Board Member Recruitment 2021/22
Trust Housing Association
Information Pack
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Who are we? Our story, our culture, our DNA.

- At Trust, we are proud to be a national and forward-thinking social landlord, with over 3,600 homes across the length and breadth of Scotland, from the Highlands and Islands, down to Dumfries & Galloway. Our main offices are located in Edinburgh, Wishaw, Glasgow and Arran.

- We have grown over almost 50 years into one of Scotland’s largest housing, care, and support providers for older people.

- Our customers are at the heart of everything we do, and our services are very people focused. As such, we are a large employer with over 600 full and part-time employees working across Scotland.

- Our story and culture have been enriched through growth with like-minded people, most recently our partnership with Wishaw & District Housing.

- We’re here to make a positive difference to the lives of our customers and the communities we serve.

- Our positive and inclusive culture is recognised externally by our Investors in People ‘Gold’ and ‘Leaders in Diversity’ accreditations.
Trust Board are welcoming applications from enthusiastic and skilled leaders in their field, who are seeking an opportunity to contribute to a successful, dynamic and people-centred organisation. If you share in our values and have the time and expertise to support us in our efforts, as a sector leading organisation, to make a difference to people’s lives, we would love to hear from you.

John Burke, Chair of Trust Board: “Board Members are responsible for the overall governance, financial wellbeing, and strategic direction of Trust. Safeguarding the interests of current and future tenants is at the heart of what we do.

We would welcome candidate interest from a range of backgrounds and, whilst we do not need previous board-level experience, we do require people who have the knowledge, skills and experience to contribute to our sustainability and success.”

We are looking for people who have, or have held, senior positions in: Legal Services, Finance, Strategic IT, Strategic HR, Commercial Roles, Health, Care & Social Housing.
To apply, please send your CV & a covering letter to Claire Mottram (PA to Chief Executive / Company Secretary) by Monday 10th May 2021

T: 0131 444 4940
E: clairemo@trustha.org.uk
P: 12 New Mart Road, Edinburgh, EH14 1RL
Responsibilities:

All Board Members are Trust ambassadors who promote the work of the Board, share the core values of the organisation and are governed by the Trust Model Governing Rules.

- Board Members attend **six day-time meetings** a year which are normally held at our offices in Edinburgh or Glasgow. During the pandemic, these have been successfully held via Microsoft Teams Video Conferencing. **Digital Skills** are desirable. Landline call in option is available. Meetings are normally 2 hours in length, with a 30 minute training session on topical issues provided beforehand.

- We normally have **three off-site strategy days**, which will resume once safe to do so and may involve an overnight stay.

- In addition, Board Members may be involved in committee work and asked to represent Trust at local and national events. Board Members will normally also undertake visits to Trust properties across Scotland, at least two per year - on occasion this can be some distance due to the geographical spread of locations.

[Click here](#) for more information from OSCR on being a charity trustee.

An electronic copy of **Trust’s Model Governing Rules** is available on our website.
Why apply?

Although the role of Board Member is unpaid it is highly rewarding. Our Board Members benefit from support, development and a sense of real pride and satisfaction from providing quality homes and care for people who need them. And while we don’t offer remuneration, we pay reasonable out-of-pocket expenses.

You will have the opportunity to be a member of our Board while we embark on our exciting new 3-year business strategy.
The Time is Now – come and join us!

“For nearly 50 years, Trust has evolved. And so it continues today, as we ready ourselves to meet the housing, health, economic and climate challenges of our time. We are now embarking on an exciting new 3-year business strategy – The Time is Now – which is driven by the demands of our customers and the society we serve at its heart.”

~ Rhona McLeod, Chief Executive
Our strategy is delivered through three distinct themes:

**THE TIME IS NOW**

- **TIME TO BE BOLD**
  - Striving for 10/10 customer and employee experiences
  - Customer Driven
  - Freedom with responsibility
  - Smart Working

- **TIME TO GROW**
  - Growing together, our way
  - Growth beyond numbers
  - A warm welcome
  - Growing our own

- **TIME TO GO GREEN**
  - On a journey to net zero

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Our customers and empowered frontline teams will be at the centre of a growing business that is striving for 10/10 experiences that feel personal and effortless, easing barriers to innovation and developing a portfolio that is versatile and relevant.

