



## **ROLE PROFILE AND PERSON SPECIFICATION SOUTH EAST CONSORTIUM BOARD MEMBER May 2021**

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### **ROLE PROFILE**

#### **Role Purpose**

SEC Board is collectively responsible for making sure the consortium is successful and remains compliant with all legal and regulatory obligations by setting and monitoring the strategic direction of the organisation.

#### **Key accountabilities**

The Board has ultimate responsibility for the governance and performance of SEC. The Board's central role is to direct and control SEC's work: that is, to determine strategic direction and policies, to establish and oversee control and risk management frameworks that will ensure SEC achieves its aims and objectives.

All Board members share responsibility for its decisions. Each Board member must act only in the interests of SEC; Board members should put the interests of the organisation before their own interests and should not act on behalf of any constituency or interest group. Every Board member is responsible for establishing collaborative working relationships within and between the Board, and with the Managing Director and senior executive staff.

The purpose of the Board is set out below:

- Monitor the progress of the Consortium and the achievement of the Objectives and to agree action where necessary to stimulate such progress
- Ensure decisions taken by the Board are in the best interests of the Consortium and its Members, and promote the highest quality standards
- In conjunction with the Executive, to promote the Consortium to prospective new users and Members
- to approve, by February of each Financial Year, in respect of the coming Financial Year:
  - (a) the Consortium's strategic plan and any changes to these and
  - (b) the Budget

- to approve any expenditure and commitments which are over £25,000 and/or are outside the relevant Budget
- Determine the organisation's approach to risk, establishing its risk appetite and tolerances
- Monitors the Consortium's performance in relation to plans, budgets, controls and decisions, and ensures that the Consortium is well run
- Make decisions on all matters that might create significant financial or other risk to the organisation
- Appoint and remove SEC staff;
- Monitor the provision of the Accountable Body Services.

### **Key Responsibilities**

- Diligently prepare for and attend at least 80% of Board meetings, making an active contribution to discussions and decision making
- Uphold and promote the values, core policies, objectives and performance, of the Consortium
- Provide leadership on equality and diversity matters ensuring this is reflected in all that the organisation does
- Ensure compliance with the chosen code of governance, upholding best practice, role modelling good governance behaviours and respecting confidentiality
- Establish strategy, policies and plans to achieve agreed objectives, setting short, medium and long term plans
- Attend training events agreed as appropriate for all Board members and those agreed as necessary for individual development objectives
- Develop and maintain good working relationships with Board and Executive colleagues
- In the event of unavoidable absence from a meeting, provide comments and questions in advance on the relevant papers to the meeting Chair and Managing Director
- Participate in reviews of Board performance, both individual and collective, attending training when required; participating in opportunities for learning and development; and keeping up to date with sector matters

- Represent the organisation, acting as an ambassador and upholding its reputation.

#### **Time commitment**

- SEC Board meet up to 6 times a year. Each meeting will last up to 2.5 hours.
- Board Members will also be requested to attend an Annual Awayday
- Board Members will need to allow for sufficient preparation for all meetings.

## PERSON SPECIFICATION

### Technical skills

1. Skills and experience in **one or more** of the following thematic categories. (but it is not necessary to have more than one technical skill ) It is recognised that individuals are likely to have skills across multiple areas but may not completely satisfy each thematic grouping. For the Board as a whole, the assessment of skills must be sufficiently robust to ensure that there are no gaps in material areas.
  - (a) Financial management - Significant knowledge and senior level experience of:
    - Financial management and reporting;
    - Accountancy;
    - Control systems;
    - Complex financial transactions;
    - Auditing and detailed analysis (including due diligence)
    - Business and long term financial planning
  - (b) Governance, regulation, compliance and assurance - Significant knowledge and senior level experience of:
    - The operating environment of the social housing sector and the broader regulatory environment, particularly within a group structure;
    - Performance monitoring systems, quality assurance systems;
    - Experience of internal audit and control processes;
    - Strategic management of risk;
    - Strategic management of health & safety risk;
    - Legal matters;
    - Political awareness around issues relating to the social housing sector.
  - (c) Organisational management and service management - Significant knowledge and senior level experience of:
    - NED experience gained in a well governed company, charity or not for profit business;
    - General business management;
    - Operational delivery in a customer centric environment;
    - Strategy development and implementation;
    - Contracts management and procurement;
    - Utilising IT to transform services;
    - Communications, public relations and marketing (including social media);
    - Development of new models of service delivery;
    - Development of new operating models, transformation and change management;
    - Harnessing digital services to transform business;

- (d) Commercial - Significant knowledge and senior level experience of:
    - Property procurement, development and sales;
    - Regeneration of estates;
    - Market sale and/or rent;
    - Asset management and options appraisal;
    - Partnering and Joint Ventures (JV) arrangements;
    - Return on investment and asset assessment;
    - Student housing provision and development;
    - Hostel housing provision and development;
    - Business incubation and commercial activity development.
  - (e) Community and stakeholder relationships - Significant knowledge and senior level experience of:
    - Links within the larger communities served by the new organisation;
    - Links within the sector's political and regulatory framework;
    - Working with Local Authorities;
    - Links with key NGOs, charities etc whose aims are related to those of the new organisation.
2. Everyone on the Board is expected to be able to have, or quickly reach, a threshold of competence in strategic thinking, financial planning, risk management and understanding of excellence in governance in the sector in which the organisation operates.

### **Competencies and knowledge**

3. Thinks and communicates constructively, critically, objectively and clearly.
4. Understands the role of governance in not for profit sectors.
5. Is knowledgeable about the regulatory environment in which the organisation operates and of the expectations of the Regulator, and takes the wider strategic context of the organisation into account in debate and decision-making.
6. Can express views succinctly and effectively in a formal Board/Committee meeting environment making reasoned and thought-through contributions.
7. Can challenge constructively while respecting the roles, views and feelings of others.
8. Contributes to forming a consensus with other Board Members when involved in decision making and influences through persuasive discussion and sticking to discussing the matter at hand.
9. Builds trust and respect from colleagues and stakeholders.
10. Assesses risk and promotes risk awareness without being risk averse.

11. Is able to actively monitor and drive organisational performance, supporting others to achieve the highest standards of corporate governance, scrutiny, legal and financial responsibilities.
12. IT literate and comfortable with handling, analysing and prioritising large amounts of complex data.
13. Makes reasoned judgements, while remaining accountable for the collective decision making of the Board.
14. Is able to analyse performance, financial and other information.

### **Attributes**

15. A commitment to social housing and empathy with the aims, objectives and values of the organisation.
16. A commitment to balancing the interests of current and future residents.
17. A high degree of probity and integrity.
18. Treats information gained as a Board member in confidence.
19. Upholds the values and objectives of the organisation and its core policies, including those for equality and diversity.
20. Does nothing to undermine the work or good name of the organisation and declares all relevant conflicts of interest and significant changes in personal circumstances.
21. Prepares well for, and attends regularly, Board and Committee meetings, awaydays, training, appraisals etc. and devotes time and effort to understanding the business of the organisation.
22. Builds and maintains effective relationships with fellow Board members and senior management.