



SOLACE HOUSING ASSOCIATION TRUSTEE RECRUITMENT PACK





Trustee Recruitment Pack

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About Solace Housing Association

Thank you for your interest in becoming a board member for Solace Housing Association. We hope this board recruitment pack is helpful and informative. As a new Association we are looking to appoint a tenant focused, strategic, enthusiastic and committed chair. We are also looking to appoint two or three board members.

We hope this pack gives you a sense of who we are, how we work and the contribution these roles will make to the success of our business.

Solace Housing Association is a subsidiary company of Staying Put. A domestic abuse and sexual violence charity working across the Bradford area since 2001. Staying Put support women, men and children who are survivors of domestic abuse and sexual violence.

As a housing association, we will always put tenants at the heart of everything we do and aim to ensure that our customer service standards are as high and that all tenants receive a consistently good service. This core attitude towards service delivery is embedded right across the Staying Put group. We are committed to these standards and they influence everything that we do, including collaboration between, survivors, partners our senior leadership team and the Board.

We will be more than just a landlord, we value our engagement with health, local government and other partners to deliver improved outcomes and economic and social well-being.

Future plans

Our future plan is to create a thriving housing association that service the diverse communities of Yorkshire.

We aim to increase the scale of the programme to meet the identified housing need, replenish our reducing stock portfolio and meet the strategic priority of growing the business, we may refinance to access additional funding to support our development ambitions.

The majority of our development activity will comprise of acquisitions. Acquisition of property will comprise of Section 106, 'right to buy' buy-backs, purchases from other housing associations and where

appropriate strategic acquisitions of other buildings/properties that present a good opportunity to convert for residential accommodation purposes.

It's an excellent time to be joining the Solace Housing Association Board. The chair and new board members will be able to shape our strategy and future direction, allowing us to fulfil our ambitions. We will work together as a board and with the leadership team, to achieve the very best for our beneficiaries.

Our Purpose, Vision, Mission & Values

Purpose

To provide safe accommodation for people escaping domestic abuse, to enable them to lead independent lives.

Vision

To provide solace to our communities in and around Yorkshire.

Mission Statement

Our mission is to transform lives by providing housing to those who have experienced domestic abuse, with short and long-term options. Our inclusive homes are for anyone who needs them.

We offer;

- Good quality
- Affordability
- Safety and solace
- Support for tenancy sustainment

Values

- Inclusivity
- Integrity
- Value for money
- Transformation
- Excellence

If you believe you have the skills, experience, and commitment to Solace Housing Association's vision, mission and values, we would very much like to hear from you.

Who we are looking for

The board has overall responsibility for the organisation's strategic direction, its corporate governance and financial probity, ensuring that there are appropriate resources to meet our goals and standards of service. In addition, the board provides support, challenge and scrutiny.

We are seeking motivated individuals who have an empathy with our tenants and communities. If you have an appreciation of the area in which we largely operate, Bradford, as well as wider social, economic and environmental issues and our challenges as a housing association, we would like to hear from you. Your background, whether public, private or third sector is less important.

We are looking for people who share our vision and values and understand what it means to be on the board of a committed, community-focused organisation and who share the goal of working towards providing the best possible services and support to the communities we serve.

The chair: We are looking for someone with significant experience at board level, who has possibly had experience in leading a board or chairing a committee in a housing association. You will understand the breadth of the role, with a strong emphasis on strategy and policy development, good governance, assurance and the ability to fulfil a wider ambassadorial role. Specific experience or expertise in that benefits our core business, such as governance, strategy development, asset management and development, housing, finance, legal, commercial or business transformation, would be an advantage.

Board members: Experience of being on a board can vary for this role, we welcome people where this may be their first position on a board, as well as those who are experienced in this role. Experience in one or more of the areas mentioned for the chair, would allow us to develop a balanced, inclusive and diverse board. We are looking for someone who is enthusiastic, a team player, committed and works with the highest standards of integrity in a culture of openness and transparency. Again, allegiance with our vision and values is important.

