

# Adra

## Board Member Recruitment Pack



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adra.co.uk    @adrataicyf



Dear Applicant,

I am pleased that you are considering applying to join our Board. As Chair, I enjoy seeing our good work and the impact the Board makes. Supporting our customers and communities is key in all we do, and underpins our visions and values.

It is an exciting time for Adra – a new Corporate Plan is in place, as well as an impressive Development Strategy; ambitious Decarbonisation Strategy; and meaningful Community Strategy. Last year we also launched our 10 commitments to promoting the Welsh language and culture; and helping the Welsh Government to meet their target of reaching one million Welsh speakers. All these activities and plans will help us make an even bigger difference to people in our communities. We'll achieve this by growing the company and maximising opportunities with a sharp commercial approach and a social heart.

I'm proud to say that we achieved the highest Welsh Government regulatory standards as part of our regular assessments. This gives us the platform to drive our ambitions and I know we will only maintain such excellence if we have a skilled and dynamic Board.

### **Who are we looking for?**

In order to meet the pressing need for quality social and affordable housing in North Wales, having robust treasury and financial management is essential. In helping to meet this challenge, Adra has a wholly owned commercial development subsidiary, Medra Cyfyngedig, that has the ability to build homes for open market sales. Surpluses created through the subsidiary will be cross-subsidised back to Adra to further deliver on its social objectives.

We've carefully considered the skills and attributes we require at Board level to effectively steer the Adra Group in future; and are looking to recruit a Non-Executive Director to the Adra Group Board who has a strong background in treasury and financial management. We are seeking a strategically minded individual with a proven track record of operating at a high level.

You could be an experienced Non-Executive, or this could be your first application for a Board position. If successful, you will be fully supported to undertake the role. Equality and diversity are central to everything that we do, and we welcome applications from individuals from different backgrounds. We would particularly welcome applications from women who have typically been under-represented on the Board. We are also a disability confident employer and members of Tai Pawb and Chwarae Teg.

I hope this information pack has all the information you need to decide if you can help us achieve our ambitious aims. It includes:

- An introduction to Adra
- Role description

- Terms of appointment to the Board

Other useful information can also be found at our website at [www.adra.co.uk](http://www.adra.co.uk) including :

- A copy of our Annual Report
- Recent financial statements
- Our Corporate Plan

To apply please submit:

- An up-to-date CV which details your experiences, skills and career history (no more than three pages)
- A supporting statement explaining why you are interested in this role, why you are a good candidate for this post and how you fulfil the person specification (no more than two pages).

Please submit these to our Governance Team at: [Governance@adra.co.uk](mailto:Governance@adra.co.uk)

