



# Board Member Recruitment Pack

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Dear Applicant,

Thank you for your expressed interest in joining Nehemiah Housing Association's Non-Executive Team.

As part of the Nehemiah's succession planning, we are currently seeking several Non-Executive Directors and Committee members who will be part of our process of change and provision of good governance at Nehemiah. As a Board or Committee member you will be expected to allocate sufficient time to meet the expectations required of this role and attendance at the various Board and delegated Committee meetings.

Nehemiah's governance structure is supported by three separate committees in which applicants may be required to serve on one, or more, depending on their individual skills set or Board requirement. The committees are:

- **Audit and Risk** (Chair of Committee – Professor Martin Levermore, see Board Member biography for more information)
- **Remunerations & Nominations** (Chair of Committee – Professor Martin Levermore see Board Member biography for more information)
- **Operations** (Chair of Committee – Amarjit (Ammo) Singh, see Board Member biography for more information)

All Board and Committee roles are remunerated roles, and the current rates are:

- Board/Committee Member     £2,728 per annum (pending review)

We recognise that these are senior and prestigious appointments demanding not only a high level of commitment, but the expectation that members will contribute to developing and maintaining an effective Board and/or membership on Committees. Nehemiah will provide the necessary support, training and development where required.

All our appointments are expected to assist in; setting strategy, policy, and objectives; making decisions; implementing and communicating decisions; overseeing the financial controls and risk management of Nehemiah. We are keen to attract individuals with strategic housing management, asset management, legal, information & digital technologies include cyber security and risk management skills and experience.

We are also keen to hear from individuals who may wish to serve on our one or more of our committees.

This pack contains all the information you will need to know about the organisation and the board recruitment process including details about our existing Board members and what will be expected of you on joining the organisation.

The table below details the forms enclosed in the appendices:

	Form	Instructions
1.	Board Member Role Profile	For your information and record only
2.	* Committee Member Role Profile	For your information and record only
3.	Application Form – Board/Committee member	Please complete and return by the deadline date
4.	References & Skills Audit Form	Please complete and return by the deadline date as part of your application

*\* Please note that Committee member role profile is generic as members can sit on one or more of four committees depending on skills or Board requirement.*

Please complete and return the required documents for consideration by **5pm, Friday 15<sup>th</sup> March 2024**

Our recruitment is an ongoing process, and we recognise that we may not fill all gaps in one attempt especially where new skills gaps emerge from continued membership and future changes in the strategic direction of Nehemiah.

If you require any further information or have any queries with respect the information in this pack or the recruitment process, please contact us via the details provided below:

[recruitment@nehemiah.co.uk](mailto:recruitment@nehemiah.co.uk) or contact Janet Dubidat - Head of Governance & Company Secretary on 0121 358 8024.

We trust you will find this pack useful, and we look forward to receiving your duly completed application.

Yours faithfully,

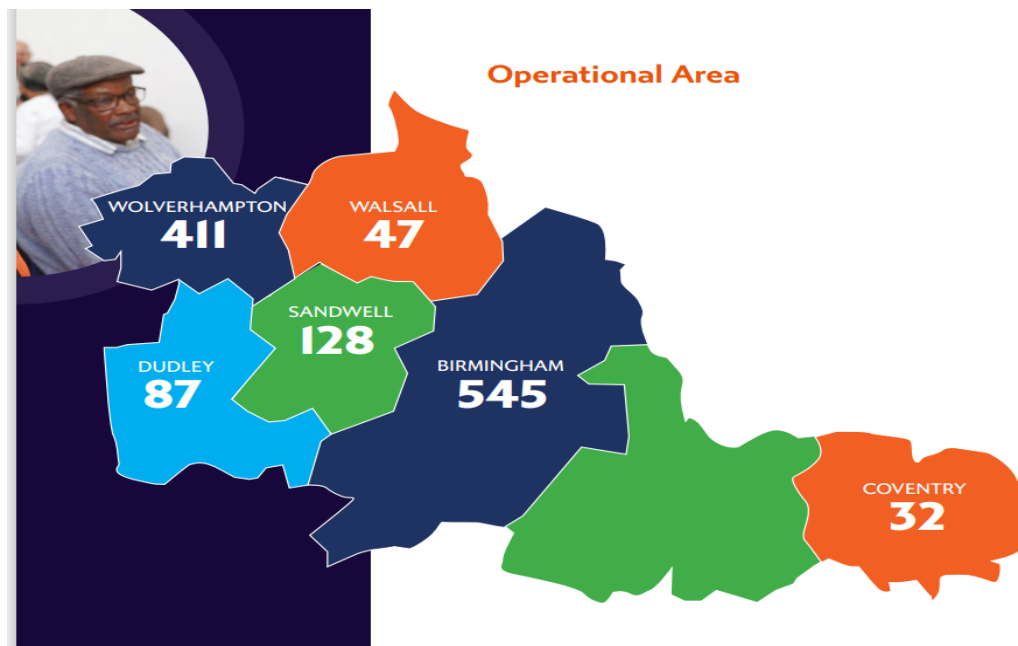
*W Powell*

**Wilton Powell**  
**Chair of Nehemiah Housing**

## About Nehemiah Housing

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Nehemiah Housing is a progressive housing association with compliance G1/V2 rating, formed by the merger of Nehemiah Housing Association and United Churches Housing Association. The new organisation has a portfolio of nearly 1250 properties serving the multicultural African Caribbean, Asian and European communities within the West Midlands. The Association's current housing stock is spread geographically across the region in Birmingham, Coventry, Dudley, Sandwell, Walsall, and Wolverhampton.



