



## **Camden Living Housing Association (CLHA)**

### **Role Profile – All Board Members (including the Chair)**

#### **Job Purpose**

The Board is collectively responsible for the overall governance and strategic direction of the organisation; developing and committing to its mission, vision and strategic objectives; and ensuring its continuing financial viability – all in accordance with the constitution, the law and regulatory requirements.

This role description is designed to guide Board Members in fulfilling their duties and responsibilities. The person specification sets out the specific skills that are required.

#### **Key Responsibilities**

The principal duties of all board members are set out below:

- To exercise independent judgment and to act only in the interests of the organisation as a whole and not on behalf of any individual or entity.
- To act in accordance with the law and the constitution and only exercise powers for the purpose for which they are conferred.
- To proactively foster equality, diversity and inclusion.
- To exercise reasonable care, skill and diligence.
- Where practicable, to avoid, and in any event robustly manage, a situation where there is or may be a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the organisation.
- To declare the nature and extent of any interest to the Board if in any way, directly or indirectly, interested in a proposed transaction or arrangement.
- To have regard to any relevant advice provided by executives and other advisers when reaching decisions.

#### **Strategic Leadership**

- To help develop, agree and share in the organisation's mission and vision.
- To uphold and demonstrate the organisation's values and the principles for which it stands.



- To participate in the development of strategies and policies and agree them.
- To focus on and provide constructive challenge to the development, setting and monitoring of objectives, performance targets and benchmarks across all aspects of the business.
- To contribute to the evaluation of opportunities, threats and risks across the external environment and strengths and weaknesses in the internal environment.
- To keep up to date with issues within the sectors that the business operates.

### **Governance**

- To uphold the values and objectives of the organisation as it fulfils its governance duties.
- To ensure compliance with statutory and regulatory requirements including, but not limited to, the requirements of the Governance, Economic and Consumer Standards under the Regulatory Framework.
- To ensure compliance with the adopted Code of Governance, Code of Conduct, Governance Agreement and any other organisational policies relating to Board Member activity.
- To contribute to and share responsibility for decisions of the Board.
- To attend induction, training and performance review sessions and other such sessions or events as are reasonably required.
- To attend all meetings of the Board.
- To be diligent and transparent in disclosing any outside interests.

### **Time Commitment**

To devote the required time to carry out the above key responsibilities anticipated to be one to two days a month for Board Members and three to four days per month for the Chair.



## **Person specification**

### **Core Behaviours**

- **Strategic Thinking:** Understanding of the organisation's business vision and strategy. Thinks strategically and adds value to decision-making processes and future planning.
- **Leadership:** An effective leader and people manager, able to contribute to a positive organisational culture.
- **Teamwork:** Ability to effectively work as part of a team to deliver strategic objectives.
- **Verbal Communication:** Pro-actively and meaningfully contributes to group discussions and is able to verbally present information confidently and effectively.
- **Evaluation and Analysis:** Ability to absorb and evaluate large amounts of complex written information, including financial data.
- **Political sensitivity:** Ability to put oneself in a politician's shoes and to distinguish the complexity of political interests relating to the housing sector and CLHA's local operating context.
- **Stakeholder Relationships:** Ability to work with a wide range of internal and external stakeholders, establishing strong and productive relationships and actively seeking opportunities for the organisation to deliver its objectives. Already has developed a good network within the housing sector.
- **Public Relations:** Ability to contribute to the organisation maintaining a favourable public image.
- **The Running of a Real Estate/Social Housing Company:** Understanding of the processes, strategies and risks involved in running real estate or social housing company. Uses this knowledge to input into strategic decision-making and provide scrutiny on information provided to the board.
- **Equality and Diversity:** Experience of leading and shaping a vision for diversity for colleagues, employees and customers.

### **Delivery Approach**

- **Social Housing Operations:** Direct experience of managing or governing social housing operations including property and tenancy management.