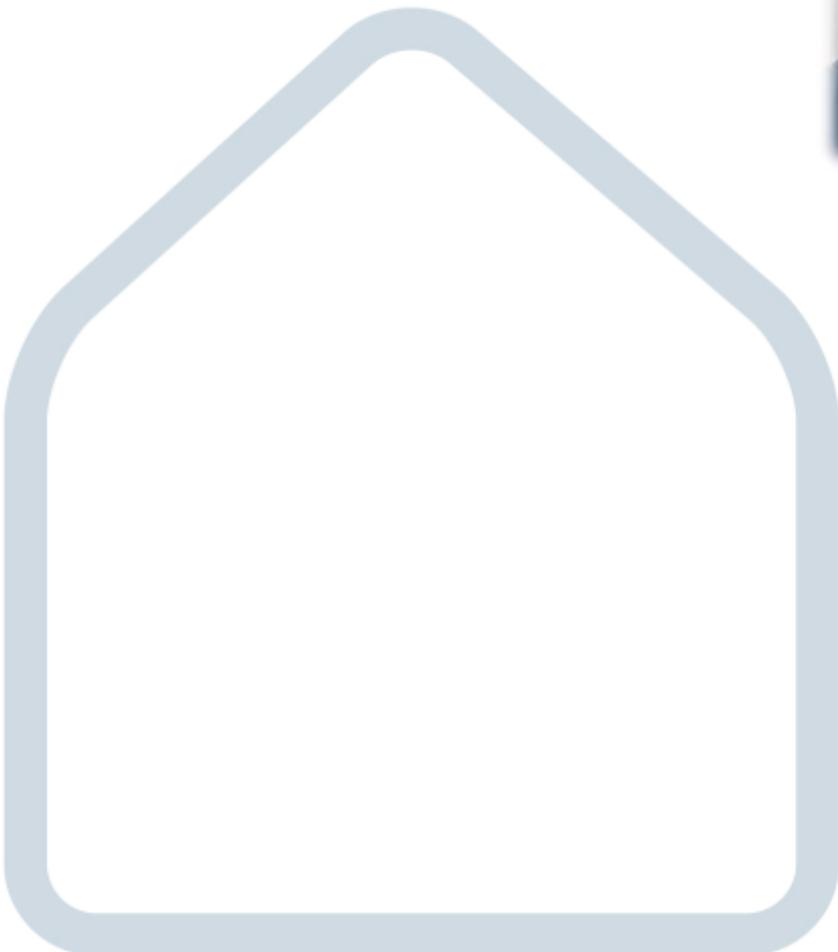
Applications must be received by **5pm Friday 12<sup>th</sup> August 2022**

I wish you every success and look forward to receiving your application.

Yours sincerely,

**Eifion Jones**

**Chair, Adra (Tai) Cyfyngedig**



## About us



We are a Large-Scale Voluntary Transfer Housing Association formed in April 2010, following the transfer of 6,300 homes from Gwynedd Council. We are a Co-operative and Community Benefit Society registered with charitable rules. As a Registered Social Landlord, we are regulated by Welsh Government. The company was set up to deliver significant improvements to the housing stock, and in the first five years spent over £135m on bringing the entire stock up to the Welsh Quality Housing Standard (WHQS).

The company is committed to its customers and communities; to establishing a trusted presence throughout Wales; and being a partner of choice with other organisations. Key principles form the foundation of our work, namely: working in partnership, ensuring value for money, promoting the Welsh language and empowerment in the workplace. 96% of staff are happy with Adra as an employer – something we are very proud of.

Our primary purpose is to provide social and affordable rented homes to those who need them. Now that WHQS work is complete, we are building even more new houses for social and affordable rent. Our customers took the keys to our first new-build house in 2016, and by now the target is to have built 1,400 new homes across all tenures by 2025. We are growing in our home county of Gwynedd, and also beyond – now having a number of homes and pipeline schemes in Conwy, Denbighshire, Flintshire, and Wrexham. Our goals always reflect our core values of being open and fair, trusted, and ambitious. We are proud to serve communities rich in Welsh heritage and culture.

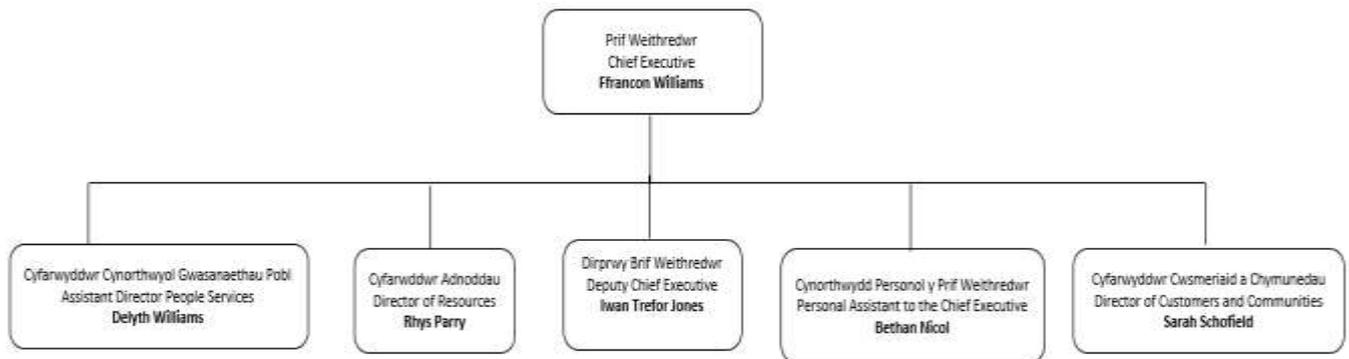
Adra also has a commercial subsidiary, Medra, to develop houses for market sale to generate surpluses that can be cross-subsidised back to the parent company to deliver more social housing and achieve further social objectives.

