

Recruitment Pack

Audit and Risk Committee Member



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Your application

Thank you very much for your interest in this post

On the following pages you will find details of the role, and the selection process to assist you in completing and tailoring your application.

In order to apply you should submit:

Intro

This is a bit different so read the next steps carefully!

CV

Polish up your CV and make sure it's telling us what you can do!

Supporting statement

Please tell us why you want to be a part of our Board and what experience you can bring to the table.

Date and time

Please upload your CV and Supporting Statement to the MHA website by 12 noon on 11th November 2020.

Checklist

- Pack and MHA video
- CV
- Supporting statement

Good luck!

If you have been shortlisted you will be asked to:

- Attend a formal interview

Welcome letter



Thank you very much for your interest in a position on the Audit and Risk Committee for Monmouthshire Housing Association. You should find all the information you need, both about the role and Monmouthshire Housing Association contained in this Recruitment Pack.

If you would like an informal chat about the role, or you have any questions, please contact **Director of Resources / Deputy Chief Executive Gwyndaf Tobias** on **01495 761110** to discuss the role in more detail.

The foundations of any successful organisation lie at the strategic level and the importance of an enthusiastic, experienced and challenging Board is paramount to this success. The focus of the MHA Group Board has been to lay the foundations for a strong and vibrant future for the organisation while at the same time, we have tried to ensure that our actions have been consistent with our long term plan, goals and vision for MHA.

We are moving into an exciting new era for the Association and we have the financial capacity to be even more ambitious in our future plans. We have achieved an enormous amount during the twelve years since we transferred from the local authority; spending over £65 million to bring all of our tenants' homes up to the Welsh Housing Quality Standard, building an award-winning head office with plans to develop 100 properties per annum in the next couple of years. It is up to our Board to ensure we make the right choices going forward to minimise risk and maximise the organisation's success.

The environment in which MHA operates is a rapidly evolving one, and regardless of our past successes, we cannot rest on our laurels. We must follow a path of continuous improvement, continually scrutinising the ways in which we operate to ensure we consistently provide excellent value for money and services which continue to be relevant to our current and future tenants' changing requirements. It is essential we have this focus on quality right throughout the organisation and this starts with our Directors, Chief Executive and our Board.

We believe that being on our Board and Committees offers a lot to the right candidate. You will be expected to take a keen interest in both your own and the organisation's development. In return, we can offer you a paid position, support from highly professional employees, personal development to help you achieve, and the opportunity to give back to a socially ethical company.

I would like to take this opportunity to thank you for showing interest in the role of Audit and Risk Committee Member and sincerely hope that you will be able to contribute to MHA's further success.

I look forward to hearing from you.



Andy Jones
Chairperson

What's in it for you?

- Salary from **£2,500** (Committee Member)
- Member appointment of **3 years**, maximum of **9 years**
- Travelling and other miscellaneous expenses reimbursed
- Grow and develop new skills with formal and informal sessions
- Represent MHA Group at conferences and other networking events
- Exciting opportunity to give something back to a socially conscious organisation
- Time commitment between **1 day a month**
- Learn from other board members - plus an opportunity to buddy up with existing members in your first few weeks



About us

In 2008 MHA was established to take over the management of the housing stock of Monmouthshire County Council through a large scale voluntary transfer.



Monmouthshire Housing Association has grown into a trusted landlord and developer of high quality homes and in 2018, we celebrated our 10th anniversary. We have ambitious plans to grow our business and we are currently in the process of refinancing the Association to help us realise those ambitions. This is a great time to join us on our journey.

We are currently embarking on an exciting period of transformational change, moving to a culture of greater agility, which will help shape the way in which we meet both the needs of our staff and customers for the 21st Century.

Our tenants are at the heart of absolutely everything we do. Our passionate teams deliver high quality advice and support on issues such as welfare reform, budgeting and work and skills – we do so much more than just provide the bricks and mortar.

Our vision is to grow our housing stock to over 5,000 properties over the next 10 years. We work with great partners to increase the provision of affordable homes across the beautiful county of Monmouthshire, transforming lives and creating thriving communities where people aspire to live.

