



## **Calico Board Member**

### **Roles and Responsibilities**

#### **Responsible to the Chair of Homes Board**

#### **Purpose of the Role**

To contribute relevant experience, expertise and insight to add value in the creation of strategy and policy which ensures the long-term viability and sustainability of Calico.

To ensure that business decisions are made which reflect the views and interests of Calico's key stakeholders, including members, customers and tenants, and that they align with Calico's key objectives.

To define and take forward Calico's vision and values.

#### **Key Responsibilities**

Specific responsibilities of the Board are contained in the Homes Board Terms of Reference. This document outlines individual board member responsibilities for supporting the essential functions of the Board.

The legal responsibilities of Board Members i.e. Directors Duties are set out in the Companies Act 2006 and a separate note is available regarding these.

#### **1. Leadership**

Board Members share accountability for direction and control of Calico as well as setting its vision, values and standards. Board members should ensure that obligations and views of stakeholders are understood and reflected in strategy and policy decisions.

#### **2. Strategy**

Board Members are responsible for developing proposals on the long term strategic direction of the organisation and constructively challenging strategic decisions to ensure they are sustainable and fit with the organisation's vision and values.

Board Members should ensure that they are satisfied with the framework for approving strategies, policies and procedures set by the Board.

Board Members must contribute to/initiate the review and evaluation of: present and future opportunities; threats and risks in the market/wider environment; and, current and future strengths, weaknesses and risks within the Homes working environment, in order to ensure effective strategic decision-making.



### **3. Performance Monitoring**

Board Members should ensure that they are satisfied with the integrity of the financial and performance information they receive.

Regular performance information is presented to the Board in the form of plans, budgets, controls and customer feedback. Board Members should use this information to monitor progress against strategic objectives and ensure that overall performance is satisfactory.

### **4. Risk**

Board Members should satisfy themselves that there is a framework of prudent and effective controls in place which enable risk to be identified, assessed, managed and reported.

The Board will approve any policies and decisions which may create a significant financial or other risk or raises an issue of principle and Board Members will use their judgement to ensure good decisions are made which do not expose the company to unnecessary risk.

Board Members must declare any relevant interests and disclose all conflicts of interest to the Chair as and when they arise.

Board Members must treat all information acquired during their appointment with confidentiality.

### **5. Resources**

Board Members will satisfy themselves that there are appropriate financial and human resources in place to support the corporate plan.

The Board is collectively responsible for appointing the Chair and for removal of Board members.

### **6. Legal**

Board Members are responsible for ensuring that the affairs of the company are conducted lawfully and acting in accordance with good practice and generally accepted standards of probity.



**7. Personal Development**

Board Members are expected to be well informed (undertake appropriate background reading, develop and maintain an appreciation of the key challenges and risks faced by the company etc) and to contribute any specialist knowledge/expertise they may have.

Board Members should participate in induction and development activities as appropriate and work on establishing a strong working relationship with the board, the Chief Executive and other staff.

**8. Representation**

Board Members are expected to uphold and enhance the positive image of Calico and represent the organisation as an ambassador at key events and interfaces with stakeholders and other external parties.

**9. Delegation**

The Board is required to oversee and implement a framework of delegation and systems of internal control which are reviewed regularly. Board Members must be satisfied that the framework of delegation is adequate and appropriate.

## Calico

### Personal Qualities

- Passion for our cause
- Willingness to commit time for board meetings, training sessions and special events
- Team player – works well in a group
- Someone who listens well- is thoughtful in considering issues
- Empathy with our customers and their needs

### Calico Values and Behaviours