These exciting plans will need to be achieved in a complex operating environment. We face increased expectations from Welsh Government, and significant external challenges, all whilst always delivering high quality services.



## Company Structure

We have a Chief Executive, Deputy Chief Executive and three Directorates, who are accountable to the Board. Our structure is shown below. We now have over 300 staff and turnover of over £40m a year.



## Governance

We have mature and robust governance structures in place to provide effective stewardship to the organisation in meeting the opportunities and challenges ahead. Adra has a flexible Board size (ranging from 9 and 12 full members at any given time). Our Board structure allows for up to eight Independent Members, two Tenant Members and up to two Local Authority Members. Our Rules also allow up to three additional Co-opted Board Member seats to bring in specific additional skills as required.

The Board has two standing committees to review specific business areas – the **Customers and Assets Committee** and the **Audit and Assurance Committee**. It also has an Appointment, Remuneration and Disciplinary Panel which meets as necessary.

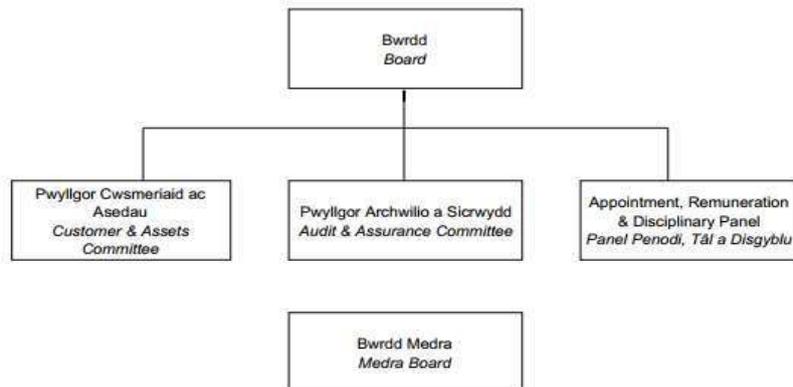


## Our Board

The Board provides strategic direction to the company and leads on the governance and assurance framework. It defines and ensures compliance with our values and strategic objectives. It prioritises how we use our resources and monitors the performance of the management team who run the company day to day.

Within that overall purpose, the roles and responsibilities of the Board are:

- strategic direction
- financial management
- asset management
- scheme approvals
- staffing matters
- governance and decision-making
- board arrangements
- external relations



The Board meets around six times a year, with a few additional strategy days and workshops. Board training days are also arranged for members who wish to develop their skills. Additionally, it is typical to sit on one of the Board Committees, and this can be discussed. The scheduled dates for the financial year are:

- A&A Committee 7<sup>th</sup> September
- Board Meeting 14<sup>th</sup> September
- Board Strategy Day 2<sup>nd</sup> November
- C&A Committee 23<sup>rd</sup> November
- A&A Committee 30<sup>th</sup> November
- Board Meeting 14<sup>th</sup> December
- Board Meeting 1<sup>st</sup> February
- Board Strategy Day 15<sup>th</sup> February
- A&A Committee 8<sup>th</sup> March
- C&A Committee 15<sup>th</sup> March

Our meeting arrangements and times can be flexible and include in-person, virtual and hybrid formats.