We pride ourselves in the high quality of our homes and are passionate about raising the bar for affordable housing across Wales. We believe we have the highest relet standards in the U.K., with sector leading follow on support to new tenants.

Innovation is key in this sector. Funded by the Welsh Government's Innovative Housing Programme and in partnership with Cardiff University's Welsh School of Architecture, we recently developed two housing developments for 2 specific demographics. They were so popular we are now expanding our sites to include more of these house types, improving the design as we go. Constructed by our own in-house building services team, we used state of the art technologies, and achieved a SAP rating over 100.

We have ambitions to become a much bigger player in the for-sale market, rental markets, property

construction, maintenance and renovation with an emphasis on the quality of the property and the communities they are placed in.

MHA is regulated by Welsh Government who work with us to protect the interests of current and future tenants and other service users. Our objective is to provide good quality social housing, services which meet tenants' needs and represent value for money while ensuring financial viability and maintaining the confidence of funders

Capsel, our very first trading subsidiary, provides home, property and maintenance services to people, organisations and businesses across South Wales.

Background information:

We are proud of our values, culture and social purpose. If you share them too, we invite you to come and play a vital part in our exciting vision.

- [Our annual report](#)
- [Our objectives and performance](#)

MHA at a glance

£22m
ANNUAL
TURNOVER

4,000 HOMES
(SOCIAL AND
INTERMEDIATE
RENT)

240
STAFF

The Board

The MHA Group Board is responsible for setting strategy and steering the organisation and any subsidiary companies towards long-term success. The board has ultimate responsibility to ensure governance, financial, legal and service obligations are fulfilled. Leadership is delegated to the Chief Executive and the Senior Management Team.





Andy Jones

Chair

Andy retired from Barclays Bank PLC in June 2014 after 38 years' service.

His last 13 years with Barclays were spent funding Housing Associations throughout Wales and the South West, looking after over 30 clients with a lending book in excess of £1bn.

Andy was previously the Chair of First Choice Housing Association.



Tony Deakin

Vice Chair

Tony has 20 years' experience of working in social housing, both as an Executive Director and Board Member with numerous organisations.

Group Director of Resources for Cartrefi Conwy since 2008, Tony's main areas of responsibility include business planning, financial management, human resources, and ICT. He is a fellow of the Chartered Institute of Public Finance and Accountancy and is a member of the Institute's Housing Panel. He is also a Member of the Gwynedd Pension Board.



Emma Brute

Emma has over 10 years' experience working in housing and is currently the Business Improvement Lead for United Welsh Housing Association. Her previous roles have included Project Manager of a specialised business improvement project, and Sales & Marketing manager for Urban Garden Magazine. Emma holds a BSc in Housing Studies.



Colin Lewis

Colin is a Member of the Association of Project Management. He was Head of Business Change at Principality Building Society for 8 years and left to set up the not for profit Tirion Group, created to deliver affordable homes, supported by the Welsh Government and Principality Building Society utilising a novel funding model.