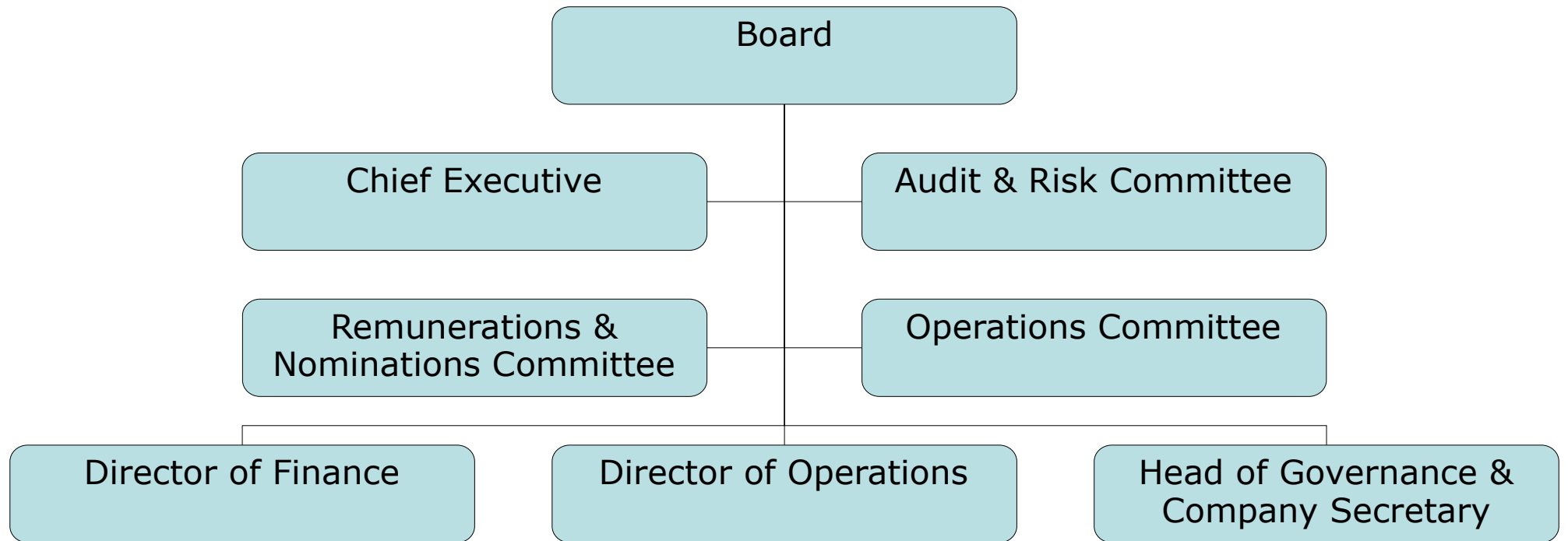
Nehemiah Housing is committed to serving the community and aims to build it into a thriving social unit in which people of all ethnic backgrounds feel at home and valued. The provision of good, affordable housing is the platform from which the Association has committed itself to the community at large, conveying the idea of value and a sense of caring.

The Association is governed by a Board who delegate responsibility for day-to-day work to be undertaken by Executive Team and Operational staff.

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## Organisation Structure

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**Board Recruitment Pack February 2024**

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## *Mission, Vision and Values*

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### **Mission Statement**

Our mission is to build successful, sustainable, and diverse communities by providing housing and well-being services in a culturally sensitive way to our current and our future customers



### **Vision Statement**

Our vision is to be the leading independent BAME housing provider in the UK delivering a range of services which are unsurpassed in the community



### **Our Values**

Nehemiah's values are:

- **PASSIONATE** - we are **passionate** about empowering people to build communities alongside homes
- **DIVERSITY** - we believe **diversity** is a strength in every aspect of our work and the communities around us
- **INTEGRITY** - we act with **integrity** in all that we do even when that is not the easy option
- **SUSTAINABLE** - we believe our actions and their impact must always be **sustainable**



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## ***Governance and The Role of the Board***

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The Board of Nehemiah Housing Association currently consists of 10 members including the Chief Executive.

Nehemiah has adopted the NHF Code of Governance 2020 and complies with the Regulator of Social Housing Regulatory Standards. Nehemiah is a G1/V2 rated organisations by the Regulator of Social Housing.

The Board is Nehemiah's strategic decision-making body. In addition to this, the board provides leadership, taking account of stakeholder interests, being accountable and set high standards at all times. Generally, the board, collectively and individually, will endeavour to perform the following:

- Set and maintain vision, mission and values
- Develop strategy
- Establish and monitor policies
- Ensure compliance with the governing document
- Ensure accountability
- Ensure compliance with the law
- Develop the board and maintain effective board performance Promote the organisation
- Maintain proper fiscal oversight
- Respect the role of staff/volunteers
- Set up employment procedures
- Select and support the Chief Executive

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## ***Current Board Members***

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### **Bishop Wilton Powell OBE – Chair**

Bishop Wilton Powell, OBE is a leading advocate for international development in a theological context across denominations for the relief of poverty and quality of humanity. As Chair and founder member of RAFFA International Development Agency Charity, set up to assist and facilitate International denominational linkages between the Church of God of Prophecy and churches in developing nations.

