environment for data and cyber.

#### Behaviour, Knowledge and Skills

Board members are expected to demonstrate the following behaviours, knowledge and skills:

##### Personal Qualities

- Behaves in a way that engenders trust and confidence in Board and Executive colleagues; demonstrates appreciation and respect for the skills and knowledge of others
- Strong team player, builds positive relationships and fosters an inclusive culture
- Has an enabling, engaging style with the ability to influence at the highest levels
- Works in a constructive way; listens sensitively to the views of others and changes own position when appropriate
- Is curious, willing to change and learn, thinks creatively, is willing to challenge the status quo and demonstrates independent thinking
- Personal integrity; is committed to openness and transparency, inclusiveness and the maintenance of high standards
- Has sufficient time and commitment to fulfil the role to a high standard

- Listens actively, is engaged and insightful
- Committed to upholding the principles of good governance applicable to Tai Calon

### **Strategic Thinking and Direction**

- Able to think strategically, understands the difference between strategy and operations
- Ability to analyse and resolve difficult problems as well as the ability to question and debate
- Sensitive to the political, economic and social external impacts upon tenants and the organisation
- Anticipates and understands risks and consequences at a strategic level.

### **Analysis and Understanding**

- Strong analytical skills, and the ability to review and interpret complex data, spot risks and evaluate a range of options
- Focuses on the key issues and makes them clear to others
- Understands the sensitivities of key assumptions in business propositions
- Possesses confidence to provide challenge, asks questions appropriately and keeps to an appropriate level of detail

### **Decision Making**

- Demonstrates independent judgement and original thought
- Actively participates in decision making and signs up to the collective ownership of decisions once agreed irrespective of position taken in debate
- Makes balanced and informed decisions, considers risks in line with Tai Calon's risk appetite
- Focuses on the vision, strategic direction and priorities when making decisions

### **Communication and Interpersonal Skills**

- Excellent communication skills with ability to work with a range of key stakeholders
- Builds and maintains good relationships based on personal credibility and integrity
- Respects and maintains confidentiality
- Communicates clearly and persuasively; expresses opinions; listens actively and takes account of the views of others
- Ability to challenge constructively and to deliver difficult messages whilst retaining the respect and confidence of all parties
- Expects and welcomes constructive feedback
- Is self-aware and understands ones' own strengths, weaknesses and motivations

### **Team Working and Development**

- Works consistently to create a team spirit with Board and Executive colleagues
- Works collaboratively and works with the Chair, other Board members and the Executive to develop productive working relationships built on mutual respect
- Adds value to Board and Committee work

## Appendix 1

### The 7 Principles of Public Life

#### 1. Selflessness

Holders of public office should act solely in terms of the public interest.

#### 2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### 3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### 4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### 5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### 6. Honesty

Holders of public office should be truthful.

#### 7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Source: <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>