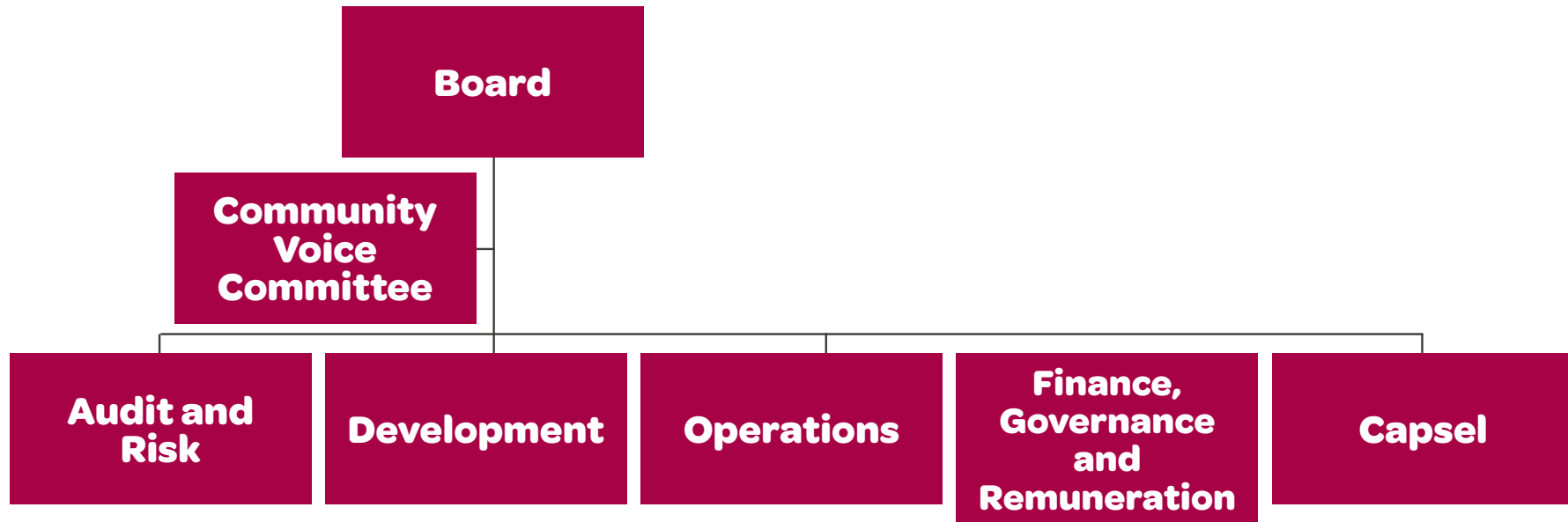
Reg Kilpatrick

In May 2011 Reg became Director of the Local Government and Public Services department responsible for the local government funding regime and allocations; corporate support and improvement for councils; and the Government's general reform programme.

MHA Group Board Structure

All major strategic decisions for MHA are made by the Board, who will consider reports and recommendations presented to them by officers and independent consultants for approval.

Due to the scale of information needed to be presented to members, a system of committees ensures that sufficient time is given for consideration into the specialist subject matter and committee members can then make recommendations to the full Board.



The Executive Team





Chief Executive
John Keegan

John Keegan has been the Chief Executive of Monmouthshire Housing since it was established in January 2008.

He is passionate about ensuring MHA's mission statement "to provide high quality homes and services that put people first" is at the absolute core of what MHA do.

Operating as a trusted landlord and providing great new homes in desirable locations and doing whatever MHA can to ensure it's tenants have a brilliant quality of life is key for John.



Director of Resources / Deputy Chief Executive
Gwyndaf Tobias

Gwyndaf joined Monmouthshire Housing in July 2020 as Director of Resources, having previously worked within the Higher Education, Health, Housing and Local Government sectors over the last 30 years. During that time he has held a number of senior management positions, and has operated at Director level for over 20 years. He is also a full member of the Chartered Institute of Public Finance & Accountancy (CIPFA).

He is extremely passionate about housing and enjoy working for such an innovative and progressive housing association, whose values are rooted in enabling communities to realise their ambitions through transformational change, putting tenants and staff at the heart of its vision and objectives. His priorities within the role will include securing additional facilities to meet MHA's exciting vision for growth and providing homes and services that meet our stakeholders' expectations.



Director of Property Services
Karen Tarbox

Karen joined Monmouthshire Housing as the Director of Property Services in August 2015, having previously worked in various Local Authority Housing Services since 1999.

She is a Chartered Member of the Institute of Housing and has an MSc in Public Administration and an MSc in Building Surveying.

Karen feels strongly that people have the right to expect quality accommodation from their Landlord and her focus is on providing quality refurbished homes and brand new homes for the rental markets.



Director of Housing & Communities
Michele Morgan

Michele has worked for MHA since it's stock transfer and was appointed as the Director of Housing & Communities in November 2018.

Her housing career spans 20 years having worked for the local authority prior to joining MHA. Michele is a Corporate Member of the Charter Institute of Housing and holds a Postgraduate Diploma in Housing from Cardiff University.