Bishop Powell is a founding member and currently serves as Chair of Nehemiah. He was also instrumental in the merger of Keynote and Prime Focus Housing Associations to form Midland Heart.

His OBE was awarded to reflect his services to housing. He is a Trustee for Christian Aid International Development, Evangelical Alliance, One People Commission and Queens Theological Foundation for Education.

Bishop Powell is a qualified Mechanical Engineer and Industrial Administrator with a Degree in Engineering, Master of Business Administration and a Masters in Theology.

Bishop Powell is a well read, well- travelled individual with a passion for ensuring that individuals achieve their full potential.

### **Prof. Martin Levermore, MBE DL - Vice Chair**

Prof Martin Levermore MBE DL, Vice Chair and Chair of the Remuneration and Nominations and Audit and Risk Committee for Nehemiah United Churches Housing Association (UCHA) and CEO of Medical Devices Technology International Ltd (MDTi). Martin is a Senior Associate of Royal Society of Medicine, a Chartered Member of the Chartered Institute of Securities and Investment and a Fellow of the Royal Society of Arts.

Prof Levermore has been published widely in several academic journals and hold an appointment with Birmingham City University (BCU) as Visiting Professor for Health, Education and Life Science and is also an Honorary Consultant for Health Innovations with the Royal Wolverhampton NHS Trust.

Martin also Chairs the Birmingham Commonwealth Association Trade and Business group, Medilink West Midlands the regions' largest industry body for MedTECh, is an Executive Committee Member of Greater Birmingham Commonwealth Chamber of Commerce.

He is a Member of the British Empire (MBE) for Services to West Midlands' Businesses and Deputy Lieutenant (DL) of the West Midlands. He is also an Independent Member to the Windrush Compensation Scheme.

### **Amarjit Singh BSc, MCIOB**

Ammo has worked in building and construction for 40 years, focusing on social housing for the past 35 years. This has given him extensive experience at senior level of development and asset management especially in relation to major works and property maintenance including procurement. He is well practiced in large-scale financial expenditure and contract management. He remains passionate about delivering quality products to the end users by cultivating and communicating a clear vision and values to colleagues, partners, and stakeholders. With strong strategic, business, financial and risk management skills he has excellent experience of governance in the housing sector and completed the effective board member programme with the Governance Forum. Ammo's qualifications include MCIOB (Chartered Institute of Building) and BSc Civil Engineering. He is a Member of the Board at Nehemiah Housing and Chairman of the Operations Committee.

### **Llewellyn Graham BA (Hons), MBA, MAATS**

Llewellyn Graham is an experienced Chief Executive Officer, who has a proven track record of success in leadership at the highest level within the voluntary, social housing and not-for-profit sector. He is a visionary leader and social entrepreneur who can analyse and solve complex organisational problems and implement change successfully. Llewellyn was instrumental in

providing leadership and strategic direction in developing Nehemiah from its embryonic stage to being a successful multi-million-pound social business.

He has and continues to hold several board appointments as a non-executive director including non-executive director of a large Midland Housing Association. Llewellyn also serves on Nehemiah's board as an executive member.

### **Juliana Crowe BA Hons, MBA**

Juliana comes with an extensive background in the social housing sector. She is currently employed as Housing and Communities Director at Rooftop Housing group (a social landlord based around the midlands). Juliana's experience has given her exposure and responsibilities in delivery of frontline services, housing management, asset management, strategy and policy development and support in several RoSH in Depth Assessment inspections.

She has also served in a non-executive capacity in several not-for-profit organisations (Raglan, Stonewater, Housing Associations Charitable Trust).

Juliana has a degree in social science and administration, fellow of the Chartered Institute of Housing and an MBA.

Juliana serves on the Audit and Risk Committee and the main board.

### **Tina Mustafa BA (HONS)**

Tina has over 30 years' experience in senior leadership roles. Covering a range of roles and organisations including Walsall MBC, Wolverhampton City Council, Wolverhampton Homes and is currently Assistant Director Neighbourhoods for Tamworth Borough Council. Tina has substantial transformational and development skills achieved through achieving MA (Leadership and Change) and is also a Fellow of Chartered Institute of Housing and Fellow of the Institute Leadership and management.

She is a member of HQN; House-mark; National Housing Federation and ARCH. She is a member of the Board and sits on the Operations Committee.

### **Martyn Hencher CPFA**

Martyn is a CIPFA qualified finance director with ten years post qualification experience in the housing association sector.

He has worked as a Head of Finance at Rooftop Housing Group (6500 homes) and is now Finance Director at the Pioneer Group (2500 homes), two housing associations in the Midlands.

In these roles he has led on Treasury management (with loan portfolio up to £300 million), internal and external audit, risk and assurance, ICT, business planning and supported an organisation through a Regulator of Social Housing (RoSH) In Depth Assessment inspection process.