We will be accelerating our investment in enabling technology to modernise our services and ways of working.

Driven by data, a learning culture, best practice and service design, our focus will be on seamless delivery, customer relationships and personalised solutions.
We’re investing in a future that keeps us at the leading edge of what we do, responding to the opportunities in front of us.

It’s about growing as a business through partnerships that are the right fit for Trust and developing new services that meet new and existing customer demands.

Through growth and leaner operations, we will secure our ability to keep rents affordable whilst investing in the standards of our services and homes.

It’s about growing through our new build programme and helping to address affordable housing need.

It’s about investing in our existing homes and smart technology. It’s also about investing in learning and development so that we can grow as individuals and teams.

02 Growing together, our way
We want to be solving climate problems, not contributing to them. Investing in a net zero future and embedding a climate change mindset so that we can collectively and individually play our part in addressing the climate emergency. Designing and delivering a greener future for Trust.

**03 Our journey to Net Zero**

- **Homes**: Potentially the biggest impact we can make is around the energy efficiency of our existing and new build homes, and supporting our customers to act sustainably.
- **Working Space**: Reducing the carbon footprint of our working spaces and what we do in them (reducing printing, energy use, waste etc).
- **Transport**: Reducing travel for commuting and business purposes, and incentivising cleaner modes where travel is necessary.
The Role of Trust Board & Person Specification
Who are Trust Board?

Trust’s Board of Management:

• provides leadership and direction to Trust, determining strategy and ensuring that human and financial resources are available to support its delivery.
• promotes high standards of corporate governance, overseeing an effective governance regime to ensure that Trust complies with legal and regulatory requirements.
• monitors Trust’s performance ensuring that risks are assessed, monitored and managed.
Role Description

The role of Board Member is non-executive; Trust’s Chief Executive is responsible for operational management within a framework of controls established by the Board.

In practice the Board and Chief Executive work in partnership to promote the Trust brand, to develop innovative approaches to business development and delivery and to safeguard the organisation’s future.

More specifically, the duties and responsibilities of a Board Member are as follows:

Leadership, strategic direction, and governance

1. Support the Chair and Chief Executive in leading the organisation, demonstrating Trust’s values, embodying Trust’s Investors in People Gold status and Leaders in Diversity status as well as embedding excellence throughout the organisation.

2. Contribute to the development, review, and implementation of an innovative and effective strategy, identifying opportunities for diversification to support the further growth and development of Trust.

3. As a Board, ensure an effective scheme of delegation is in place and appropriately resourced to support the successful implementation of the strategy.
4. Contribute to the development and effectiveness of a range of policies and procedures governing the business and employment activities of Trust.

5. Contribute constructively to Board discussion and decision-making; approve material business decisions.

6. Contribute constructively to regular reviews of Board performance, both collective performance and own contribution to the Board.

**Experienced Board Members may be asked to:**

7. Mentor newly appointed Board Members, contributing to their induction and development.
8. Act under delegated authority on behalf of the Board to address issues and pursue necessary organisational business between Board meetings.

**Performance monitoring and compliance**


10. As a Board, ensure Trust’s internal control systems are adequate to safeguard the organisation’s assets, prevent or detect fraud and maintain necessary records; take action with Board colleagues to address actual or perceived weaknesses in internal control.

11. As a Board, ensure that the operations and activities of Trust are managed effectively in order to meet the organisation’s legal, regulatory, governance and financial obligations.
12. As a Board, approve and monitor Trust’s budget, ensuring financial systems operate properly in accordance with agreed systems and controls. Approve audit plans and reports and approve Trust’s Annual Accounts.

13. As a Board, ensure a robust risk management process is implemented and reviewed across the organisation; contribute to the Board’s annual review of the risk management process and its implementation.