Michele is passionate about ensuring MHA deliver high quality homes and services to its tenants and works closely with her 'amazing teams', tenants and partners to continuously improve services, sustain tenancies and build communities.

Role profile

Audit and Risk Committee Member



Role Description

The purpose of the role of Independent Committee Members, that is Committee members who are not also Board members, is to contribute to the effective governance of MHA by complementing the skills and expertise of Board members within Committees. Independent Committee Members have a responsibility for ensuring the Committee(s) they sit on support(s) the effective strategic leadership of MHA. Such Committee members will bring a particular expertise or experience, which is of benefit to the Committee.

The role of an Audit and Risk Committee member is to work with other members to oversee:

- The internal and external audit functions for the Group
- The systems of risk management and internal control and the performance of these systems
- The discharging of statutory and regulatory duties

Duties and tasks to fulfil the key responsibilities

The duties and tasks of an Independent Committee Member are:

- Within the scope of the Committee, to ensure that performance is monitored and managed through internal controls and delegation
- Review MHA's performance management framework to ensure it meets organisational and tenant needs
- Monitor organisation performance against the targets and key performance indicators set
- Ensure that MHA adopts and implements initiatives for continuous improvement, reviews service delivery and sets future policy and standards
- Participate in regular reviews of Board and Committee effectiveness, and in Committee Member appraisal; to participate in Board and Committee development and training, and in other learning activities as required
- To approve key policies and take decisions about matters delegated to the Committee

- To review, challenge appropriately and approve key policies and other decisions about matters delegated brought to the Committee
- To ensure that the Committee fulfils its duties and responsibilities for the proper governance of MHA including compliance
- Ensure the highest levels of governance and due diligence in the way the Committee operates
- To contribute to and share responsibility for decisions and recommendations from the Committee
- To satisfy yourself that the Committee's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity
- To make sure that equality and diversity issues are considered and addressed appropriately
- To engage effectively with staff, residents and tenants and other key stakeholders
- To comply fully with MHA's governing instruments including policies, procedures and standing orders

- Act in good faith with care, diligence and skill ensuring that decisions are taken in the best interests of MHA and tenants consistently
- Prepare for, attend and participate fully at Committee meetings by reading and considering reports for meetings and questioning these to ensure that decisions are well-founded, evidence based and consistent
- Prepare for, and attend, strategy and, training and development events appropriate for Committee Members
- Prepare for, attend and participate openly and honestly in appraisals or reviews linked to individual and whole Committee performance

People

- Foster good working relationships and shared understandings by working corporately and cooperatively with other Committee members and the executive of MHA
- Provide supportive challenge to the Executive Team and give advice and guidance where appropriate
- Oversee MHA's legal and moral responsibilities as an employer

Individual Responsibilities to the Organisation

Independent Committee Members are expected to:

- Contribute to, and share responsibility for, Committee decisions, including the duty to exercise all reasonable care, skill and independent judgement
- Act within the scope of the Committee's terms of reference
- Ensure that performance is monitored and managed through internal controls and delegation
- Advise on key policies and take decisions about matters delegated to the Committee
- Ensure that the Committee fulfils its duties and responsibilities for the proper governance of the organisation including compliance
- Contribute effectively to the challenge and support of the Executive and fellow Committee members drawing on relevant skills and experience
- Uphold the Code of Conduct and the reputation of MHA

- Promote, always support and represent MHA in a professional and positive manner ensuring the work of the organisation is not undermined
- Ensure that an Internal Controls Framework is in place and followed
- Comply with MHA's Health and Safety Policies and Procedures
- Understand and demonstrate the principles of confidentiality and ensure that all sensitive information gained as a Committee Member is treated in strictest confidence
- Observe and continually promote MHA's policies on Equality and Diversity, Anti-corruption and Probity

Commitment

Independent Committee Members are expected to:

- Act at all times in the interest of MHA
- Committee Members are expected to work together effectively with other Committee Members and Executive colleagues
- Attend all Committee meetings, and when invited, Board away days

