



# Board Member Recruitment Pack



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John Chown Group Chair

## Hello and Welcome

**We are pleased that you have expressed an interest and are keen to find out more about these exciting vacancies on our Group Board. With a successful track record of more than 40 years, Cynon Taf Community Housing Group (CTCHG) is a values-driven organisation, a social housing landlord rooted in the communities in which we work, aiming to put our tenants and customers at the heart of everything we do.**

We are at an exciting time in our development, shaping our new Strategic Plan for 2025-2029. We have a strong and experienced Board, a new CEO, a great staff team, and are excited to tackle the many and varied challenges ahead. We'd love you to join us and help us.

### Who are we looking for?

We are looking for three new Group Board Members who will wholeheartedly buy into our values and make sure that we are delivering against our strategy effectively and sustainably. If you want to make a difference to the communities in which we work and can work as part of a team to help set the strategic direction for the Group, then joining our Board could be the perfect opportunity for you. You don't need to have been a Board member before, either, as we're willing to support you as you learn what's involved.

### What skills are we looking for?

We've reviewed our current Board's mix of skills and experience and considered what we're going to need to make sure we can tackle the challenges ahead. So, we are looking for people with particular skills and experience. We obviously don't expect to find all this experience in the three people we hope to appoint. And we will also need to consider how our new Board members' skills complement those of our existing Board members.

We would like someone with finance qualifications and experience to be part of our Audit and Risk Committee and help ensure we are well run, are financially sound and consider risks appropriately. You'll either be a chartered accountant (ACCA, CIMA, ACA or CIPFA), or well on the way to qualifying.

Next, we're looking for someone with experience of leading or supporting cultural change within an organisation. You might have a background in Human Resources, or been part of a transformation programme elsewhere, either in a leadership or management role.

We're also looking for someone with experience of planning and development with a passion for delivering new affordable homes for the communities we work with.

Ideally, you'll have experience in affordable/ social housing delivery in some capacity, perhaps with a background in Planning, Design, Quantity Surveying or Contracting or with another housing provider. Knowledge of Welsh Government policy and funding would be an advantage.

### Inclusive and welcoming

Cynon Taf embraces diversity and seeks to promote the benefits of diversity in all our business activities. We're aiming for our Board to represent our tenant base roughly proportionally because we know that different people with different lived experiences have different needs and points of view, and we think our Board should reflect that diversity too, so that they can hold us to account effectively.

We welcome applications from people of all backgrounds and particularly encourage applications from candidates who are women, aged under 40, disabled, or from Black, Asian and Ethnic Minority backgrounds, as these are currently under-represented on our Board.

We're proud to be a Disability Confident organisation and are working towards our Quality in Equality and Diversity re-accreditation with Tai Pawb.

Whatever your situation, we offer great development opportunities. We aim to professionally develop and personally support all our Board members.

If you're interested in an informal chat about what being a Board member means, just let us know. We'd also be happy to provide some one-to-one support before an interview if it's the first time you've thought of applying to join a Board.

I hope the details in the pack provide you with everything you need.

# Who We Are, our Vision, Purpose, Values and Priorities

Cynon Taf Community Housing Group comprises three organisations. We are registered under the Co-operative and Community Benefit Societies Act 2014 with Charitable Status No. 30399R.

Cynon Taf Community Housing Group is based in Abercynon in the heart of Rhondda Cynon Taf in south Wales.

## Cynon Taf Housing Association

Cynon Taf Housing Association manages more than 1,900 homes across the Cynon and Taf valleys. The association employs more than 70 people who support and deliver our core services, ensuring that tenants' homes are safe, warm and affordable. Our team also support tenants to pay their rent and other bills and help them to develop new skills or strengthen existing ones.

## Cwm Taf Care & Repair

Cwm Taf Care & Repair has offices based in both Rhondda Cynon Taf and Merthyr Tydfil. It forms part of the wider national Care & Repair movement in Wales, which supports clients to live safely, warmly and as independently as possible in their homes. Cwm Taf Care & Repair works closely with the Cwm Taf Morgannwg University Health Board, local authorities and other partners who fund their services including their dedicated dementia service and handyperson service.