New board members will be joining a board with energy and expertise in many areas, who work with and support the organisation's leadership team to achieve the growth and sustainability required to meet the needs of our beneficiaries.

The position of board members is paid between £4,000 for board member and £5,000 for the chair, this will be reviewed as we grow and meet our growth priorities.

Length of term is 3 years, capped at 6.

Board members are expected to attend quarterly meetings, lasting around two hours, currently meetings are held during the day. In addition, board members occasionally act as advisors to staff leads on specific projects related to their areas of special expertise, and represent our charity at events and meetings.

In return we offer a full induction, and the opportunity to work with talented board members and staff team to build a portfolio of high-quality, affordable housing that improve the lives of people affected by domestic and sexual abuse.

Role Description – Chair

Job Purpose

To provide leadership to the Board, committee and CEO, creating conditions for overall Board effectiveness, enabling effective decision-making, debate and challenge, working in a collaborative and constructive style.

To work with board members to develop and steer the strategic direction of the organisation so that it is governed in line with good practice and regulatory requirements and have a culture of openness and integrity.

Key Responsibilities

- To be a motivational leader to the Board members, oversee the organisation's business and strategically lead the Board in fulfilling its vision, policies and plans.
- Give guidance and support to all Members and to ensure all are given the opportunity to contribute to and participate in the decision-making role of the Board on an equal and fair basis.
- Provide visionary leadership and ensure clarity of strategic direction to the Board and the wider organisation.
- Ensure that the Board carries out an annual review of its effectiveness.
- Ensure that the Board decisions are compatible with the Association's aims, objectives and long-term strategies.
- Ensure that the Board's actions and decisions are compliant with current legislation and the relevant rules of the Board.
- Ensure that the regulatory framework in which the Association operates is given recognition in respect of the Board's actions and direction.
- Ensure effective chairing of the Board and all general meetings.
- Succession and development planning to minimise vacancies and to ensure an appropriately skilled, well balanced and representative Board.
- Build and maintain effective communication and professional relationships with a variety of stakeholders.
- Act as an external ambassador with key partners, promoting and representing the organisation at formal openings and other events.
- Effective and appropriate governance of the organisation and the receipt of appropriate independent professional advice when required.

- Ensure that the tenants' voice is heard through the organisation and that their views are built into strategic decision-making.
- Through the Board, committees and senior management team, ensure that the organisation sets high standards of good corporate governance, and a culture based on openness, honesty, integrity and collaboration.
- Promote the highest standards of corporate governance, ensuring that the organisation complies with its governing documents, its chosen Code of Governance, and legal and regulatory requirements.
- Through the Board, committees and senior management team, ensure that the organisation has an appropriate effective internal control framework in place with systems of risk management, which are robust and defensible.
- Lead the Board in scrutinising and reviewing performance against agreed targets and budgets, including in respect of value for money, customer feedback and the performance of comparable organisations.
- Ensure equality, diversity and inclusion is embedded within the organisation.

This role description accurately reflects the requirements of the role at the time of writing but may be subject to change from time to time to meet changing needs.

Skills, Abilities and Personal Qualities required

- Board experience with organisations of similar complexity and size
- Demonstrable leadership experience
- A track record of inspiring individuals to deliver strategic vision
- Understanding and ability to articulate the organisation's purpose, strategy, vision and values
- Understanding of the regulatory environment
- Appreciation of the organisation's social purpose within our communities while retaining commercial focus
- Significant experience of best practice in governance
- Good understanding of the social, economic and political environment within which our organisation operates, including an understanding of current issues in social housing
- Financial awareness and ability to understand and evaluate budgets, business plans and annual accounts.
- Ability to chair complex discussion and lead debates in an open and inclusive manner and to summarise appropriately.

