



TAI CANOLBARTH CYMRU  
MID-WALES HOUSING

Yn barod **amdani** Equal to the challenge

# Independent Board Member Recruitment Pack for EOM

A Member of the  
Mid-Wales Housing Group

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## Introduction

Dear Applicant,

Thank you for your expression of interest in joining the Board of EOM (Electrical Contractors) Ltd. – a commercial subsidiary within the Mid-Wales Housing Group.

We are looking to recruit extremely enthusiastic and motivated individuals to join the Board of Management of EOM. You will help determine the strategy and direction of EOM and in particular, help us to oversee a profitable company providing excellent repairs and maintenance services as well as services such as electrical contracting, maintenance and repairs, data installations and suspended ceilings. In addition to servicing our own stock, EOM has contracts with several large companies and wishes to grow the business.

We welcome applicants with an 'independence of mind' from all areas of life, and are particularly seeking potential Board Members with commercial knowledge who are strategically focussed and can demonstrate experience in the following areas:

- Construction – property development and maintenance;
- Setting strategy, policy and objectives;
- Risk management;
- Business and financial appraisal;
- Business management skills;
- Financial scenario and stress-testing.

Your knowledge and experience in one or more of the above areas will contribute to the leadership of a forward-thinking organisation. You will have an opportunity to drive the growth plans of EOM to become one of the major businesses in the region, thereby making a significant contribution to the Mid-Wales economy.

These are senior and important appointments that require a high level of commitment. As a Board Member you will be expected to contribute to developing and maintaining an effective Board. This may also include chairing the EOM Board. It is recognised that prospective Board Members may not have all of these necessary skills and therefore we will provide the necessary support, training and development where required.

As a Board Member, you will need to allocate sufficient time to this role; preparing for and attending the various meetings and training events. You will be expected to attend, on average, between six and 10 meetings or events a year. This is not a paid role, though the company will pay all reasonable expenses (e.g. travel expenses, child care) to enable you to undertake the role.

This pack contains all the information you will need to know about the organisation including our services and facilities, our existing Board Members, what will be expected of you on joining the organisation and the application process. It also has the documents we require you to complete as part of the application process.

The table below provides a guide to the forms enclosed in the appendices:

|    | <b>Form</b>   | <b>Instructions</b>   |
|----|---|---|
| 1. | Board Member Job Description and Person Specification | For your information only (pages 10-11)   |
| 2. | Board Member Application Forms                        | Please complete and return before the deadline date below (pages 13-18)                           |
| 3. | Skills Audit Form                                     | Please complete and return with the application form before the deadline date below (pages 20-21) |

Please complete and return the required documents by Friday, 15th February 2019.

In the meantime, should you require any further information or have any queries about this pack or the recruitment process, please contact the Company Secretary (Charles Brotherton) or the Governance Officer (Janet Price) via the details provided on page 7.

We trust you will find this pack useful and we look forward to receiving your duly completed form.

Yours faithfully,



**PETER SWANSON,**  
**Chair, Mid-Wales Housing Group and**  
**Chair of EOM Interim Board.**

## About EOM (Electrical Contractors) Ltd.

Formed in 1995, EOM is an established and reliable Mid-Wales firm offering services including electrical engineering, plumbing, gas works, solar panel installation and repair, suspended ceiling installation, fire alarm and emergency lighting supply and installation, data installation and general maintenance work.

Operating from a base in Newtown, EOM works on projects ranging from small jobs for individual homeowners to large-scale projects for commercial and public sector clients. Its impressive client portfolio includes Powys County Council, Mid-Wales Housing Association, Newydd Housing Association, First Choice Housing Association, Heart of Wales Property Services, Freedom Leisure, Welsh Ambulance Service Trust and Dyfed Powys Police.

The firm's beginning, as a co-operative style organisation, meant skilled, local professionals worked together to secure their own future. This created a company ethos which is friendly, happy and hardworking, with a high calibre staff sharing a collective desire to provide an excellent service.

It firmly believes in providing professional opportunities for local, talented and hardworking young people, so in addition to skilled, time-served staff, it also employs several apprentices. This means it can provide the best quality workmanship by highly trained and qualified staff whilst also contributing to development opportunities for Mid-Wales people. All of its staff are offered ongoing development at its in-house training centre, as well as college-based courses.

EOM is a company large enough to provide excellent service on big projects, but local and friendly enough to provide the same to domestic customers. It's an organisation where every employee takes pride in playing an integral part in the company's success.