Martyn serves on the Audit and Risk Committee and the main board.

## **Jana Zacheva LLB**

Jana is a qualified solicitor, with more than 15 years' experience of providing specialist legal and governance advice to various commercial companies and not-for-profit organisations across the country. She brings extensive legal, governance and strategic commercial knowledge and experience to the Board of Nehemiah Housing Association.

In her career, Jana has led several functions, including governance, legal, data protection, and policy for one of the largest Social Housing and Care providers in the West Midlands. She also worked in the governance and commercial team of a highly recognised specialised law firm in Birmingham.

Jana founded the consultancy company Governance and Legal Ltd in 2020, which delivers practical and effective governance, compliance, and legal advice to not for profit organisations mainly in social housing, care, and charity sectors. Jana is also a trustee on the Board of Birmingham and Solihull Women's Aid. She continues to be a registered solicitor with eh Law Society in England and Wales and a member of the Association of Corporate Governance Practitioners.

She serves on the Board as well as the Remuneration and Nominations Committee.

## **Norman King BSc**

Norman King has almost 30 years of experience in the Education sector, specialising in Information Systems, and brings this specialist knowledge to his role as a Board and Audit and Risk Committee Member. He has worked as Head of Computing at a high-performing grammar school in Birmingham since 2013 and has successfully developed educational partnerships with several technology giants including Microsoft, Cisco Systems and Oracle.

Norman previously worked as a consultant Lecturer at Birmingham City University (BCU) for 14 years, combining his lecturing responsibilities with the delivery of a variety of business-led innovation projects, advising businesses on how to improve their ICT capabilities and solve specific, strategic innovation challenges.

In addition to his full-time employment, Norman volunteers as Diversity and Inclusion Officer on the British Computer Society's Information Technology Leadership Forum (ITLF), representing views from leaders within and beyond the IT industry to other audiences.

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## *The Role of the Executive Team*

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**Role:** The Executive Team assists in discharging the functions delegated to the Chief Executive and in running the business of Nehemiah Housing Association.

**Purpose:** To ensure the development of the Nehemiah Housing and its subsidiaries in line with the corporate strategy.

**Responsibilities:**

- The establishment and maintenance of an organisation capable of implementing the policies and pursuing the objects of the housing association.
- To assist the Board to determine the association's strategy and ensure effective consultation and communication with the committees on all relevant matters.
- To advise and assist in the formulation of policy.
- To advise on matters pertaining to Standing Orders, Financial Regulations, and other rules of the Group.
- The preparation of plans, financial budgets, accounts, and regular reports, in an agreed format, for consideration by the Board.
- The establishment and maintenance of accounting and information systems requisite to the day-to-day management and control of the business of the association and compliance with statutory and legislative requirements.
- To exercise financial control over the business of the association in adherence to approved Financial Regulations, the requirements and directions of the Regulator of Social Housing and company law. ■ To manage the affairs of the association in accordance with the general policies and specific decisions of the Board.
- To ensure that the association complies with the law and the Regulator of Social Housing Regulatory Framework and remains viable.
- To ensure that the relevant Board's attention is drawn to matters that it should consider and decide.
- To ensure that the Board is given the information necessary to perform its duties. ■ To ensure that proper systems of monitoring and control are established and maintained and have direct responsibility for the internal audit function of the association.
- To ensure that all proposals including those for new business, are undertaken with due consideration for appropriate risk assessment and due diligence.
- To ensure that the Chair receives appropriate support to enable the business of the Board to be properly conducted.
- To provide leadership and management to the employees of the association. ■ To pursue, within agreed plans and budgets, the recruitment, training, motivation and

direction of employees and their activities requisite to the promotion of the policies and objects of the association.

- To ensure, as appropriate, that the Executives keep themselves, and the employees under their direction, informed and up-to-date on matters such as housing need in the association's areas of operation, housing legislation, the Regulator of Social Housing requirements and any regulation, statute or rule likely to impact upon the work of their section in particular or the association in general, and that they will be able to offer professional advice on policy and procedures to the Board.
- To promote and represent the interests of the association in its relationship with the Regulator of Social Housing, Local Authorities, Government Departments, Professional Bodies and Organisations, the National Housing Federation (NHF), and such other organisations with which the Nehemiah may establish links.
- To exercise appropriate day-to-day control and direction over all the business of the association and those in its employ.
- To perform such other tasks and duties that may from time-to-time be required by the Board.

**Boundaries:** Sole focus to be on the development of the association within the context of the corporate strategy.

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### ***The Executive Team Members***

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The Executive Team comprises consists of the Chief Executive and Executive Directors:

- **Llewellyn Graham** –Chief Executive
- **Patrick Bryan** – Finance Director
- **Kevin Fearon** – Operations Director
- **Janet Dubidat** – Head of Governance & Company Secretary

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## **Recruitment Process**

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### **Application**

Candidates are required to complete an application form including the skills audit form and submit it to the organisation along with any supporting documentation required. As part of the process, successful candidates will be given the opportunity to observe a board meeting. This will also present an opportunity for the board to meet the prospective candidate.