## Our Board

### **Hywel Eifion Jones – Independent Board member, Chair**

Eifion was appointed as Chair of the Board in 2021, and also sits on the Board's Appointment, Remuneration & Disciplinary Panel (ARDP). Prior to taking the Chair role, Eifion served as the Vice-Chair and as Chair of the Customer and Assets Committee. He is an Associate of the Chartered Institute of Bankers, following 34 years in senior appointments with Barclays. He also served as Anglesey County Councillor and as a member of the North Wales Police Authority. He now sits as a Magistrate and is a member of the Gwynedd Pension Board, and Residential Property Tribunal of Wales.



### **Sasha Davies – Independent Board Member, Vice-Chair**



As well as serving as Vice-Chair, Sasha sits on the Customer & Assets Committee and the ARDP. She is a director of her own business / consultancy, specialising in business and community development; and stakeholder engagement. Sasha also served as Head of Commercial at Natural Resources Wales; and prior to that, as Head of Strategic Development Wales at Horizon Nuclear Power. Other roles have included Strategic Director Economy & Place at Conwy County Council; and Programme Director for Anglesey Energy Island.

### **Huw Gareth Pritchard – Independent Board Member**

Gareth is the Chair of the Customer & Assets Committee, and also has a key role leading on the organisation's Safeguarding work. He is retired from North Wales Police after 34 years of service – this included serving as Chief Officer. In this work he led on national projects, including the Welsh language for Welsh forces. He also serves as a School Governor and a Search and Rescue volunteer.



### **Robert Lewis – Independent Board Member.**



Robert is the Chair of the Audit and Assurance Committee, and also sits on the ARDP. He is former Chief of Staff at the Betsi Cadwaladr University Health Board, and had a variety of roles within the service, mainly specialising in finance.

#### **Lynn Rowlands – Tenant Board Member**

Lynn is the Vice Chair of the Customer and Assets Committee, and also sits on the ARDP. She has worked as a book-keeper and computer programmer and has ran her own craft business. She is a long-standing Member of the Adra Tenant Partnership, and this has included serving on the Trwsio Steering Group.



#### **Selwyn Hayward – Independent Board Member**

Selwyn is Vice Chair of the Audit and Assurance Committee. He is a CIMA qualified accountant and is retired from being Deputy Finance Director at Bangor University. This role also saw him serve on a Joint Venture Board.

#### **Will Nixon – Independent Board Member**

Will is a Member of the Adra Board and is also the Chair of the Medra development subsidiary. He is a member of the Chartered Institute of Housing, and his experience has been in delivering major regeneration programmes, and senior roles within housing policy and housing management. Will was Deputy Chief Executive of Aspire Housing where he was also Managing Director of their award-winning social enterprise training subsidiary. He is a Board member of Social Enterprise UK and has also served on the Chartered Institute of Housing and Housemark Boards.



#### **Mark Jones – Independent Board Member**

Mark sits on the Audit & Assurance Committee. Mark served with North Wales Police for 30 years - 16 years in a variety of Command positions including Divisional Commander and Head of Professional Standards. He also serves as a school governor.

#### **Cai Larsen - Local Authority Nominated Board Member**

Cai sits on the Audit & Assurance Committee, as well as the ARDP. He has 20 years' experience as a Head Teacher of a local primary school, gaining experience in finance; change; and people management. He serves on a number of Council Committees.



### **Sharyn Williams – Tenant Board Member**



Sharyn sits on the Customer & Assets Committee. She has an MA in Social Policy and Social Research, and currently works as a Trainee Careers Advisor at Careers Wales. Sharyn has also worked for Bangor University, as an Engagement Officer, and Student Liaison Tutor. She also serves as a Unit Leader for Girlguiding Cymru.