## Down to Zero

Down to Zero is a community benefit society that aims to actively engage and work alongside the community to address climate change and other local challenges such as food security. It operates across two sites, Pontyclun and Mountain Ash, in Rhondda Cynon Taf. The project provides volunteering opportunities for our Housing Association tenants and the wider community to support their wellbeing. Down To Zero has recently launched its own vegetable box subscription scheme – Llysh Bocs – supplying produce to local communities, and is also working to develop other innovative income-generating techniques such as biochar production.

## Our Vision

We want to be part of happy, healthy and prosperous valley communities where everyone has a chance to live well.



## Our Purpose

We're here to provide great homes and support for the people who make up our communities. We're proud of our deep-rooted history in providing housing and support for the people and communities where we work.

## Our Values

**Passion:** We care passionately about what we do

**Respect:** We treat everyone with respect

**Responsibility:** We take responsibility for our actions

**Integrity:** We carry out our roles with honesty and sincerity

**Excellence:** We always try to do our absolute best

## Our Priorities

**Support resilient communities**

**Deliver excellent services**

**Grow our supply of homes**

**Protect our financial sustainability**

**Invest in our governance, our people and our systems**

**Value for money**

**Reducing environmental impact**

## Our Commitment to Equality and Diversity

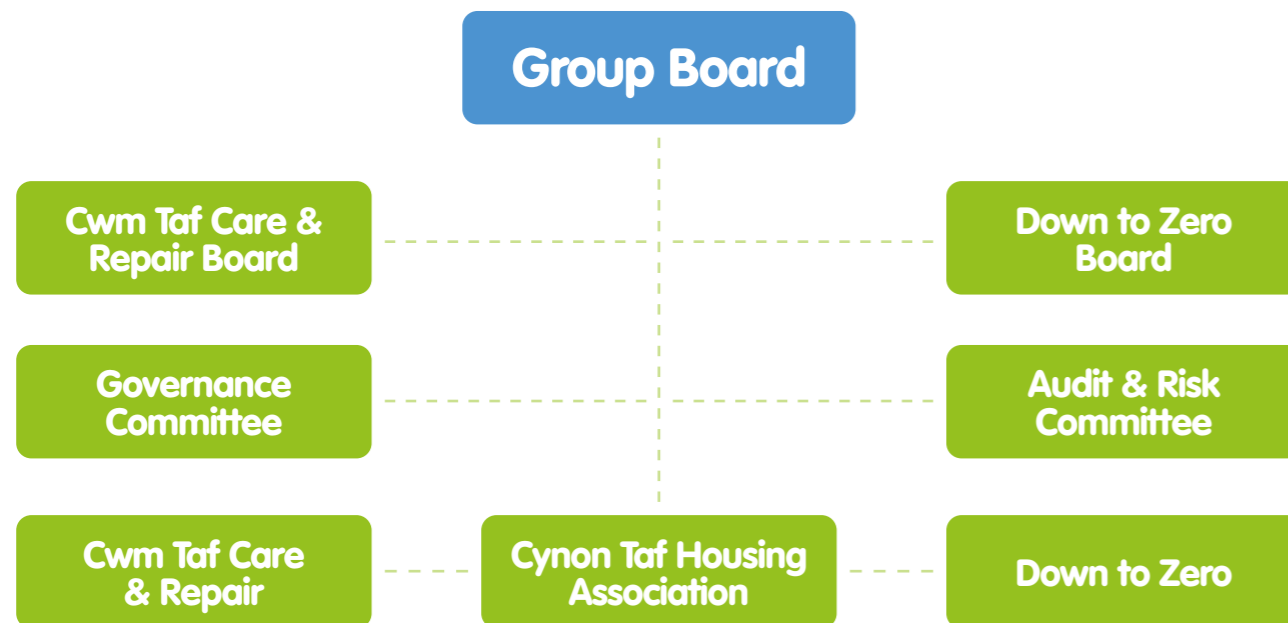
Diversity is everybody's responsibility. Fairness and equality are across all our priorities. We value and promote equality and diversity at all levels throughout the organisation.

# Governance

All key strategic decisions are made by the Board, who consider reports and recommendations presented to them by staff employed by the organisation and independent consultants.

A system of sub-committees allows robust scrutiny of certain areas that the Board delegates to the respective committee. The committees then make proposals to the Board after thorough consideration has been given to the topic.

## Governance Structure



The Audit & Risk Committee is responsible for scrutinising areas of financial reporting, internal controls and internal and external audit. It should satisfy the Group Board that there is sufficient systematic review of internal control arrangements relating to effectiveness, efficiency and value for money. The Committee also scrutinises the Group’s management of risk.