### **Short Listing and Interview**

All applications will be shortlisted against the criteria for selection. Once shortlisted each applicant will be invited to a formal interview by the Chair, which will include the Vice-Chair, selected members of the board and the Chief Executive.

### **Acceptance**

The successful candidate will be notified by letter of his/ her acceptance to the board and will be invited to an induction session.

### **References**

Where an offer has been made to join the organisation two references will be sought to support individual application.

### **Induction**

Each new board/committee member must complete a comprehensive induction programme. This may be conducted by the chair or a designated member of the board or and including members of the Executive Team.

A separate programme exists for the induction of New Chairperson.

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## ***Role Description: Board Member***

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**Position:** Board Member

**Responsible for:** Ensuring the management control, accountability, and good conduct of the association.

**Specific duties:**

- 1 To collectively set the vision, mission, and values of the organisation.
- 2 To ensure that there is an established framework for approving and reviewing policies for the Association, covering all legal, Regulatory, and good practice requirements.
- 3 To set the annual and longer-term objectives for the Association and to determine its values and philosophy.
- 4 To enable the achievement of those objectives through appropriate delegated authorities, operational procedures, and the employment of staff with appropriate skills.
- 5 To measure and review the performance of the Association against its strategic plan, budgets, and value for money metrics.
- 6 To collectively oversee the risk management and assurance framework for Nehemiah in safeguarding the assets of the business, as well as ensuring that there are appropriate levels of internal controls and systems for the business to successfully achieve its objectives.
- 7 To review the activities of the Association from time to time and decide on changes if appropriate or advisable in the interest of the Association.
- 8 To exercise sound financial management and maintain financial viability whilst meeting the Association's objectives.
- 9 To avoid financial risk and protect the public funds invested in the Association.
- 10 To ensure that the interest and needs of the Association's tenants are considered in all matters.



- 11 To ensure that the Association's properties are developed to a high standard and are kept in good repair.
- 12 To be a good employer.
- 13 To promote the accountability of the Association through openness and contact with communities, representative bodies, and strategic authorities.
- 14 To attend regularly and contribute to Board meetings and to regularly review the performance of the Board to ensure, as a group, it has the capacity and commitment to understand and control the Association.
- 15 To ensure that committee meetings are suitably documented, held at reasonable intervals and are effective.
- 16 From time to time to attend functions and other meetings in the interests of the Association.
- 17 To attend appropriate training events.

## ***Board of Management: Terms of Reference***

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### **Role & Purpose**

#### **Role & Purpose**

The primary role of the Board of Nehemiah United Churches Housing Association is to set the strategic direction of Nehemiah, to ensure compliance with its mission, vision, values, and objectives, and to ensure its long-term success. The Board also has responsibility for the overall control of the organisation and the conduct of its business to ensure that it is:

- Financially viable,
- Well governed; and
- Properly managed.

In addition, the Board's role is to carry out certain functions as set out in the Organisation's rules and to delegate any of its powers under written terms of reference to its committees and/or officers where necessary.

The purpose of the Board is to lead the Organisation within a framework of sound governance, continuous improvement, and prudent control, which enables risks to be properly assessed and managed. The Board also has responsibility for the oversight of equality and performance.

### **1. Composition & Quorum**

1.1 The Board shall comprise of at least 5 and no more than 12 non-executives.

1.2 Three (3) Board Members or half of the Board (whichever is lower) shall form the quorum. Any urgent matters requiring a decision between Board meetings – or when quorum is not present – shall be dealt with under the Chair's Action policy.

1.3 Nehemiah applies the fixed term of office in line with the NHF Excellence in Governance. Board/Committee members will serve a term of at least three years for a maximum of 2 terms. If the Association requires member's terms to be extended over and above this period then this should be reviewed on an annual basis" (D12).

Re-appointment will be subject to an annual performance review and re-election. A member who has left the Board after serving the maximum tenure must not be reappointed for at least one full term of office. The membership of the Board will be reviewed annually.

1.4 One third of the Board will retire and shall be eligible for re-election at every Annual General Meeting (AGM). Members to retire will be those who have been the longest in office since last standing for election. Where more than one Board member was appointed on the same day, those to retire shall be chosen by lot.

1.5 Where the number of retiring board members together with members nominated for election to the Board does not exceed the number of vacancies to be filled, the Chair shall declare those nominated to be elected. There shall otherwise be a ballot held as directed by the Chair.

1.6 Any vacancy arising from retirement or removal may be filled by a

decision of the Board. Any Board member appointed in this way shall retire at the next AGM.

- 1.7 The Board shall appoint the Chair, who will be a non-executive director.

## 2. Meetings

2.1 The Board shall meet at least 5 times per year including the AGM and typically for up to two hours, but this may be extended as the Board Agenda dictates.

2.2 A calendar of meetings for the financial year will be produced in advance of the year end of the preceding financial year. Meetings will be convened by giving seven days' notice in writing to all members, which will be accompanied by agenda and papers/reports. Any apologies should be notified to Corporate Services in advance.

2.3 The Company Secretary will summon all Board meetings and appoint a member of the Corporate Services team to take the minutes on their behalf.