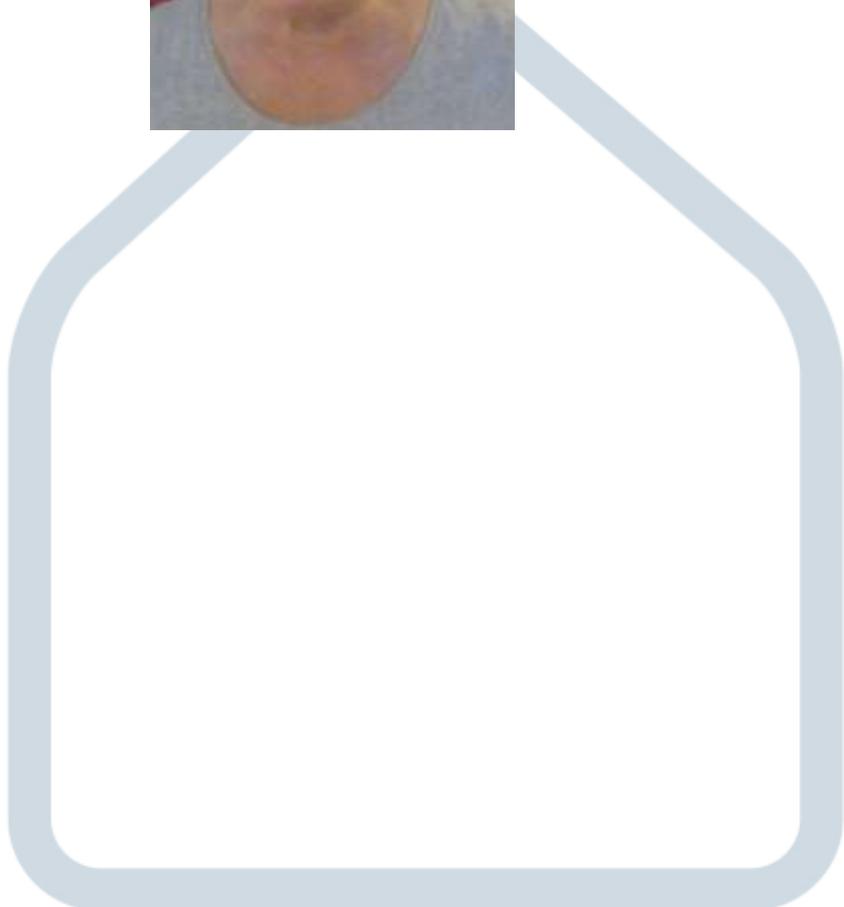
### **Gwen Crawford – Co-optee**

Gwen sits on the Audit & Assurance Committee. She was Director of New Business / Acting Director of Property & Place at Bolton at Home. Prior to that she held other Director roles, including for Regeneration & Development; and Customer Services.



### **Denise Stone – Co-optee**

Denise sits on the Customer & Assets Committee. She has held management roles in residential care homes and a community cafe; and prior to that, was a Lecturer in psychology, health, social care, and counselling.



# Board Role Profile

**Post title:** Non-Executive Director

**Responsible to:** Chair of the Board

**Responsible for:** Strategic direction and policy, directing the affairs of the organisation, sharing responsibility for Board decisions and acting in the interest of the organisation.

**Overall objective is to:**

- ensure that we are governed effectively and in line with the requirements of the law, Welsh Government and best practice
- set, maintain and uphold our values, visions, objectives and core policies including equality and diversity
- ensure that we are financially viable and that key risks are fully identified and mitigated
- work to achieve an equal balance between the interests of current and future tenants, leaseholders and service users
- measure and review our performance
- contribute and share responsibilities for Board decisions.