We have an Audit and Performance Sub-Committee that meets four times a year - made up of a number of members from the Board. Their role is to scrutinise performance against targets and monitor risks to the organisation.

Relationship-building and influencing

14. Develop and demonstrate an understanding of the views of stakeholders and key opinion formers.

15. Act as an Ambassador for Trust, representing Trust positively at external events, networking to raise Trust’s profile and positioning Trust as a major player in the housing and care sectors.

16. Ensure good working relationships and open communication between the Board and the senior team, promoting a culture of openness and collaboration.
Equality and diversity

17. Trust is a Leader in Diversity (LID) organisation and seeks to promote equality, inclusion and diversity (EDI) in all of Trust’s activities. Board Members are required to:

- champion EDI initiatives and events and receive ongoing EDI training
- attend external networking to promote Trust’s commitment to EDI
- be aware of and engage with Trust’s EDI Strategy and Policies, and Leaders in Diversity action plans and surveys
- be clear about their responsibilities for EDI as a Board Member and the expected behaviours and values set by Trust
- challenge any inappropriate behaviour, bullying or harassment and discrimination and report it through the appropriate channels.

Board Members are responsible for the overall governance and strategic direction of Trust. They share and accept responsibility for the decisions made by the Board of Management; all Board Members are equally responsible in law for the decisions made and each must act only in the interests of Trust and its stakeholders.
The skills of leadership and motivation, coupled with the ability to offer support and constructive challenge to the executive team.

The ability to contribute to the development and review of strategy and to evaluate implementation.

Experience of working effectively as part of, and contributing to, the work of a team or group; the ability to participate actively and constructively in discussion.

Good digital skills are desirable as Trust is operating in an increasingly digital world and – particularly during Covid-19 – we must adapt to new virtual ways of working and design a business which can meet the growing expectations and demands from customers in this area.

The ability to analyse a wide range of data, including financial data, and to make sound judgements/reach appropriate decisions or conclusions.

Good communication and interpersonal skills.

Strong networking and partnership working capabilities. The ability to engage with and understand the views of Trust’s stakeholders.
Awareness, knowledge and understanding required of the post-holder

- Understanding of the operational environment in Scotland for service providers.
- Understanding of financial planning and control.

Development will be provided to ensure:

- Awareness of the requirements of Trust’s regulators: The Care Inspectorate, The Scottish Housing Regulator and the Office of the Scottish Charity Regulator.
- Awareness of legislation impacting on the work of Trust.
- Knowledge of corporate governance requirements including audit, risk management and internal control.

Personal qualities

- Board Members will aspire to excellence, will be committed to continuous improvement and will be willing to learn and develop. Integrity is a key personal quality and Board Members are required to register relevant interests as soon as they arise and comply with Trust’s Model Code of Conduct for Governing Body Members.
New Board Members will be supported by being paired up with a mentor who will be an experienced member of the Board, together with a tailored induction programme.

The Board Member handbook will be a further reference point for information about the Board Code of Conduct, Trust’s Model Governing Rules and claiming expenses.

Board Members’ skills will be reviewed annually to identify training areas, support needs and skill gaps. The Board will receive an annual programme of training and individual support will be given to those Board Members who wish to acquire additional skills to enable them to better carry out or develop their role.

The Chair will identify Board Members who would be interested in becoming office bearers through the annual appraisal discussion and will agree any appropriate development support to assist them in achieving their ambitions.

Strategic board away days will provide an important opportunity for networking and team building as well as training and development.

The Board are encouraged to identify any other development areas throughout the year and to attend relevant conferences and events.
The Time is Now – Come and join us!

Interviews will take place early June 2021
Successful applicants will be recommended for election at the AGM in September 2021

To apply, please send in your CV and covering letter to Claire Mottram (PA to Chief Executive / Company Secretary).
E: clairemo@trustha.org.uk
Post: 12 New Mart Road, Edinburgh, EH14 1RL

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