## EOM's Vision and Values

EOM's vision is to provide excellent and professional works for individuals and organisations of any size in Mid-Wales and the borders. Its values are:

- Excellence
- Caring
- Honesty
- Professional, quality workmanship
- Local and friendly service

EOM genuinely cares about providing an excellent service to clients in the area, providing free, honest advice and quotations for jobs of any size. It will undertake work for individuals and leading commercial organisations alike.

## About Mid-Wales Housing Group

The Mid-Wales Housing Group comprises Mid-Wales Housing Association and its subsidiaries Care & Repair in Powys and recently, EOM (Electrical Contractors) Ltd.

Mid-Wales Housing Association (MWAHA) was set up in 1975 by a group of local people interested in offering good quality, low-cost accommodation to those in need, especially single people and couples. Its original role was to complement that of the local authority which, at the time, provided mainly three-bedroomed housing for families. Since that small beginning over 40 years ago it has expanded its role to meet the needs of all sectors of the community: single people of all ages, families, older people, and those with additional care and support needs.

MWAHA is registered as a Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014, registered as a Registered Social Landlord with the Welsh Government, and is a Member of Community Housing Cymru. It operates under the National Housing Federation's Model Rules 2005 (Revised) and gained charitable status in 2011.

Care & Repair in Powys (CRP) has been part of the Mid-Wales Housing Group since 1988. The Agency specialises in providing advice and adaptations to enable older people to remain living independent lives in their own homes. It is a registered Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014, and registered as a Registered Social Landlord with the Welsh Government.

EOM joined the Group in 2018. It is a company registered under the Companies Act 2006 and is a commercial, profit-making venture.

## Where is the Group based?

MWAHA and CRP operate from Tŷ Canol House, in the centre of Newtown, Powys. EOM is based on the Mochdre Industrial Estate in Newtown.

## Where does the Group operate?

Mid-Wales Housing operates across Mid-Wales including Montgomeryshire, Radnorshire, North Brecknockshire and parts of Ceredigion, with a few properties in Shropshire. Care & Repair in Powys operates across Powys. EOM operates throughout Mid- and West Wales and the border counties.

## How are Board Members Elected?

Board Members will be co-opted to the Board of EOM until they are formally elected as full Members at its AGM. Appointment to the EOM Board is for an initial three-year term, and after this period, Board Members can seek re-election for a further two three-year terms (nine years in total).

## What does the Board of Management do?

The EOM Board will oversee and set the strategic direction for this commercial business, providing services to Mid-Wales Housing and private clients. It must ensure it is effective in the strategic leadership and control of the organisation. The key purpose of the EOM Board is:

- i. To determine vision and strategy;
- ii. To direct;
- iii. To control; and
- iv. To scrutinise.

Operational management is delegated to the employees of the Company, and they are held to account by the Board.

The EOM Board will comprise of up to five Members, of which a maximum of two may be independents, while the Chair of the Mid-Wales Housing Group, Group Chief Executive and the Managing Director of EOM make up the remaining appointments. Group Board Members agree to adhere to the Code of Governance and the Code of Conduct of the Mid-Wales Housing Group.

Following the acquisition of EOM into the Mid-Wales Housing Group, an interim Board of Management has been established, comprising:

- Peter Swanson, Chair of Mid-Wales Housing Group and Chair of Interim Board
- Olivia Morris, Deputy Chair of Mid-Wales Housing Group
- Alex Gambroudes, Board Member of Mid-Wales Housing
- Shane Perkins, Group Chief Executive

## Contact Details

**Organisation Name:** Mid-Wales Housing Group

**Registered Office Address:** Tŷ Canol House  
Ffordd Croesawdy  
NEWTOWN  
Powys SY16 1AL

**Contact Persons:** Sharron Morris  
Operations Manager, EOM  
Tel: 01686 625242  
Email: [sharron.m@eomelectricalcontractors.co.uk](mailto:sharron.m@eomelectricalcontractors.co.uk)

Charles Brotherton  
Director of Finance & Company Secretary  
Tel: 01686 620502  
Email: [cbrotherton@mid-walesha.co.uk](mailto:cbrotherton@mid-walesha.co.uk)

Janet Price  
Governance Officer, MWH  
Tel: 01686 620538  
Email: [jprice@mid-walesha.co.uk](mailto:jprice@mid-walesha.co.uk)

**Email:** [admin@eomelectricalcontractors.co.uk](mailto:admin@eomelectricalcontractors.co.uk)  
[info@mid-walesha.co.uk](mailto:info@mid-walesha.co.uk)

