

July 2017

Dear Applicant

Thank you for your interest in joining Viewpoint's Board of Management.

Viewpoint's vision is to Create Joy in Later Years - we do this by providing quality housing, care and support services to mostly older people in Edinburgh, the Lothians and Fife. We are a charity and housing association registered with the Scottish Housing Regulator and Care Inspectorate. Our website will provide you with plenty of information, including our Strategic Plan Summary, latest accounts, annual review and newsletters.

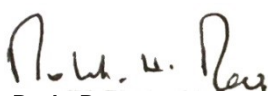
We are keen to find voluntary Board members with skills and experience in Finance. We have exciting plans as we seek to develop new and creative services and accommodation for older people. As a Board member you will work as part of a team to lead Viewpoint on this journey.

This recruitment pack provides a copy of our Board member role profile as well as person specification and competencies. These show our expectations of Board members and the important part they play in the leadership of Viewpoint.

Please apply by 11 August 2017 by forwarding the following:

- ✓ Your CV showing your relevant experience
- ✓ A short statement setting out how your experience meets our requirements and what you believe you would bring to the leadership and governance of Viewpoint
- ✓ Completed Equal Opportunities monitoring form
- ✓ Completed Application and Declaration of Interest Form
- ✓ Completed Fit and Proper Person and Consent to Act Form

You can return the application documents by email to dorry.mclaughlin@viewpoint.org.uk or by post to 4 South Oswald Road, Edinburgh EH9 2HG. If you would like an informal discussion about these positions please contact Dorry McLaughlin, Chief Executive at the email address above or on 0131 668 4247.


Rob Rae
Chairman



**At Viewpoint
we create joy
in later years.
This is your
chance to join
our Board.**

Board Member Recruitment Pack

Board Member Roles and Responsibilities

What the Board is responsible for

The function of the Board as a whole is two-fold:

- to provide leadership to Viewpoint and determine its strategy, and
- to control Viewpoint's affairs and ensure compliance with regulatory standards, expectations and good practice.

The operational management of Viewpoint is delegated to the Chief Executive, and thereafter to staff, within a framework of controls established by the Board. In practice this distinction involves a strong element of partnership between the Board and senior staff, and demands mutual respect, trust and support.

In relation to its **strategic and leadership** function, the core responsibilities of the Board are to:

- Determine Viewpoint's central purpose, its values and its culture, and ensure that they are consistent with Viewpoint's constitution.
- Determine and keep under review Viewpoint's strategic direction, its business objectives and to ensure its ongoing sustainability.
- Develop and maintain an understanding of the operating environment of Viewpoint, and take this into account in assessing Viewpoint's strategy.
- Disseminate and ensure compliance with the values of Viewpoint
- Establish a framework for the development, approval and review of policies and plans to achieve Viewpoint's business objectives.
- Ensure that Viewpoint is adequately resourced to meet its business objectives.
- Identify and manage the risks associated with Viewpoint's strategy.
- Decide on and keep under review formal partnerships and alliances with other organisations.

In relation to its **control and compliance** function, the core responsibilities of Viewpoint's Board are to:

- Establish and oversee a framework for delegation to office bearers, to committees and to the Chief Executive.
- Establish and regularly review systems of internal and external control, including Standing Orders, external audit, internal audit, financial control and performance reporting.
- Establish and oversee a framework for the identification and management of risk, in order to protect Viewpoint and its assets.
- Ensure the solvency of Viewpoint, approve the annual budget, and approve the annual accounts prior to publication.
- Monitor and assess Viewpoint's performance against plans, budgets, controls and targets, taking into account customer feedback and the performance of comparable organisations.
- Establish and oversee a framework for the employment and remuneration of staff.
- Appoint, support, appraise and (if necessary) dismiss the Chief Executive, and approve his/her remuneration.
- Ensure that Viewpoint meets all its statutory obligations and acts in accordance with regulatory expectations and accepted good practice standards.
- Ensure that Viewpoint acts in accordance with its own constitution.

- Assess periodically the Board's own effectiveness.
- Assess how well Viewpoint follows its Code of Conduct.

In both sets of responsibilities, the Board is informed, advised and supported by the senior staff group. The core responsibilities are central to the Board's role and cannot be delegated.

What Viewpoint expects of individual Board members

Each individual member is expected to contribute constructively to the work of the Board. The effective collective performance of the Board depends on members recognising and fulfilling their individual responsibilities.

All members share and must accept collective responsibility for the decisions properly made by the Board. All members are equally responsible in law for the decisions made. Each must act only in the interests of Viewpoint and its customers, and not on behalf of any constituency, other organisation or interest group. Whatever members' background and interests, their overriding loyalty must be to Viewpoint as a whole.

All members take part in Board business on an equal footing. Although members may have different backgrounds and different reasons for their involvement, they must act in the best interests of Viewpoint. Board members should not be lobbyists, campaigners or advocates for any particular group.