2.4 The Board may invite other persons to attend meetings as observers or to speak on specific subjects.

2.5 Any Board member may request a special leave of absence not exceeding four meetings of the board & appointed committee in any one year. All such request must be made to the Chairman of the Board for consideration in the context of providing consistent governance to the organisation, which shall be discussed by the Board.

2.6 The chairing and conduct of meetings will be carried out as outlined in the organisation's Standing Orders.

## 3. Responsibilities

A) In line with the provisions of the NHF Code of Governance 2020, the Board is responsible for:

1. Setting and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success.
2. Ensuring compliance with the Economic and Consumer Regulatory Standards as set out by the Regulator of Social Housing (RSH).
3. Notifying the RSH where there is or likely to be an issue with Compliance with Regulatory Standards in a timely manner as well as notification where other issue arises warranting that the RSH is to be informed.
4. Setting a positive culture, with strong customer focus.
5. Ensuring that the organisation operates effectively, efficiently, and economically through regular reviews of self-performance of board, committees, subsidiaries, executive functions, promoting a culture of continuous learning and development.
6. Providing oversight, direction and constructive challenge to the organisation's chief executive and executives.
7. The appointment and, if necessary, the dismissal of the Chief Executive.
8. Satisfying itself as to the integrity of financial information, approving each year's budget, business plan and annual accounts prior to publication.
9. Establishing, overseeing, and reviewing a framework of delegation and systems of internal control.
10. Establishing and overseeing a risk management and assurance framework and approve the risk appetite of the business to ensure the protection of social housing

assets, safeguarding of the assets and reputation of the organisation and wider social housing sector.

11. Approve the organisations Asset Management Strategy based on recommendation from the Operations Committee.

B) The Board is also responsible for:

1. Monitoring potential risks relating to the wider Equalities agenda.
2. Ensuring good equality and diversity practices are embedded in the policies, procedures, and operation of the Organisation.
3. Reviewing the Assets and Liabilities Register annually.

C) More specifically, the responsibilities of the Board include the following:

### **General**

- 3.1 Consider any constitutional matters and keep under review the Organisation's standing orders.
- 3.2 Set the tone and influence the culture of risk management within the Organisation, including the level of acceptable risk (risk appetite). Satisfy itself that the risks are being managed, with the appropriate controls in place and working effectively, and that it monitors the management of significant risks.
- 3.3 To approve loan financing.
- 3.4 Oversee any major claims by or against the Organisation.
- 3.5 Establish the strategy and objectives of the Organisation and plans to achieve business objectives.
- 3.6 Monitor the Organisation's performance in relation to its strategies, plans, budgets, controls, and decisions and also in the light of customer feedback and compare its performance to that of comparable organisations set key objectives, accompanied by strategies and priorities that will enable those to be met, including ensuring that necessary financial and human resources are in place.
- 3.7 Establish and monitor a mechanism for communicating and receiving feedback from the Organisation's stakeholders and shareholders.
- 3.8 Establish a strong working relationship between the Board, the Chief Executive, and other senior staff and to deal with any disciplinary matters relating to the Chief Executive and senior staff.
- 3.9 Appoint (and if necessary, dismiss) the Chief Executive following agreed procedures, and approve his or her salary, benefits and terms of employment.
- 3.10 Satisfy itself that the Organisation's affairs are conducted lawfully and in accordance with generally accepted standards of performance, probity, good practice, and regulatory requirements, as well as being within the rules of the Organisation.
- 3.11 Review management's self-assessment of the extent to which the Organisation complies with: the requirements of the NHF Code of Governance and the requirements of the RSH Regulatory standards and state the level of compliance and any areas of non-compliance in its annual review and accounts, and

- 3.12 Establish and adhere to a Code of Conduct and expected behaviours for the Board, Committee and Staff.
- 3.13 That it receives and monitors the register of seals, receives the Chairs report from respective committee meetings, (Minutes presented for information); register of benefits and annual returns made by the Association.
- 3.14 To approve and review Board remuneration and expenses.
- 3.15 To approve the resolutions to be put to shareholders at the AGM.
- 3.16 Approve annual rents, service, and support charge increases.
- 3.17 Ensure the Board and its committees have the capacity, commitment, and experience to provide effective governance of the Organisation.
- 3.18 Promote and seek to achieve high standards of corporate governance and compliance.
- 3.19 To establish and oversee a framework of internal control and effective delegation.
- 3.20 Review and approve treasury and financial management matters e.g. cash-flow forecasts, development programmes, value for money strategy, Treasury strategy etc.

### ***Budgeting and Business Planning***

- 3.21 Review annually the business (corporate) plan and long-term financial Plan and associated stress testing and scrutinise financial implications.
- 3.22 Consider and approve the annual budget (together with amendments required during the year).

### ***Treasury***

- 3.24 Review cash flow forecasts, development programme and likely cash requirements.
- 3.25 Receive and approve new proposals for new loans/funding.
- 3.26 Review and approve the annual treasury strategy.
- 3.27 Review quarterly treasury monitoring reports and an annual treasury outturn report.
- 3.28 Review and approve interest rate hedging transactions within agreed parameters.
- 3.29 Review report of covenant compliance on a quarterly basis.

### ***Financial Management/IT Strategy***

- 3.30 Review quarterly management accounts setting out the financial performance.
- 3.31 Review and approve all financial regulations, procedures, and controls necessary for the effective operation of the Organisation.