**Website:** [www.eomelectricalcontractors.co.uk](http://www.eomelectricalcontractors.co.uk)  
[www.mid-walesha.co.uk](http://www.mid-walesha.co.uk)

**Facebook:** EOM Electrical Contractors  
Mid-Wales Housing Association

**Twitter:** @midwaleshousing

# Appendices

- **Board Member Recruitment Process**
- **Board Member Job Description**
- **Board Member Person Specification**
- **Board Member Application Section  
(Parts One, Two and Three)**

## Board Member Recruitment Process

### Application

Prospective candidates must complete the application form in this pack. The closing date for receipt of applications is Friday, 15th February 2019.

### Selection Panel

The Selection Panel will meet and discuss each potential candidate. All applications will be shortlisted against the criteria for selection. Once shortlisted each applicant will be invited to a formal interview with the Selection Panel.

### Acceptance

The Selection Panel will recommend appointments to the Interim Board for their approval. The successful candidate will be notified by telephone and/or letter of the above. Board Members will be appointed on a co-opted basis with full appointments to the Board made at the Annual General Meeting.

### Induction

Co-opted and full Members of the Board will be provided with a Board Members' Handbook and will be invited to an induction programme.

## Board Member Job Description

**Designation:** Board Member

**Responsible to:** Chair and the Board

**Purpose:** To oversee and direct the company's activities which are to provide a commercial repairs service to Mid-Wales Housing, and all other services provided to our various customers.

### Key Accountabilities:

1. To be a valued and contributing team Member of the Board.
2. In conjunction with other Board Members, ensure that the values and objectives of the company and Group are met, ensure that policies and plans exist to achieve those objectives and ensure compliance with the budget, business plan and accounting framework.
3. Ensure the company's affairs are conducted lawfully through a framework of delegation and systems of internal control, with a framework for the effective identification and management of risk.
4. Monitor, with other Board Members, the company's performance in relation to its plans, budgets, controls and decisions in accordance with appropriate standards and Codes of Conduct, performance and probity, also in respect of customer feedback and the performance of comparable organisations.
5. Ensure the company's functions comply with its own constitution, financial regulations and relevant legal and regulatory framework.
6. With other Board Members, appoint (and, if necessary, remove) the Managing Director.
7. Attend and contribute at Board and any other meetings, bringing a commercial and strategic perspective, skill or professional expertise.
8. Respect and preserve the confidentiality of the company's business and where necessary, declare any relevant interests to the Company Secretary.
9. Commit the necessary time to represent the company, attend training and support staff when needed.
10. Undertake any other functions consistent with the role of Board Membership allocated by the Chair of the Board.

| BOARD MEMBER PERSON SPECIFICATION   | Essential | Desirable |
|---|-----------|-----------|
| <b>COMMITMENT</b>   |           |           |
| Commitment to EOM's mission   | ✓         |           |
| Sharing of EOM and Mid-Wales Housing Group's values   | ✓         |           |
| Uphold the principles of Equality, Diversity & Inclusion  | ✓         |           |
| Observe and comply with the Code of Conduct and Code of Governance  | ✓         |           |
| Support EOM and the Group's aims and objectives   | ✓         |           |
| Respect the confidentiality of any information handled in dealing with Board business   | ✓         |           |
| Act in the best interest of EOM and the Group and not in the interest of any individual or external body                              | ✓         |           |
| Abide by the decision of the Board  | ✓         |           |
| <b>EXPERIENCE</b>   |           |           |
| Experience as a Director of a commercial company  | ✓         |           |
| Ability to apply knowledge and experience to the work of the Board  | ✓         |           |
| Knowledge and experience of EOM's business activities   | ✓         |           |
| <b>KNOWLEDGE AND SKILLS</b>   |           |           |
| Ability to assimilate complex information often in report format  | ✓         |           |
| Good listening and communication skills with a wide range of people   | ✓         |           |
| Demonstrable experience of strategy   | ✓         |           |
| Knowledge of housing associations, public and private sector housing  |           | ✓         |
| <b>PERSONAL QUALITIES</b>   |           |           |
| Confident in public, with a will to act as an ambassador and represent EOM  |           | ✓         |
| A positive and pro-active approach to the role as a Board Member  | ✓         |           |
| A willingness to work as part of a team, with respect and tolerance for others  | ✓         |           |
| Active interest in repairs and maintenance, and a willingness to learn and develop in this field                                      |           | ✓         |
| Informed commitment to customers and service-user involvement in community-based projects and awareness of equal opportunities issues |           | ✓         |
| <b>CIRCUMSTANCES</b>  |           |           |
| Time to attend the cycle of meetings of the Board, planned away days and training events  | ✓         |           |
| Available for <i>ad hoc</i> discussions in addition to formal Board meetings  | ✓         |           |

**Note:** This job description and person specification sets out the duties of the post at the time when it was produced. Duties outlined may vary from time-to-time without changing the general character of the role and level of responsibility entailed.