The Board has a valid role as a 'critical questioner'. This is not to imply a lack of trust or doubt, but only by questioning and testing does the Board add the value of its collective knowledge. The Board has a right to seek external advice whenever it wishes to do so. This is another way in which the Board effectively fulfils its 'critical questioner' role.

Members have a duty of loyalty and support towards the staff and this should be reflected in a constructive, professional relationship. In the unlikely event of a serious difficulty with an individual staff member, the problem should be discussed in confidence with the Chief Executive or Chair.

Every individual member is expected to:

1. Uphold the values, objectives and policies of Viewpoint.
2. Contribute to and accept responsibility for the Board's decisions.
3. Uphold and promote the principles of equality and diversity in the governance of Viewpoint.
4. Treat all colleagues on the Board with consideration, and foster mutual respect and trust.
5. Prepare for meetings and attend regularly and punctually.
6. Attend relevant training sessions and events.
7. Attend and participate in reviews of the performance and effectiveness of the Board.
8. Represent Viewpoint positively and appropriately.
9. Be aware of the restrictions on payments and benefits and follow Viewpoint's policy on managing these restrictions.
10. Not accept any offers of gifts and hospitality which could be seen as a way of exercising an improper influence over decision making.
11. Declare any personal or other interests which could potentially conflict with those of Viewpoint.

12. Not engage in any activity which could be detrimental to the interests of Viewpoint.
13. Respect confidentiality of information where appropriate.
14. Keep his/her own learning and knowledge as up to date as possible.
15. Adhere to the principles and the expectations set out in SHR's Regulatory Standards and other regulatory codes that apply to Viewpoint.
16. Serve on any Committee or short life working group as required.

Board Member Specification

A. Experience

1. Proven ability of operating effectively at high levels within a large complex organisation and success in influencing decision-making
2. Track record of motivating senior teams to deliver a strategic vision
3. Preferable but not essential experience of the social care and supported housing sector

B. Skills, ability and knowledge

1. Good leadership skills:
 - An enabling and supportive management style, with the ability to challenge when appropriate
 - Preparedness to make unpopular recommendations to the Board
 - Good, independent judgement
 - Risk aware but not risk averse
2. Good communicator:
 - Ability to present arguments with knowledge and understanding of wider strategic contexts
 - Analytical, democratic, focused and flexible, with an appropriate sense of humour
 - Ability to develop positive relationships that generate confidence and respect
 - Works effectively with a wide range of stakeholders at all levels, including working with diverse customers and local communities
3. Can demonstrate local commitment and ability to influence locally

C. Personal style and behaviour

1. Has the time and commitment needed to discharge the responsibilities of the post effectively
2. Shares the values and ethos of the Association towards social housing and offering excellent services to diverse communities, being accountable, open, transparent and committed to equality of opportunities and diversity
3. Willingness to speak their mind
4. Willingness to be available to staff for enquiries on an ad-hoc basis

Board Member Competencies

Strategic Leadership

- Considers from a non-executive view the long-term direction, objectives and strategic planning of Viewpoint
- Takes a broad overview, sees long-term implications and policy direction
- Contributes to planning and monitoring Viewpoint's corporate performance
- Is aware of the organisation's business situation and of the likely impact of the Board's decisions upon it
- Assesses risks, how they are mitigated and managed effectively and their impact on corporate plans

- Promotes Equality and Diversity and ensures it is encompassed into governance and strategic direction
- Demonstrates organisational openness and integrity

Personal Effectiveness

- Embraces Viewpoint's core values
- Observes high standards of probity and integrity
- Makes a positive contribution to governance and the Board's performance
- Undertakes to attend at least 80% of Board, Committee meetings and training events to which invited and participates in discussions and decision-making
- Has good team-working skills

Analytical Skills

- Is able to analyse and interpret complex arguments and data and draw out key issues
- Explores the implications of proposals, and evaluates their merits in terms of social and commercial impact on the business
- Challenges and probes to test rigour of proposals and submissions
- Examines various facets of a problem or issue
- Offers relevant comparisons yet can take an original perspective

Personal Development

- Is open to training and learning and keen to use new learning
- Keeps in touch and up-to-date with relevant issues
- Takes responsibility for own learning and development

Viewpoint's Responsibilities to Board Members

Viewpoint will provide Board members with the means to enable them to function effectively as a Board. These will include:

- A clear statement of the Board members' responsibilities and Viewpoint's expectations of them
- Adequate information about Viewpoint's activities
- Careful planning of meetings to ensure that the time is used to good effect
- Reports and other committee papers in language that is clear and accessible, prepared in good time for Board members to read them

Viewpoint will also support Board members in a more general way to help to make the experience of serving as a Board member personally rewarding. This will include:

- Ascertaining Board members' expectations and aspirations and making it clear that meeting these aspirations is a legitimate activity to be supported by Viewpoint
- Appraising Board members and providing opportunities for the development of skills and knowledge, and reviewing progress with the Board member on a regular basis
- Ensuring that Board members are not financially disadvantaged by their involvement and that all out-of-pocket expenses are reimbursed