



MAGENTA LIVING BOARD: BOARD DIRECTOR ROLE & SPECIFICATION MARCH 2020

Board Director Role

Key Responsibilities:

1. To oversee and set the long term strategic direction for Magenta Living
2. To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance and monitoring risk
3. To ensure an effective business plan and budget is in place
4. To ensure that performance is monitored and managed through internal controls and delegation

Duties and tasks to fulfil the key responsibilities:

- 1. To oversee and set the long term strategic direction for Magenta Living including monitoring risk**
 - To collectively set the mission, vision, values, strategic objectives and high-level policies for the organisation;
 - To contribute to establishing a framework for approving policies and plans to achieve those objectives
 - To uphold and promote the core policies, purpose, values and objectives of the Company
 - To ensure major risks to which the organisation is exposed are reviewed regularly and an effective risk management framework is maintained
 - To collectively approve appropriate levels of remuneration for the chief executive and executive team; to participate in the appointment, and where necessary removal, of the Chief Executive, and in succession planning.
- 2. 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 Magenta Living, and comply with its code of conduct; to ensure your behaviour as a Board Director models the values of the organisation
 - To contribute to and share responsibility for decisions of the Board and any committee of the Board of which you are a member; to make such decisions always in the best, long-term interests of the organisation;

- To fully contribute in Board and Committee meetings by drawing on relevant skills, knowledge and experience
- To work in partnership with the chief executive and his executive team; to challenge colleagues (both executive and non-executive) constructively, and only in the best interests of the organisation;
- To satisfy yourself that the Company'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, particularly residents;
- To comply fully with Magenta Living Governing Instrument including policies, procedures and standing orders
- To actively participate in an annual appraisal process to assess performance and agree development / training requirements

3. To ensure an effective business plan and budget is in place

- To satisfy yourself as to the integrity of financial information, and ensure that financial dealings are systematically accounted for and audited, and that all loan covenants are complied with;
- To approve each year's accounts prior to publication and approve each year's budget and business plan;

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

- To 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 and also in the light of customer feedback and the performance of comparable organisations;
- To participate in regular reviews of Board performance, and in Board Director appraisal; to participate in Board development and training, and in other learning activities as required.

Role Limitations

The Board Director needs to be aware that:

- No individual Board Director, including the Chair, has authority unless specifically acting on behalf of the board with the delegated authority of the board. Collectively Board Directors have authority, individually they do not.

- It is the Chief Executive's job to run the organisation. It is for the board to provide the Chief Executive with direction on strategic priorities then support him/her to perform well and deliver against the priorities set. This boundary between the governance and management roles must be respected and clarified whenever necessary.

Role Specification

A prospective board director will need to work within the 'Nolan Principles' which set out the ways in which holders of public office should behave in discharging their duties. They provide a good description of the way in which Board Directors might be expected to conduct themselves when making decisions about the use of public resources, and give a clear steer regarding the need to declare and be honest about any potential conflicts. The seven principles are:

- **Selflessness** – act solely in terms of the values and mission of Magenta Living. They should not do so in order to gain financial or other benefits for yourself, your family or your friends.
- **Integrity** – should not place yourself under any financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your duties.
- **Objectivity** – make certain in your decision making that you ensure impartiality and make choices on merit alone.
- **Accountability** – accept accountability for your decisions and actions to Magenta Living, its residents, the providers of public funds and other stakeholders and submit themselves to appropriate scrutiny
- **Confidentiality and Openness** – to be as open as possible about all the decisions and actions you take. You need to ensure that you balance the need for openness with that of protecting the confidentiality of the organisation where required.
- **Honesty** – declare any private interests and take steps to resolve any conflicts arising in a way that is lawful and protects the reputation of Magenta Living.
- **Leadership** – should promote and support these principles by leadership and example.

All Board Directors are required to have the following knowledge, skills and attributes:

Skills and Attributes;

- Strategic awareness** - aware of current environmental factors, the 'big' picture context and awareness of issues that could impact in the future. Aware of the internal resources of the organisation and how these can be best used to achieve 'fit' and Magenta Living's priorities.
- Change readiness** – is alert and responsive to the need for change with creative responses to the challenges of today and the future.

c) **Results focused** – focused on achieving results and able to reconcile tensions between social purpose, commercial interests and business needs

d) **Business acumen** – is able to identify opportunities for the potential benefit of the organisation; commercial awareness. Actively seeks new knowledge and information from multiple sources to keep up to date and increase knowledge of sector and wider environment.

e) **Analysis and decision making**

Clear – on what are appropriate decisions to be made by the board

Detail – insists on appropriate levels of detail to provide assurance. Is conscientious and well prepared for board duties.

High standard of literacy and numeracy – assimilates written and numerical information accurately. Is able to critically appraise information and make sound interpretations. Can explore counter arguments and probe more deeply when required.

Judgement – considers weighting of evidence, reasonable assumptions, alternative views, the ethical dimension and other information before reaching a final decision.

Decisive – is able to exercise reasonable judgement, make decisions and take action.

f) **Communication skills**

Written – can convey complex ideas and opinions with clarity and accuracy.

Listening – listens intently and with care to ensure clarity of understanding, asks questions to ensure full comprehension.

Presentation – can engage an audience and convey messages clearly and concisely and in a way that connects with the audience.

Open – is honest and open when communicating with others. Self-aware and able to acknowledge errors or shortcomings in own performance. Willing to invite and accept constructive feedback.

Influencing – is able to gain support and influence; political acumen



g) Commitment

Availability - is able to commit on average two to three days across each month to the organisation to cover: attendance at and preparation for meetings and attendance at conferences and training events

In addition Board Directors need to bring experience and skills in one or more of the following:

Relevant Experience and Skills - Essential

1. Board Director or Governance experience
2. Operational experience at a senior level
3. Strategic leadership
4. Financial Management
 - Accountancy
 - Treasury management
 - Business planning
 - Audit
5. Asset Management
 - Property development and sales
 - Property management
 - Construction
 - Housing management
 - Regeneration
6. Risk management
7. Change management
8. Performance management
9. Business growth and development
10. Customer services
11. Commercial business skills

Knowledge - Desirable

1. Registered Providers
2. Regulatory Framework
3. Political and economic environment
 - welfare reform
 - devolution
 - housing strategy
 - planning
4. Probity
5. Local knowledge
6. Mergers and acquisitions
7. Health and social care
8. Social investment

Relevant Experience and Skills - Desirable

12. Legal
 - company
 - constitutional
 - business
 - contracts
 - charity
13. Stakeholder engagement
14. Community involvement
15. Marketing
16. Public relations
17. ICT

Abilities - Essential

1. Team working
2. Integrity
3. Independent judgement
4. Creative and clear thinking
5. Analytical skills
6. Communication skills
7. Networking
8. Equality and diversity