- 3.32 Consider and implement changes to policies to reflect changes in statute, regulation and accounting standards.
- 3.33 Review and approve the value for money strategy and consider all value for money reports.
- 3.34 Receive and review the annual statistical data return for submission to the Regulator of Social Housing (RSH).
- 3.35 Annually consider the overall IT strategy.
- 3.36 Receive and review reports on key developments, including recommendation reports from the Operations Committee on any re-designation or disposals of schemes or individual properties.
- 3.37 Review the Assets and Liabilities Register at least once a year.

#### **4. Boundaries**

The following matters are specifically reserved for Board's decision and cannot be delegated to executive staff or committees:

- 4.1 Expansion of the Organisation's operations into new activities or geographical areas.
- 4.2 Any decision to cease a material part of the Organisation's operations.
- 4.3 Changes to corporate structure including setting up of subsidiaries.
- 4.4 Changes to structure, size and composition of board.
- 4.5 Approval of committee membership as recommended by nominations, including chairs, and committees' terms of reference.
- 4.6 Appointment or removal of any Board member and executive officer of the Board including the Company Secretary.
- 4.7 Appointments to and removal from the boards of subsidiaries or other organisations following recommendations from the nominations committee.
- 4.8 Appointment of officers to service the Board: Chair, Vice-Chair, Company Secretary, Treasurer, whose term of office will be reviewed biennially by the Board.
- 4.9 Approval and monitoring of major capital programmes.
- 4.10 Ensuring adequate succession planning for Board and senior management appointments; also ensuring that there is an appropriate training and development plan in place for the board.
- 4.11 Approval of key policies, include Code of Conduct and expected behaviour.
- 4.12 Any conflict of interest arising for individual Board members.
- 4.13 The setting of the Nehemiah annual budget.
- 4.14 The approval of Nehemiah's Corporate Strategy and associated delivery plans.

- 4.15 Changes to the risk management framework and setting Nehemiah's risk appetite.
- 4.16 Changes to the schedule of matters reserved for Board decisions.
- 4.17 The Chair of the Board/Company Secretary to monitor attendance of Board members and write to any members who have missed 3 consecutive meetings. A final decision regarding membership is to be referred to the Board.

#### **Terms of Reference Review**

These Terms of Reference will be reviewed at least annually by the Board.

- **Induction training**

This induction training will take place a scheduled times over a 2-month period.

- **Four Board meetings annually**

Members are asked to be punctual and make every effort to attend board meetings on time. Board members should not be absent for any more than two consecutive meetings.

- **Other Meetings**

Sub-group meetings, board away times. Partnership events and other meetings or work on behalf of the organisation subject to availability

#### **Board Development**

This organisation is committed to developing and maintaining an effective board. From time to time the organisation will conduct structured training sessions and away days for the board.

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## Board Application Form

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Thank you for expressing an interest in working with our organisation as a Board member. Please complete the application and submit to us by the required deadline. Please attach additional sheets of paper to complete your answers if necessary.

Application Form No. (For Office Use Only):	
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### Board Application Form – Part One

Thank you for expressing an interest in working with our organisation as a Board member. Please complete the application and submit to us by the required deadline. Please attach additional sheets of paper to complete your answers if necessary.

<b>Title:</b>	<input type="checkbox"/> Mr. Dr	<input type="checkbox"/> Mrs. <input type="checkbox"/> Other	<input type="checkbox"/> Miss	<input type="checkbox"/> Ms.	<input type="checkbox"/>
<b>Name:</b>					
<b>Address:</b>					
<b>Daytime No.</b>			<b>Mobile:</b>		
<b>Email Address:</b>					

<b>Date of Birth:</b>	
<b>Gender:</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Trans
<b>Ethnic Origin:</b>	
<b>Religion:</b>	
<b>Sexual Orientation:</b>	



<b>Nationality:</b>	
<b>Marital Status:</b>	

**1. Please give detail of experience and/employment relevant to this role. Please list the most recent first (please also attach your CV)**

**2. What types of skills and experiences do you feel that you would bring to the organisation?**

**3. Why are you interested in serving on the Board of Directors?**

**4. Please list any committees or boards on which you have served or are serving in the community or any other voluntary commitments. Please indicate your position and describe what duties or responsibilities are / were involved.**

<b>5. Please list your current involvement with the organisation (if any)</b>

6. How many hours per month, on average, can you commit to the activities of this Board? (Please tick one):

- 0-5 hours   
  6-10 hours   
  11-15 hours   
  15-20 hours   
  More than 20 hours

**Declarations**

Have you ever:	Yes	No
Been found guilty of (or having pleaded guilty to) any criminal offences;		
Charged with a criminal offence which is yet to come to trial;		
Entered an Individual Voluntary Arrangement or similar composition with creditors.		
Failed to satisfy a judgement debt; Been the subject of an adverse finding by a professional body or regulator.		
Had a disqualification order made, or having given a disqualification; undertaking, under the Company Directors Disqualification Act 1986, or similar overseas.		
Entered bankruptcy or being a discharged bankrupt.		
If any of the above statements apply to you, or you think that there are similar matters which you should declare, please attach details with your application:		

## References

### REFERENCES

**Note:** Please give details of two people who can provide references. Your referees must have worked with you personally over the last 3 years. The referees will be approached **only** if the post is offered to you.

