Canllaw

Enabling people to live independently in their communities

VOLUNTARY BOARD MEMBERS

INFORMATION BOOKLET

Grŵp Cynefin
Lle i Berthyn
A Place to Belong

Canllaw is a subsidiary company of Grŵp Cynefin

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 Services

Canllaw

Enabling people to live independently in their communities

Gofal a Thrwsio Gwynedd a Môn

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.

Canllaw Technegol

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

Canllaw Addasu

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 fulfils 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
- Work 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 Oficer, 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:

No individual member of the Board, including the Chief Officer, has authority unless they are 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 three years by company members at the Annual General Meeting. Board members are allowed to serve on the Board for a maximum period of nine years (three terms). The current members are:



Melville Evans

Mel Evans is the Chief Executive of Grŵp Cynefin. He has over 25 years of experience in the housing sector, having worked with housing associations, local authorities, and in the commercial housing sector. He is passionate about supporting communities in Wales and the affordable housing sector, creating practical change that improves people's lives and strengthens communities.



Sally Baxter

A former Health Board Chief Executive, Sally Baxter has extensive senior leadership and Board-level experience within the NHS. Also a Grŵp Cynefin Board Member, her experience in governance and safeguarding supports Canllaw's commitment to delivering safe, effective services that put people's needs first.



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.



Dylan Herbert

Dylan Herbert brings extensive experience in business development, financial management and Human Resources, including previous experience as Head of Resources and Planning at SP Energy Networks. Currently the External Affairs Manager for Wales at National Grid, Dylan also brings local community experience, as a former member of the Management Committee of Menter Tŷ'n Llan, Llandwrog.



CHIEF OFFICER

Elfyn Owen

As Chief Officer of Canllaw, Elfyn Owen leads the organisation and its work to support older and vulnerable people across Gwynedd and Anglesey. He is also a member of Grŵp Cynefin's Executive Leadership Team and committed to providing practical, high-quality services that help people remain safe and independent in their own homes

Grŵp Cynefin

Lle i Berthyn
A Place to Belong

Canllaw is a subsidiary company of Grŵp Cynefin

Canllaw