# Independent Board Member Application Section

- Part One: Personal Details**  
**Part Two: Employment and Experience**  
**Part Three: Skills Audit**

**Please complete and return all pages  
13-18 and 20-21 to:**

**Mrs. Janet Price,  
Governance Officer,  
Mid-Wales Housing Association,  
Tŷ Canol House,  
Ffordd Croesawdy,  
NEWTOWN,  
Powys, SY16 1AL.**

## Board Member Application Form

Please complete the application forms and return them to us by the required deadline. Please attach additional sheets of paper to complete your answers if necessary.

EOM, as part of the Mid-Wales Housing Group, is committed to equal opportunities. To ensure that individuals are selected, promoted and treated on the basis of their individual merits and abilities, it would assist us if you would provide the information requested in **Part One, Part Two and Part Three.**

### PART ONE: PERSONAL DETAILS

|                    |   |                |  |
|--------------------|---|----------------|--|
| <b>Title:</b>      | <input type="checkbox"/> Mr <input type="checkbox"/> Mrs <input type="checkbox"/> Miss <input type="checkbox"/> Ms <input type="checkbox"/> Dr <input type="checkbox"/> Other ..... |                |  |
| <b>Name:</b>       |   |                |  |
| <b>Address:</b>    |   |                |  |
| <b>Daytime No.</b> |   | <b>Mobile:</b> |  |
| <b>Email:</b>      |   |                |  |

EOM, as part of the Mid-Wales Housing Group, works towards eliminating discrimination and promoting equal opportunities, both in the provision of services and as an employer. Completion of the remainder of this form is at your discretion as it is voluntary. Data collected will be used to help the Group monitor and ensure the success of its Single Equality Scheme. It will also be used to report on the needs of different groups of people. All information will be treated confidentially and in accordance with the Data Protection Act 1998.

|  |  |  |  |  |
|--|--|--|--|--|
| <b>Age Range:</b>                      | <input type="checkbox"/> 24 or under <input type="checkbox"/> 25 to 34 <input type="checkbox"/> 35 to 44 <input type="checkbox"/> 45 to 54<br><input type="checkbox"/> 55 to 64 <input type="checkbox"/> 65 or over <input type="checkbox"/> Prefer not to say |  |  |  |
| <b>Gender:</b>                         | <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say   |  |  |  |
| <b>Do you identify as transgender?</b> | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say  |  |  |  |