	First Referee	Second Referee
Name:		
Address:		
Tel No:		
Email:		
Occupation:		
Relationship to you:		

## Data Protection Act 2018

If you apply for a Board or Committee post with Nehemiah Housing Association, we will record and use the information which you provide for the purpose of dealing with your application and the information will not be kept any longer than is necessary for that purpose. Personal data provided in Part One of the form will be recorded and used for the purpose of monitoring Nehemiah’s Equal Opportunities Policy and for statistical purposes. By applying, you are consenting to the recording and use of the information that you supply.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### Corporate Services Use Only

- Applicant has had a personal meeting with either chief executive, board chair, or Executive. Date \_\_\_\_\_
- Applicant interviewed. Date \_\_\_\_\_
- Applicant attended a board meeting. Date \_\_\_\_\_
- Action taken by the Board \_\_\_\_\_



**Board Member Skills Audit Form**

**Board Member Skills Audit Form: Part Two**

The following are areas considered necessary for the role of Board member. Please indicate which category accurately describes your skill level.

Where you have indicated that your knowledge is High/Very High please provide a note of evidence to support your skills level.

**Scale**

**Very High** – Professional qualification or 5 years or more proven practical & working experience

**High** – Professional qualification or 3 to 5 years or more proven practical & working experience

**Medium** – good working knowledge/ 1-2 years proven experience

**Low** – Basic understanding

**None** – No understanding

<b>Name:</b>	
<b>Date:</b>	

***Please tick ✓ in the relevant box***

**Housing or estate management**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Construction industry including related professional services & property development**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Social Landlord Activities**

Very high	High	Medium	Low	None

<b>H/VH Score: Support Evidence</b>				

**Resident issues**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Health & Social Care**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Medium Sized Business/Co-Owner (> £1million)**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Banking & Treasury Management**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Health & Safety Legislation with respect to the work environment**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Knowledge of community relations and local neighbourhood regeneration**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Financial Management and Accountancy/ Taxation**

<b>Very high</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>None</b>
<b>H/VH Score: Support Evidence</b>				

**Equal Opportunities and Diversity**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Legal – E.g. Company Law,**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Conflict Resolution**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Business Development**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Human Resources, Training and Development**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Media, Public Relations and Marketing**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Information Technology**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Strategic & Business Planning**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Cyber Security/Risks**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Working With Local Authorities and Other Strategic Partners**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Relevant Regulatory Requirement, Government Agenda and Policies**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Risk Management**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Managing Organisations**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

**Governance of an Organisation**

Very high	High	Medium	Low	None
<b>H/VH Score: Support Evidence</b>				

How long have you been a serving member of this board? Years \_\_\_\_\_ Months \_\_\_\_\_

Which of the following skill areas do you feel you may require training in?

Governance  Finance  Legal (Business)  Employment law

Do you have any additional skills that you feel would benefit the board?

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Do you currently sit on any other boards?

Yes

No

If yes, which Board/s do you sit on?

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Have you previously sat on any other boards?

Yes

No

If yes, please give details and dates

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### Diversity Monitoring

For our board diversity monitoring, please complete the following:

Gender: Male  Female  Trans

Age: 18 -25  26 -40  41 - 64  65+

<b>Disability:</b>
Disability is defined as “any physical or mental impairment, which has a substantial and long-term adverse effect on a person’s ability to carry out normal day to day activities”.
Do you consider that you have a disability? <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Please note:</b> A disability does <b>not</b> preclude full consideration, applications from individuals with disabilities are welcomed.



**Please describe any reasonable adjustments that you feel is needed to the recruitment process and applying for the post that would assist you:**

**Please describe any reasonable adjustments that you feel will be necessary to assist you in performing the role:**

Please indicate which category best describes your ethnicity:

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Asian or Asian British – Indian      | <input type="checkbox"/> Black or Black British – African  | <input type="checkbox"/> Mixed – White and Asian |
| <input type="checkbox"/> Asian or Asian British – Pakistani   | <input type="checkbox"/> Black or Black British – Other    | <input type="checkbox"/> Mixed – Other           |
| <input type="checkbox"/> Asian or Asian British – Bangladeshi | <input type="checkbox"/> Chinese                           | <input type="checkbox"/> White – British         |
| <input type="checkbox"/> Asian or Asian British – Other       | <input type="checkbox"/> Mixed – White and Black Caribbean | <input type="checkbox"/> White – Irish           |
| <input type="checkbox"/> Black or Black British – Caribbean   | <input type="checkbox"/> Mixed – White and Black African   | <input type="checkbox"/> White – Other           |
|   |  | <input type="checkbox"/> Other (please specify)  |

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### **Contact Details**



#### **Registered Office Address:**

**Nehemiah Housing Association  
1-3 Beacon Court,  
Birmingham Road, Great Barr  
Birmingham B43 6NN**

**Telephone: 0121 358 8024**

**Email: [recruitment@nehemiah.co.uk](mailto:recruitment@nehemiah.co.uk)  
[www.nehemiah.co.uk](http://www.nehemiah.co.uk)**