The Governance Committee is responsible for scrutinising, considering and approving, where powers are delegated by the Board,

governance, complaints, policy, regulation and remuneration / human resources related items and the Group’s performance.

The Cwm Taf Care & Repair Board and Down to Zero Board are subsidiary Boards which are separate to the main Group Board. They do, however, feed into the Group Board to ensure that there is appropriate oversight; there are two spaces on the subsidiary Boards reserved for Group Board Members.

## Role Profile

**Post:** Group Board Member

**Accountable to:** The Group Chair of the Board

The Board is the highest governing authority within the management structure of Cynon Taf Community Housing Group (CTCHG). It is collectively responsible for ensuring the success of the Group and ensuring its compliance with all our legal and regulatory obligations by setting and monitoring the strategic direction of the organisation.

It is the Board’s job to select, evaluate, and approve appropriate power for the Chief Executive, evaluate the Chief Executive’s performance, help to form and then evaluate strategies, make recommendations, approve

the financial statements and accounts and recommend the direction for growth. Board Members must focus on the strategic elements of the organisation and should not get involved with the day to day running of the organisation.

Board members are expected to maintain good relationships with other members of the Board, the Chief Executive and other key members of staff and with external stakeholders, particularly residents, the Welsh Government Regulation Team, and any other related statutory agencies.

## Key Responsibilities

### The Board:

1. Provides focused strategic leadership and direction to the work of the organisation
2. Determines and upholds the organisation’s vision, mission, values and strategies
3. Establishes strategy, policies and plans to achieve agreed objectives, setting short-, medium- and long-term plans
4. Ensures that decisions taken by the Board are in the best interests of the organisation and its customers, and promote the highest quality standards and effective service integration
5. Ensures that legal and social responsibilities are met, and that the organisation’s affairs are conducted to the highest standards of performance and propriety
6. Carries out Board duties with independence and integrity and complies with the Community Housing Cymru (CHC) Code of Governance
7. Ensures that social housing assets are not put at risk
8. Determines the organisation’s approach to risk, establishing its risk appetite and tolerances
9. Approves an appropriate, robust and prudent business planning, risk and control framework and reviews its effectiveness at least once a year
10. Establishes ambitious but financially prudent strategic policies and plans to achieve organisational objectives, and approves each year’s budget and accounts prior to publication
11. Monitors the Group’s performance in relation to plans, budgets, controls and decisions, and ensures that the organisation is well run and financially sound
12. Leads on value for money, understands the costs of the business and has set targets in relation to relation to securing value for money.



# Role of Board & Board Member

## Board members are expected to:

1. Diligently prepare for and attend at least 85% of Board meetings, making an active contribution to discussions and decision making
2. Uphold and promote the values, core policies, objectives and performance, of the organisation
3. Provide leadership on equality and diversity matters ensuring this is reflected in all that the organisation does
4. Ensure compliance with the CHC code of governance, upholding best practice, role modelling good governance behaviours and respecting confidentiality
5. Ensure compliance with all regulatory standards and statutory law, as well as the organisation's memorandum and articles, financial regulations, standing orders, internal controls and delegated authorities
6. For new Board Members, attend induction training during the first year of being on the Board
7. Enable effective reviews of individual performance and of the whole Board through making time to prepare for and attend appraisal meetings
8. Attend training events agreed as appropriate for all Board members and those agreed as necessary for individual development objectives
9. Develop and maintain good working relationships with Board and executive colleagues and treat fellow members and colleagues with respect
10. Support colleagues and staff whilst providing constructive challenge by being a 'critical friend'
11. In the event of unavoidable absence from a meeting, provide comments and questions in advance on the relevant papers to the meeting Chair
12. 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
13. Represent the organisation, acting as an ambassador and upholding its reputation.
14. Declare any perceived or real conflict of interest in Group matters and adhere to the principles of Schedule 1
15. Commit to spending an average of 10 hours per month on Board business.

# What are we looking for?

Our Board members need to have a range of different experiences, knowledge and skills so that they can lead our Group effectively. Different members will bring different skills to the Board. Some will have professional skills such as Finance, Governance, Human Resources or data protection, and others will have a unique knowledge of issues that face minority groups or local neighbourhoods and will have a community-orientated approach to solving problems.

