

Hendre Board Composition Statement – 12th July 2021

Background

In line with Hendre’s Rules, Membership and Composition Policy, the composition of the Hendre Board is reviewed annually. This statement sets out the Boards composition as of the 12th July 2021 covering the following areas:

1. **Current composition of the Hendre, Hafod Boards and Committees including:**
 - Current numbers
 - Resignations and appointments between July 2020 and July 2021
 - Hendre Board Equality, Diversity and Inclusion (EDI) monitoring information
 - Hendre Board skills requirements
2. **Succession planning:**
 - Length of service
 - Future recruitment needs
 - Pipeline plans

Board and Committee Composition

Current Numbers

As of the end of July 2021, the Hendre Board consists of 10 members and the Hafod Board consists of 9 members plus 1 co-optee. The Hendre Board has also appointed 3 independent committee members who sit on the Audit and Risk Committee (ARC).

Resignations and Appointments – July 2020 to July 2021

During the period there have been 2 resignations from the Hendre Board and 3 new appointments. The appointments were made in line with the skills required as part of the 2020/2021 composition statement i.e. Asset Management, Social Care and Digital transformation. One committee member reached their nine years service in June 2021 and has therefore left the Association. Two Committee members have been recruited onto ARC to ensure effective succession planning.

Equality, Diversity and Inclusion Monitoring

In October each year Hendre produces a Diversity and Monitoring report for Welsh Government the results for Oct 2020 are stated below:

Characteristic	Notes
Male / Female	55% Male / 45% Female
Age	73% aged between 45 and 64 18% aged between 30 and 44 9% over 65
Ethnic Origin	9% Asian 91% White

Gender Assignment	Information not requested
Disability	9% yes 91% no
Sexual orientation	9% prefer not to say 91% heterosexual/straight
Religion or belief	Information not requested
Marriage and Civil Partnership	Information not requested
Welsh speaking / understanding	9% of our Board Members are a fluent Welsh speaker, 91% cannot speak Welsh 9% of our Board Members can fully understand written materials in Welsh, 18% can understand some Welsh and 73% have no skills in reading Welsh

Hendre is committed to improving its Board diversity and will be looking to achieve a better diversity mix through its recruitment and succession planning.

Skills Assessment

In December 2020 Hendre’s Remuneration and Appointments Committee (RAC) updated the composition policy identifying the skills required by the Hendre Board. These skills were assessed by members as part of 2021 performance review where members were asked to rate their primary skills and secondary skills as below:

Skills required to support the delivery of the strategic plan	
Treasury Management	Asset Management
Financial / Corporate Finance	Development – Investment
Commercial / Business Development	Development – Property
Audit / Risk Management	Regulation
Governance	Strategy and Leadership
Housing	Digital / IT Transformation
Social Care	Legal
Responsible Individual	Operating environment – policy
Healthcare	Political influencing / Communication / PR
HR / People Leadership	

Skills Assessment

The assessment of skills against Hendre’s desired position indicates that the skills gaps of the Hendre Board relate to housing and property (investment). Hendre’s RAC Committee also identified a need to appoint an independent member.

Succession planning

Length of service

Time served on Boards and Committees as of July 2021 is:

Member Status	Recruitment	Co-optees	Under 3 years	3 - 6 years	6 – 8 years	Final year
Hendre Board			4	3	3	
Hafod Board		1	3	3	3	
Committee			2	1		

Under the 9 year rule, in 3 years time Hendre will be losing 3 experienced board Members and this is a key risk for the organisation. Apart from this the length of service balance is spread widely and should enable effective succession planning.

Recruitment Needs

Taking into consideration the above, Hendre’s recruitment needs for 2021/2022 are as follows:

- 2 Hendre Board Members with speciality in Housing and Property (Investment)
- 1 x Independent Member to sit on RAC
- Introduction of a Board pipeline scheme

Board Pipeline Scheme

In order to minimise the impact of 3 Board members leaving the organisation in 3 years time the Hendre Board are committing to the development of a Board pipeline scheme. This scheme will look to attract, appoint and develop individuals from under-represented groups to join the Hendre Board and its Committees. This will ensure that Hendre continues to address its Equality, Diversity and Inclusion aims as well as ensuring we capture and harness knowledge of outgoing board members to create a seamless, robust and agile succession plan.