| <p><b>How would you describe your ethnic origin?</b></p> | <p><b>White</b></p> <p><input type="checkbox"/> Welsh/English/Scottish/Northern Irish/British</p> <p><input type="checkbox"/> Irish      <input type="checkbox"/> Gypsy or Irish Traveller</p> <p><input type="checkbox"/> Any other white background, please give details</p> <p>.....</p> <p><b>Mixed/multiple ethnic background</b></p> <p><input type="checkbox"/> White and Black Caribbean    <input type="checkbox"/> White and Black African</p> <p><input type="checkbox"/> White and Asian    <input type="checkbox"/> Any other mixed background, please give details</p> <p>.....</p> <p><b>Asian/Asian British</b></p> <p><input type="checkbox"/> Indian    <input type="checkbox"/> Pakistani    <input type="checkbox"/> Bangladeshi    <input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Any other Asian background, please give details</p> <p>.....</p> <p><b>Black/African/Caribbean/Black British</b></p> <p><input type="checkbox"/> African    <input type="checkbox"/> Caribbean    <input type="checkbox"/> Any other Black/African/Caribbean background, please give details</p> <p>.....</p> <p><b>Other ethnic group</b></p> <p><input type="checkbox"/> Arab    <input type="checkbox"/> Any other ethnic group, please give details</p> <p>.....</p> <p><input type="checkbox"/> Prefer not to say</p> <p><b>NB</b> These categories are those used in the 2011 census and are recommended for use by the Equality and Human Rights Commission</p> |         |          |               |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |
|--|---|---------|----------|---------------|---------|---------------|--------|--|--|--|--|--------------|--|--|--|--|---------|--|--|--|--|------|--|--|--|--|
| <p><b>Language:</b></p>                                  | <p><b>Are you able to communicate in:</b></p> <p><input type="checkbox"/> English    <input type="checkbox"/> Welsh    <input type="checkbox"/> Sign Language (BSL)</p> <p><input type="checkbox"/> Other, please give details .....</p> <p><b>Welsh Language Skills (please tick as appropriate):</b></p> <table border="1" data-bbox="488 1682 1417 1843"> <thead> <tr> <th></th> <th>Speaking</th> <th>Reading</th> <th>Writing</th> <th>Understanding</th> </tr> </thead> <tbody> <tr> <td>Fluent</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Intermediate</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Learner</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>None</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  |         | Speaking | Reading       | Writing | Understanding | Fluent |  |  |  |  | Intermediate |  |  |  |  | Learner |  |  |  |  | None |  |  |  |  |
|  | Speaking  | Reading | Writing  | Understanding |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |
| Fluent   |   |         |          |               |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |
| Intermediate   |   |         |          |               |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |
| Learner  |   |         |          |               |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |
| None   |   |         |          |               |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |
| <p><b>Disability:</b></p>                                | <p><b>Do you consider yourself to have a disability:</b></p> <p><input type="checkbox"/> Yes                      <input type="checkbox"/> No                      <input type="checkbox"/> Prefer not to say</p>   |         |          |               |         |               |        |  |  |  |  |              |  |  |  |  |         |  |  |  |  |      |  |  |  |  |

|                                   |  |
|-----------------------------------|--|
|                                   | <p>The Equality Act 2010 defines disability as ‘a physical or mental impairment which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities’. This includes people with sensory and mobility problems, people with learning difficulties, people with mental health needs and people living with a serious health condition. If you have ticked ‘yes’ above, please give details below. We would like to know if we are reaching all disabled people; please can you tick the relevant impairment (disability) group below and tick more than one box if appropriate.</p> <p> <input type="checkbox"/> Physical disability/impairment or mobility issues<br/> <input type="checkbox"/> Blindness or vision impairment<br/> <input type="checkbox"/> Deafness or hearing impairment<br/> <input type="checkbox"/> Learning disability    <input type="checkbox"/> Learning difficulty, such as dyslexia<br/> <input type="checkbox"/> Mental health condition, such as depression or schizophrenia<br/> <input type="checkbox"/> Social/communication impairment such as Asperger’s syndrome/other autistic spectrum disorder<br/> <input type="checkbox"/> Long term health condition, such as cancer, HIV, diabetes, chronic heart disease or epilepsy<br/> <input type="checkbox"/> A disability, impairment or medical condition that is not listed above, please describe .....<br/>       .....<br/> <input type="checkbox"/> Prefer not to say     </p> <p>If you feel you could benefit from adjustments/changes made to help you with your activities for EOM, please contact the Governance Officer who will be happy to talk to you about this.</p> |
| <p><b>Sexual Orientation:</b></p> | <p><b>How would you usually describe your sexual orientation?</b></p> <p> <input type="checkbox"/> Heterosexual    <input type="checkbox"/> Lesbian/Gay Woman<br/> <input type="checkbox"/> Gay Man        <input type="checkbox"/> Bisexual<br/> <input type="checkbox"/> Other            <input type="checkbox"/> Prefer not to say     </p>  |
| <p><b>Religion:</b></p>           | <p><b>What is your religion or belief?</b></p> <p> <input type="checkbox"/> Christian    <input type="checkbox"/> Hindu    <input type="checkbox"/> Jewish<br/> <input type="checkbox"/> Muslim      <input type="checkbox"/> Sikh     <input type="checkbox"/> Buddhist<br/> <input type="checkbox"/> No religion   <input type="checkbox"/> Prefer not to say<br/> <input type="checkbox"/> Any other religion or belief, please give details:<br/>       .....     </p>   |

EOM, as part of the Mid-Wales Housing Group, has a statutory obligation in accordance with the Housing Act 1996 to ensure that Board Members have no duality or conflict of interest. Please state if you have any close connection (pecuniary or otherwise) with any consultant, contractor or organisation that works for the Group.

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EOM, as part of the Mid-Wales Housing Group, is unable to consider employees or their close relatives as Board Members since it would be unlawful to offer a contract of employment to a Board Member or to a close relative. Please therefore state if you are a close relative of an employee of the company, giving the name of the person and their relationship to you.