- Take part in collective Committee review and appraisal processes and to reflect on and seek to learn from reviews of own contribution
- Contribute to the direction of MHA by supporting the Executive projects or areas on request
- Participate in training and development;
- Keep abreast of developments in the sector
- Abide by the 7 Principles of public life (see annex1)

Values

Board members will adopt and uphold MHA's values of being:

- Open
- Fair
- Flexible
- Achieving

Behaviours, Knowledge and Skills

Independent Committee members are required to have the following behaviours, knowledge and skills:

Personal Qualities

- An enabling style with the ability to engender respect from others at all levels of the organisation, fostering an inclusive culture
- Strong team player with a collaborative and engaging working style
- Positive relationships builder, with the ability to build strong alliances and productive working relationships with a range of stakeholders, securing high quality outcomes
- Ability to influence and persuade at the highest levels
- Ability to appreciate and show respect for the knowledge and skills of fellow Committee members, Board members, executive and stakeholders
- The ability to engender respect and confidence from others
- The commitment to uphold the principles of good governance applicable to MHA
- Works in a constructive way; listens sensitively to the views of a wide range of others and changes own position when appropriate
- Personal integrity and commitment to openness, inclusiveness and the maintenance of high standards
- Challenges the status quo, is open to change, creative and innovative
- Sufficient time and commitment to fulfil the role

Strategic Thinking and Direction

- Able to think strategically, understanding 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

- Shows 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
- Prepared to take difficult decisions and measured risks

- 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 and takes account of the views of others
- Ability to adapt communication style in different situations
- Ability to challenge constructively and to deliver difficult messages whilst retaining the respect and confidence of all parties
- Expects constructive feedback
- Aware of own strengths and weaknesses and motivations

Team Working and Development

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

FAQs



What time commitment is required to be a Committee member?

We anticipate that your commitment will take around 1 days a month which include attending and preparing for all board meetings which are scheduled in advance. On occasion, there may be additional meetings or scheduled away days. You may also be involved in one or two committees that you will be required to attend and prepare for.

If successful, how long would I be appointed for as a Committee member?

Independent Committee members are appointed for a duration of three years.

Can I continue as a Committee member for more than three years?

The maximum amount of time someone can remain on a committee is 9 years. However, this would be subject to an appraisal process.

What will I learn as a Committee member?

Our Committee members have different areas of specialist expertise and join us from a wide range of different sectors. Throughout their membership, they are able to learn from each other and through their experiences of carrying out their duties.

Where are meetings held?

The Committee meetings are held at our Headquarters in Mamhilad (and virtually during the pandemic) but there may be the odd occasion that we hold meetings eternally. These will almost always be within or in close proximity to Monmouthshire.

Will I have an induction?

Yes. You will receive a suitable programme of induction which will be tailored to your requirements.

Will I have access to any training and development?

Yes. We believe that expert knowledge is needed to make specialist decisions and throughout your membership, you will receive both core and ad hoc training. Through a process of self-reflection, there will be opportunity to have an input in what training you will require in the year ahead. In your one-to-one developmental appraisal sessions with the Chair, you will be able to give and receive feedback. Your participation in regular performance reviews, to include both your individual performance and the collective performance of the Board, will ensure continuous improvement.

Can I apply if I have a potential conflict of interest?

Yes. You will be given the opportunity to declare it under the provisions of Schedule 1 of the Housing Act 1996 if you are shortlisted.

Can I apply to become a Committee member if I am connected to another housing organisation?

Yes. If you are successful in your application, you will be appointed to the committee with the same terms as any other member. Some of our Board and committee members have connections with organisations within the Housing sector but we remain equally open to applicants with experience within the sector or gained elsewhere.

Do I have to have a local connection to Monmouthshire to apply?

No. We want to have the best team of Board and committee members but a knowledge of the local area would be advantageous

If I am successfully recruited, would any benefits or pension that am I am in receipt of be affected by a salary?

As everyone's circumstances are different, we cannot answer this question. However, we can arrange for an expert to get in touch with you to discuss the implications of accepting a paid position on one of our committees.

Key dates and selection process

- Closing date for applications - **12 noon on 11th November 2020**
- Interview - **25th - 27th November 2020**





Monmouthshire Housing Association

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