- Tenant and Residents' Needs and Concerns: Ability to put oneself in the shoes of the organisation's tenants, demonstrates an understanding of their primary needs and concerns relating to service delivery and housing management.
- Performance Management: Understanding of performance management controls and experience in target setting to deliver the corporate strategies. Ability to identify under-performing areas and provide a challenge to proposed improvement strategies. This will include service improvement along with the experience of using data analytics or customer segmentation to understand the organisation's customer. Ability to identify under-performing areas and provide challenge to proposed improvement strategies.
- Service Contract and Service Level Agreement Management: Especially relating to oversight of 3rd party housing and asset management services.
- Commercial Awareness / New Business: Understanding of how to build business opportunities and to manage trading relationships.
- London housing market: Understanding of the local housing market.
- Housing Development and Acquisitions: Understanding of the risks and activity for all stages of property development; from land acquisition to design, procurement and construction.
- Health and safety compliance: Understating of current H&S obligations in the housing sector and knowledge of how to create and implement a governance framework to provide assurance on health and safety matters.

## **Finance and Funding**

- Social Housing Business Planning: Ability to understand and evaluate budgets, business plans, stress testing and annual accounts in a social housing context, and be satisfied as to the integrity of the financial information therein.
- Treasury management: Ability to understand and evaluate treasury management reports and be satisfied as to the integrity of the financial information therein.
- Funding models: Ability to understand and evaluate a range of funding structures including both equity and debt.
- Strategic Risk management: Ensures that risks are identified and managed effectively and is able to effectively oversee risk management and risk appetite frameworks, assurance procedures and internal control frameworks.



## **Governance and Regulation**

- Governance: Understanding and demonstration of effective governance behaviour exemplifying traits such as, integrity, objectivity, honesty and accountability.
- Regulation via the Regulator for Social Housing (RSH): Understanding of the requirements of the current RSH regulatory environment and their effect on CLHA.



## **Independent Non-Executive Chair – Role Profile**

The chairperson of the CLHA Board (the Chair) has additional responsibilities over and above the obligations of an ordinary Board Member (as outlined above).

The Chairperson is responsible for ensuring that the Board conducts its business effectively by:

- Establishing a constructive working relationship with the shareholder representative (member).
- Agreeing the agenda for each meeting so that there is an appropriate balance between strategic, policy and performance matters.
- Chairing the meetings so that agenda items are dealt with effectively within the target duration of the meeting and that decisions are reached clearly.
- Ensuring that all Board Members are given the opportunity to express their views before any decision is reached.
- Checking and approving draft minutes.
- Ensuring that external professional advice is available when needed.
- Ensuring that the Board reviews its own performance at least annually and that action is taken to remedy any identified weaknesses.
- Representing the Company to external organisations.
- Ensuring that the training needs of all Board Members are addressed.
- Ensuring that the Board delegates sufficient authority to enable the organisation's business to be carried on effectively between meetings.
- Establishing a constructive working relationship with and providing supportive advice to the management team (or the Council under the Service Level Agreement).
- Ensuring that potential new Board or Committee members (when committees are established) are interviewed and properly briefed about their responsibilities.
- Ensuring that the Board Members are sufficiently experienced to fulfil the specific expectations of them as set out in the role description for Non-Executive Board Members.
- Ensuring that Board Members fulfil their role by ensuring compliance by the Company with the relevant regulatory standards set by the Regulator of Social Housing (or any successor)



## **Independent Non-Executive Chair – Person Specification**

### **Knowledge and Experience**

- Experience of chairing boards and/or committees and working effectively with a wide range of stakeholders, preferably in the Registered Provider sector
- Understanding and experience of the regulatory and operational context of the affordable housing sector and management of property/landlord services is essential
- Senior executive experience in housing development/regeneration and place making is desirable
- Strong financial and risk acumen, with the ability to interpret complex information
- A track record of motivating senior teams to deliver a strategic vision
- A proven ability to build and sustain effective relationships and partnerships with senior stakeholders e.g. Councillors, statutory agencies and community organisations
- Knowledge and understanding of the challenges and opportunities facing boroughs and communities such as Camden

### **Required skills, abilities and personal qualities:**

- Can lead with clarity, empathy, and strategic foresight
- Shares our values of inclusion, community, and integrity
- Is committed to high-quality governance and resident-focused outcomes
- Demonstrates political sensitivity and diplomacy to navigate complex stakeholder landscapes while maintaining trust and collaboration
- Has excellent communication skills
- Has the necessary time to commit to the role.