- Have effective influencing skills, displaying an ability to effect change
- Be open to challenge and be willing to challenge others, valuing diversity and new ideas
- Demonstrate emotional intelligence and be able to adapt style to bring out the best in others
- Enthusiastic and energetic, showing resilience and positivity
- Good listener and effective communicator
- Have good all-round business acumen
- Acts with integrity, engendering respect from the Board, staff and stakeholders

Role description – Board Member

Job Purpose

In conjunction with fellow Board members the Board's role is to;

1. To ensure that the Association has a clear vision, mission and strategic direction and is focused on achieving these
2. Establish, oversee and review annually a framework of delegation and system of internal control
3. Establish and oversee a risk management framework to safeguard the assets of the organisation
4. Operate collectively and collaboratively, within a culture of openness, honesty, integrity, providing constructive debate and challenge
5. Ensuring that the organisation's governance is of the highest possible standard

Key Responsibilities

- Establish policies and plans to achieve the organisation's Strat objectives
- Listen to tenants' voices ensuring that their views are built into strategic decision-making
- Approve each year's accounts prior to publication and approve each year's budget
- Establish and oversee a framework of delegation and systems of prudent and effective controls which enable risks to be identified, assessed and managed
- Ensure that the organisation operates within agreed policies, make decision on all matters that create significant financial risk to the organisation, or which affect material issues of principle
- Monitor performance and gain assurance in relation to these plans, budget, controls and decisions
- Satisfy itself that the organisation's affairs are conducted in accordance with generally accepted standards of performance and propriety, statutory and regulatory requirements
- Take appropriate advice and ensure an understanding of the constitutional and legislative framework as it applies to the Board, and act within its powers.
- Contribute and share responsibility for the Board's decisions, including its duty to exercise reasonable care, skill and independent judgement
- Prepare for and attend meetings, training sessions and other events
- Prepare for, attend and participate in reviews linked to the performance of the whole Board
- Declare any relevant personal interests and avoid conflicts of interest
- Respect confidentiality of information

- Provide constructive challenge to facilitate the achievement of the strategic objectives
- Demonstrate a commitment to equality, diversity and inclusion

This role description accurately reflects the requirements of the role at the time of writing but may be subject to change from time to time to meet changing needs.

Skills, Abilities and Personal Qualities required

As a Board member you are likely to have experience in one of the following areas; governance, strategy development, asset management and development, housing, finance, commercial acumen or business transformation.

- Knowledge and experience of driving forward customer services/standards at a senior level in a regulated environment
- Leadership experience of, or exposure to, relevant areas of our business
- Experience of providing strategic direction, setting policies and plans and gaining assurance over their implementation
- Business expertise, gained in successful public, private or third sector organisations
- Interest in or understanding of social housing
- Understanding and empathy with the economic, social and environmental challenges
- Board member experience
- Ability to make sound and incisive decisions and assess risk
- Strong business acumen and analytical capability
- Ability to understand, absorb and analyse verbal, written and numerical information and respond as appropriate
- Positive and constructive approach to the role of Board member
- Willingness to work as part of a team, with respect and tolerance for others, operating with openness, honesty and integrity
- Understand, or be willing to develop knowledge of governance and how Boards should add value
- Capacity to develop effective working relationships with others including fellow Board members and key stakeholders
- Ability to contribute to Board discussion and decision-making and apply knowledge and experience appropriately
- Maintain standards of probity and work within regulatory and governance frameworks

NB Under English law, statutory duties for all board members are as follows:

1. Duty of trust
2. Duty to comply with the charity's Constitution
3. Duty to act in the best interests of the charity's present and future beneficiaries
4. Duty to avoid conflicts of interest
5. Duty to safeguard the charity's assets

Recruitment timetable

Action	Date
Opening date / advert	21 st October 2021
Closing date	19 th November 2021
Shortlisting	w/c 22 nd November
Interviews	w/c 29 th November
Appointment start date	TBC

How to apply

If you think you could help us meet the challenges of the future as a member of our board, please visit www.stayingput.org.uk complete our board application form and send it to:

Yasmin Khan - CEO Staying Put Group

Staying Put

P.O Box 449,

Bradford,

BD1 2XB

Please mark your envelope 'private & confidential'

Or you can return your application by email to: yasmin@stayingput.org.uk

For an informal chat, please contact Yasmin on the following:

Yasmin's email: Yasmin@stayingput.org.uk

Telephone: 01274 666742

Mobile: 07503 734388