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**Data Protection Act 2018:**

If you submit an application for a Board post with EOM, we will record and use the information which you provide for the purpose of dealing with your application and the information will not be kept any longer than is necessary for that purpose. Personal data provided in Part One of the form will be recorded and used for the purpose of monitoring Mid-Wales Housing Group's Equal Opportunities Policy and for statistical purposes. By submitting an application you are consenting to the recording and use of the information that you supply. The Mid-Wales Housing Group does not keep information from applicants on file for the purpose of sending details of future job opportunities.

I confirm that the details given in this application are correct to the best of my knowledge.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## PART TWO: EMPLOYMENT AND EXPERIENCE

The information in **Part Two** and **Part Three** is the only information we will use in deciding whether or not you will be offered an interview. We will not be able to take into account any previous applications or prior knowledge of you. We ask you not to put your name on any of the sections in **Part Two and Part Three**.

### EMPLOYMENT AND EXPERIENCE

**Note:** Please give details of employment and experiences relevant to the post. Please list the most recent first.

**SUPPORTING INFORMATION**

**Why are you interested in applying for the Board of EOM?**

**Please list any committees or Boards on which you have served or are serving in the community or any other voluntary commitments. Please indicate your position and describe what duties or responsibilities are/were involved.**

## PART THREE: SKILLS AUDIT

A skills audit is a useful tool, based on individual self-assessment, that is collated to create a broad view of the collective skills distribution on a Board. As such, it provides an efficient way to easily identify strengths, weakness and gaps in skills across the Board and is useful in subsequently informing Board actions, such as recruitment, training, succession planning and the like.

This particular skills audit has been designed to indicate the areas we consider necessary for the role of Board Member. Please complete the form by indicating which category most accurately describes your skill level.

### Scale

The ratings below are a guide to judge your expertise; they are not absolute in nature and hence please choose the description that most accurately reflects your current skills status, based on the description below.

|                  |   |
|------------------|---|
| <b>Very High</b> | Professional qualification <i>and</i> over three years' proven practical and working experience |
| <b>High</b>      | Professional qualification <i>or</i> over three years' proven practical and working experience  |
| <b>Medium</b>    | Good working knowledge <i>or</i> one-two years' proven experience                               |
| <b>Low</b>       | Basic understanding   |
| <b>None</b>      | No understanding  |

Where relevant to the competency or example, the following should be:

- An area in which you have significant practical experience;
- Something that you undertake on a regular basis;
- A personal characteristic or style that you demonstrate all of the time;
- A regular programme of activities to maintain technical competence.

The following may seem a long list, however an application with just one high level score will potentially have the same chance of being successful as an application who has many high level scores; if that high score is in an area in which the company has a weakness then you have a better chance of being successful in your application than another applicant with many high scores if the Group already has several Members with high level skills in those areas.

**Please tick ✓ in the relevant box**

**Strategic & Business Planning**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Property Development/Construction Industry**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Asset Management (long term maintenance of properties)**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Responsive Maintenance Management**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Customer Services and Complaints Resolution**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Financial Management/Accountancy**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Governance and Regulation**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Information Management (Performance Monitoring)**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Legal e.g. Contract Law and Management**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Human Resources: Staff Management, Training, Learning and Development**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Equality, Diversity and Inclusion/Human Rights**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

**Welsh Language Skills**

|                  |             |               |            |             |
|------------------|-------------|---------------|------------|-------------|
| <b>Very high</b> | <b>High</b> | <b>Medium</b> | <b>Low</b> | <b>None</b> |
|                  |             |               |            |             |

### Information Communication & Technology

| Very high | High | Medium | Low | None |
|-----------|------|--------|-----|------|
|           |      |        |     |      |

### Risk Management & Assurance

| Very high | High | Medium | Low | None |
|-----------|------|--------|-----|------|
|           |      |        |     |      |

### Media/PR & Marketing

| Very high | High | Medium | Low | None |
|-----------|------|--------|-----|------|
|           |      |        |     |      |

### Partnership Working

| Very high | High | Medium | Low | None |
|-----------|------|--------|-----|------|
|           |      |        |     |      |

### Commercial/Entrepreneurial Skills

| Very high | High | Medium | Low | None |
|-----------|------|--------|-----|------|
|           |      |        |     |      |

Please provide examples of where you have demonstrated the skill areas in which you have very high/high expertise and detail any additional skills that you feel would benefit the Board.