Board members' combined skills and experience are vital to our Board's successful running and good teamwork is key to ensure that the Board functions effectively.

We've set out above what skills and experience we are looking for in this particular round of recruitment.

Whilst skills are important, it is our values that drive us, and we are particularly interested in hearing from people who:

- respect the views of others
- are motivated by wanting the best for the people of Rhondda Cynon Taf
- are open and take accountability for decisions
- communicate well
- are kind and have integrity
- think strategically and make effective decisions
- can work independently and commit time and energy to the role
- can challenge in a supportive and constructive way.

## Eligibility criteria for Board Members

Whilst we would like to consider all expressions of interest, we are sorry that we are not able to consider applications from someone who:

- is or becomes bankrupt or who makes a voluntary arrangement with creditors
- is disqualified from acting as a director of a company for any reason
- is subject to an order under the Insolvency Act 1986
- is disqualified under Section 72 of the Charities Act from being a charity trustee
- has been removed from a Board by its regulatory body
- has been convicted of an indictable offence within the last five years
- is a tenant and is in a material or serious breach of their obligations as a tenant
- is an employee or has been an employee of the Group in the past five years
- is related to an employee of the Group.

# Why become a Board Member?

**Being a Board member is rewarding, exciting, challenging and can be fun. For some it's a chance to give something back and make a difference to the community, while for others, the opportunity to use and broaden their skills is very appealing.**

Sitting on the Board may be a new experience for some, whereas others may have some experience of Board Membership in other sectors. Whatever your level of experience, we are confident that being a Board member of Cynon Taf Community Housing Group will provide you with excellent opportunities to develop and grow your own potential. You'll meet lots of interesting people and we can guarantee you'll learn something from the experience.

## Terms and Conditions for Board members

Board members are Non-Executive Directors of the Board. This means that they are not involved in the day to day running of the organisation, as staff members are.

Term of office: 3-year term (which can be repeated up to a maximum of 9 years)

Remuneration: Voluntary. Reasonable expenses will be paid.

We are currently reviewing potential remuneration for Board members.

Place of work: Board meetings are generally held in person at our head office: Unit 4, Navigation Park, Abercynon, CF45 4SN. Committee meetings are held online. Training and development sessions will be held through the year online or at other locally based locations.

Time commitment: 7 x Board meetings

Dependent on their skills and experience, Board members are expected to join and contribute to at least one of the following committees:

- Governance Committee meetings: 4 annually
- Audit & Risk Committee meetings: 4 annually
- Cwm Taf Care & Repair Board meetings: Minimum of 4 annually
- Down to Zero Board meetings: Minimum of 4 annually
- Minimum of 6 strategy and development sessions per year
- Board appraisals with the Chair: 1 annually

Group Board Meetings are currently held on Tuesdays between 5.30-7.30pm. Cwm Taf Subsidiary Board Meetings are held on Tuesdays 10-12. Down to Zero Subsidiary Board Meetings vary. Meeting dates are set a year in advance.

Audit & Risk Committee meetings are held on Tuesdays between 5.30-7.30pm and Governance committee on Thursdays between 5.30-7.30pm.

The overall commitment is around 10 hours a month, including preparing for meetings.

## Code of Conduct

Each member is expected to sign up to and work within our Code of Conduct and actively role model behaviours in line with our organisational Values.



# What happens next?

**If you are interested in becoming a Group Board Member with us, you can apply in a variety of ways.**

Tell us why you'd like to apply and what you think you'd bring to the role by:

- completing the attached form, or
- sending us a CV, or
- sending us a video clip of yourself.

If we think your values and experience match our needs, a small group of the Board Members will hold an informal interview with you to discuss the opportunities available.

The closing date for applications is 5pm on Friday 8 November 2024. Interviews will be held on Friday 15 November between 4pm and 7pm.

If you are successful at interview, you will then be co-opted to the Board until your formal appointment can be approved at our next AGM (September 2025).

Following co-option or formal appointment, new Board members will receive a full induction to their new role.

We are committed to supporting the professional development of our Board. We will create a learning and development plan for each board member. This will include a buddy system and mentoring to help you maximise your contribution to the effectiveness of the Board.

Thank you for your interest. We really look forward to hearing from you.



**Cynon Taf Community Housing Group**

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 [CynonTafHousing](#)

 [www.cynon-taf.org.uk](http://www.cynon-taf.org.uk)