



# Canllaw

*Enabling people to live  
independently in their communities*

**VOLUNTARY  
BOARD  
MEMBERS**

**Information  
Booklet**



# Who are we?

Canllaw provides housing services and practical solutions in response to the housing needs of older or vulnerable people.

Our unique selling point is that by listening to the individual, we provide services tailored to their needs which will enable them to live independently in a suitable and safe home. We are proud to demonstrate value for money and quality assurance.

## Our Operational Area



Canllaw is a social enterprise that operates across the counties of Gwynedd and Anglesey.

Our main office is located in Parc Menai, Bangor, conveniently located to supply our entire operating area.

## Our Services

 *Enabling people to live independently in their communities*



A free service for people aged 60 and over to advise and support them in maintaining, improving or modifying their homes. Operates in the private sector, and mainly funded by the Welsh Government.



A professional service offering design, planning, inspection and supervision of construction work, whether large or small. Serves clients who are older or vulnerable.



A commercial service of carrying out appropriate modifications in the homes of older or vulnerable people, so that they can maintain their independence.



# Role of Board Member

## Purpose of role

The Board as a whole is jointly responsible for ensuring the success of Canllaw and ensuring that it complies with all legal and regulatory obligations by directing and supervising its business.

## Main Responsibilities:

**Determine the long-term strategic direction of the Company and oversee the development and achievement of its strategic objectives; and move the Company forward towards realising those objectives.**

### Specifically :

- Determining the organisation's mission, vision, values, strategic objectives and high-level policies, together with;
- Contributing to establishing a framework for approving policies and plans to achieve those objectives
- Upholding and promoting the Company's core policies, purpose, values and objectives

**Ensure that the Board fulfills its duties and responsibilities in terms of governance of the organisation appropriately, including compliance and risk monitoring.**

### Specifically :

- Act reasonably and in the interests of the organisation at all times, and comply with the code of conduct; ensure that your behaviour as a Board Member conveys the organisation's values
- Contribute to and share responsibility for the decisions of the Board and any of the Board committees of which you are a member
- Working in partnership with the Chief Officer
- Satisfy yourself that the company's business is conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and integrity
- Ensuring that the main risks facing the organisation are regularly reviewed and that an effective risk management framework is implemented
- To jointly approve appropriate recognition levels for the Chief Officer; participate in the process of appointing, and where necessary, removing the Chief Officer, and succession planning
- Engage effectively with key stakeholders, as required, particularly residents
- Fully comply with the organisation's governance documents including the policies, procedures and standing orders



## **Ensure that an effective business plan and budget exist**

### **Specifically :**

- Satisfy yourself about the accuracy of financial information, and ensure that financial transactions are systematically accounted for and audited, and that any loan covenants are complied with
- Approve each year's accounts before they are published and approve the business plan and budget each year

## **Ensure that performance is monitored and controlled through internal control and delegation measures**

### **Specifically :**

- Ensure that appropriate internal and external mechanisms exist to verify that the board receives a balanced and accurate picture of how the organisation is performing
- Ensure that control measures and internal systems are inspected and reviewed regularly
- Monitor performance at a strategic level in terms of plans, budgets, control measures and decisions and also in light of feedback from customers and the performance of comparable organisations
- Participate in regular reviews of the Board's performance, and evaluate Board Members; participate in the Board's development and training activities, and other learning activities as required.

## **Approve key policies to allow the organisation to achieve its objectives**



## Limitations of role

A Board Member needs to be aware that:

That no individual member of the Board, including the Chief Officer, has authority unless he is specifically acting on behalf of the Board with the Board's delegated authority. Board Members have authority collectively, but they do not have authority individually.

The Chief Officer's job is to administer the organisation. The role of the Board is to provide direction on strategic priorities to the Chief Officer and then support them to perform well and deliver against the priorities set. This boundary between the governance and management roles must be respected and clarified whenever necessary.

## The role specification

A member of the Board will need to work in accordance with the Nolan Principles, which set out the ways in which public office holders should behave when carrying out their duties.