**Key tasks:**

- participate in discussions and decision making, to help form a consensus and share responsibility for upholding Board decisions
- prepare for and attend Board and Committee meetings
- read and consider reports for meetings, questioning these to ensure that decisions are well-founded and consistent
- prepare for and attend training, seminars and conferences
- ensure that decisions taken by the Board are in the company's best interests and that legal responsibilities are met
- seek opportunities to promote, support and represent our work by visiting schemes and meeting tenants and agencies
- treat information in confidence
- develop and maintain good working relationships with other Board members and the executive team
- approve policies and plans to meet all Board objectives
- appoint and, where necessary, appraise the Chief Executive
- take part in appointing other members of the Executive Team
- set clear targets for all activities and monitor the organisations performance
- always ensure that the company's work or reputation is not undermined
- declare all relevant conflicts of interest and significant changes in personal circumstances

- uphold our Code of Conduct
- keep up to date with own specialist area of knowledge and with matters in the housing field
- Prepare, attend and participate in reviews linked to individual performance or that of the whole Board.
- Fulfil any specific brief agreed by the Board or the Chair

### **Relevant areas of skills could include**

- Customer engagement and management
- Financial management
- Property Maintenance
- Development
- Governance and Legal
- Accountancy
- Treasury, e.g. Private Finance or Banking
- ICT
- Organisational Management
- Human Resources
- Social Care or Social Enterprise
- Community Development
- Knowledge of Housing Associations key service users
- Knowledge of RSLs and housing issues
- An appropriate professional qualification
- Experience in a large commercial organisation
- Financial expertise

### **Essential experience sought for current recruitment**

- background of general and financial management, including management of large and complex budgets in an environment of risk, and a good awareness of funding and treasury matters
- experience of operating at a high level, and providing strategic direction and oversight

### **Term**

Board appointments serve on renewable fixed terms, up to a maximum of nine years in accordance with Adra's Rules.

## **Time commitment and additional duties**

NEDs will be expected to:

- attend and prepare for Board and Committee Meetings
- devote time to acquaint themselves with Adra's business
- take part in disciplinary and appeals panels and other such bodies where required

On average, our NEDs estimate they spend around 2 days per month on Board business.

## **Welsh language**

Board papers are provided bilingually, and a translation service is available in every meeting to allow members to use the language of their choice. The ability to speak Welsh is desirable, but not an essential requirement. Support will be available should successful applicants wish to learn. It is essential that all Members have an empathy for the Welsh language and culture.

## **Remuneration and benefits**

Becoming a NED presents the chance to contribute positively to the organisation and its customers.

In line with the commitment and responsibilities required in the role, remuneration of £4,250a year is offered. Board roles which take on further responsibilities might attract higher levels of payment. In addition, we will reimburse all reasonable expenses.

NEDs can also expect the following benefits in return for their commitment:

- the loan of IT equipment
- a variety of personal development opportunities, including relevant training and conferences
- support from a dedicated Governance team, including a comprehensive Board Development Framework and personal development plans

*No terms of reference can cover every issue which may arise within the post and the post holder is expected to carry out other duties from time to time that are broadly consistent with those noted in this pack*

## Recruitment Timetable

Recruitment stage	Date
Closing date for applications	5pm, Friday 12 <sup>th</sup> August 2022
Shortlisting decision and interviews for Adra Board	To be confirmed

### Further information and how to apply

If you wish to have an informal and confidential discussion to understand more about the Board role, please contact Aled Davies, Head of Governance or Rhys Parry, Director of Resources on [Governance@adra.co.uk](mailto:Governance@adra.co.uk) or 0300 123 8084

To apply, please submit the following to [Governance@adra.co.uk](mailto:Governance@adra.co.uk)

- A detailed CV including details of positions held (and dates) please include key achievements of relevance to a non-executive position (no more than three pages)
- A supporting statement explaining your motivation in applying for a position and also addressing how you meet the requirements of the key tasks (no more than two pages)
- Full contact details (name, job title, organisation, phone and email) for two referees (including your current employer if applicable). Please note we will not take up references without your prior permission
- Completed Equal Opportunities Monitoring Form (a Word version is available on our website, or you can contact us by email for a copy).

The closing date for applications is: 5pm Friday 12<sup>th</sup> August. Your application will be acknowledged and treated with strictest confidence.