



Solihull
Community Housing
Shaping our neighbourhoods

Board Chair – Role Profile

The purpose of this role is to provide strategic leadership to the Board and the organisation, to ensure it is effectively managed for the benefit of its Shareholder and the residents of Solihull.

The Chair of Solihull Community Housing is responsible for:

- Leading the Board, ensuring it has a clear strategic direction and vision and is effective in all aspects of its role and setting its priorities.
- Ensuring that SCH maximises output, quality of service, and value for money.
- Ensuring effective communication and co-operation with SMBC as its shareholder
- Ensuring that the Board performs effectively as a collective entity to champion the work of SCH and that directors receive accurate, timely, and clear information.
- Acting on the results of the Board performance evaluation by recognising the strengths and addressing the weaknesses of the Board and, where appropriate, proposing new members be appointed to the Board or seeking the resignation of directors.

Role specification

The essential functions of the Chair of the Board are to:

Strategic Leadership

- Set a positive leadership culture, with strong customer focus in line with SCH's corporate objectives and corporate strategy.
- Ensure an annual review by the Board of the company's strategic direction and achievement of key outcomes.
- Provide clear leadership to the Board and Committees within SCH, so that the Board acts as a team.
- Use skills and knowledge to analyse issues presented to the Board.



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- Oversee the Board's attention to the financial strength of SCH, working in partnership with SMBC in monitoring key performance and financial information.
- Ensure the Board operates effectively, efficiently and economically
- Establish and maintain a clear division of responsibilities between SMBC, SCH Board and its Executive, ensuring constructive relations between executive and non-executive directors.
- Support the Chief Executive in the effective leadership of the organisation.
- Support the Board in setting the risk appetite for SCH.
- Be an ambassador for SCH and represent the organisation as appropriate

Good Governance

- Act within SCH's governing instruments including the Articles of Association, adopted Code of Governance, Code of Conduct and any other relevant codes of conduct, standards, and probity.
- Uphold and comply with SCH's policies, procedures, and standing orders as set and amended from time to time by the Board.
- Chair meetings effectively, seeking consensus, encouraging all non-Executive Directors to participate and take collective ownership.
- Ensure clear decisions are reached, recorded, and implemented.
- Agree Board agendas which are strategic and reflect the key responsibilities of the Board.
- Ensure the Board are provided with relevant, timely, and accurate information and where necessary professional advice.
- Ensure that the Board delegates sufficient authority to its Committees, the Chair, the Chief Executive and others to enable the business of the organisation to be carried on effectively between meetings of the Board; and ensure that the Board monitors the use of these delegated powers.
- Ensure that the Board receives professional advice when it is needed, either from its senior staff or from external sources.



- Support and promote a culture of teamwork across the Board to continue to enhance its effectiveness.
- Attend Board meetings, and where relevant, Committees and read papers in advance of meetings to enhance understanding of issues presented.
- Act between full Board meetings of the Board in authorising action to be taken intra vires (within its powers) and in line with approved delegated authorities.
- Ensure that Board members understand the respective roles of Board and management and that they always maintain the strategic/operational distinction

Evaluating and Improving Performance

- Ensure effective Board succession planning including recruiting and selecting new Board Members and that effective systems of personal development and appraisals are in place for individual members and the Board and Committees collectively.
- Ensure that an annual appraisal of governance arrangements is undertaken by the Board and Executive Management Team and an independent review is undertaken every three years.
- Undergo appraisal of your own performance as agreed by SCH Board.
- Attend induction, training and performance review sessions and other such sessions or events as are reasonably required by SCH.



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Board Chair – Person Specification

Essential Attributes

- Experience in leadership roles as an executive or non-executive in an organisation of similar size and complexity to SCH
- Able to command the respect of other Board members, staff, and external organisations.
- Flexible, fair minded, self-confident, concise, decisive, determined, good listening skills.
- Financial knowledge (e.g. principles of budgeting, financial terminology, reading a balance sheet, financial viability, and performance).
- Experience of working within a regulated sector, ideally social housing
- Experience and understanding of risk management.
- Experience in managing conflicts of interest.
- Strong communicator, able to promote open debate and discussion and summarise conclusions.

Desirable Attributes

- Experience and/or skills in housing (such as asset management, housing management, construction) or in related areas (e.g. health, social services, voluntary sector, tenants or residents' groups).
- Experience of working as part of a decision-making group (formal or informal, paid or voluntary).
- Live and/or work in Solihull or the West Midlands