## EXPERIENCE AND SKILLS

1. **Strategic awareness** – aware of current environmental factors and those that may affect in the future. Aware of the internal resources available to the organisation and how these can be used to ensure they are the best fit.
2. **Innovation**– looking for creative and innovative solutions to problems, and being able to support and encourage innovative methods in other people.
3. **Local / regional knowledge** – understand the environment, challenges and opportunities available in Gwynedd and Anglesey.
4. **Perspective** – able to rise above the immediate problem or situation and see the wider issues and implications. The ability to relate separate facts and connect relevant relationships and imagine possible future situations and their potential outcomes.
5. **Willingness to change** – aware of and can respond to the need to change. Being able to demonstrate agility and encourage creativity among the Board and with the Chief Officer in response to the challenges of today and the challenges of the future.
6. **Analysis and decision making**

*Clear* – about what are the appropriate decisions to be made by the Board.

*Details* – requires the appropriate levels of detail in order to provide certainty.  
Conscientious and well prepared for Board duties.

*A high standard in literacy and numeracy* – receive written and numerical information correctly. Be able to evaluate information critically and make strong interpretations. Being able to consider counter-arguments and investigate in more depth when necessary.

*Judgements* – consider the evidence, reasonable assumptions, alternative views, the ethical dimension and other information before making a final decision.

*Determined* – can judge reasonably, make decisions and act on them.

7. **Communication skills**

*Written* – being able to convey complex ideas and opinions clearly and accurately.

*Listen* – listen attentively and carefully to ensure clear understanding, and ask questions to ensure full understanding.

*Present* – being able to engage with an audience and convey clear messages and concisely in a way that connects with the audience.

*Open* – honest and open when communicating with others. Aware of themselves and able to recognise mistakes or shortcomings in own performance. Willing to receive constructive feedback.

*Influential*– able to elicit support and influence; political astuteness.



# Board of Management

## Meetings

Four meetings are held every year. The meetings are held through the medium of Welsh. Interpreting facilities and an English translation of the agenda and reports will be provided, as needed. Members are welcome to contribute in Welsh or English. Travel costs and any care costs are paid for the member to attend any meetings.

## Time commitment

Normally this will correspond to 8-10 days a year, usually during the day and approximately two 'Thinking Days' for the Board every year, along with occasional training, public relations or other events. You could also be asked to serve on one or more committees, and preparation time will be required before the meetings.



## Membership

A maximum of 15 members will be allowed on the Management Board elected for a term of 3 years by company members at the Annual General Meeting. Board members are allowed to serve on the Board for a maximum period of 9 years (three terms). The current members are:



### ■ **Tim Jones (Chair)**

Long experience of working at a strategic level for a public body, Tim was Director of Operations with Natural Resources Wales before retiring. Now sits on a few management boards including the Snowdonia National Park Authority.



### ■ **Brenda Roberts**

A 20 year career as a Sister in the C&A and Ysbyty Gwynedd and experience of working in hospitals in Leeds, Cardiff and Liverpool specialising in intensive care, accident and emergency department and endoscopy. Former Health and Social Care Program Field Manager at Coleg Menai.



### ■ **Stephen Edwards**

Stephen is founder of CREAD Ltd., a branding/design/production company for radio and television documentaries. The co-organiser of the Snowdon International Race, Stephen has extensive experience in organising events and liaising with the media.



### ■ **Geraint George**

Geraint has extensive experience of change management requirements and delivering service improvements. Former Head of Strategy and Improvement, Gwynedd Council.



### ■ **Melville Evans**

A background of over 20 years in the housing sector. Currently acting Chief Executive of Grŵp Cynefin.





Grŵp  
Cynefin

Canllaw is a subsidiary  
company of Grŵp Cynefin



Three small, solid-colored squares arranged in a 2x2 grid pattern. The top row contains an orange square on the left and a blue square on the right. The bottom row contains a green square on the left, with the right position being empty.  
**Canllaw**