



CANDIDATE BRIEF

APPOINTMENT OF CHAIR

ZETETICK HOUSING

PREPARED BY CHANNING HAMMOND ASSOCIATES

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**CHANNING HAMMOND
ASSOCIATES**

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For further corporate information please visit:

<https://www.zetetichousing.org.uk>

Welcome Letter

Dear Applicant,

Chair Appointment

Thank you for your interest in the role of Chair at Zetetick Housing. This is an exciting opportunity for the right candidate to lead our Board and make a real and lasting difference. Our current Chair is standing down from her role having made a significant positive impact during her tenure; we are delighted that she will remain on the Board as a Trustee.

Zetetick is a specialist housing provider which was formed as a result of a shortage of organisations that were flexible or willing to support people with a learning disability who wish to secure a tenancy under the Supported Living model of care.

Our primary purpose is to source and provide high quality domestic style residential accommodation for people who, primarily but not exclusively, have a learning disability. Key to our success is to work in partnership with Commissioners of Care, Care Providers and our employees who share our core values of social inclusion within the local community and focused activities that deliver positive outcomes for our Tenants.

We are a financially sound and well-run charity and are well placed to grow and consider diversifying our services. Our new Chair will need to meet the core competencies outlined in the role description and we are particularly keen to recruit people with a background in either Health, Housing or Social Care support services or who have experience of working with Local Authorities.

If you'd like to be part of our future and believe you can make a positive difference, please read through this Candidate Brief and visit our website, both of which will provide further insight.

Gary Scott

Chief Executive, Zetetick Housing

About Zetetick Housing

Zetetick Housing (ZH) is a not for profit organisation that is regulated by the Charity Commission and was formed in 2007. Our object is to provide high quality social housing to vulnerable adults and to grant them fair access to the Private Rental Sector (PRS) that will enable them to live within their local community. Our primary location is Croydon, but we operate in all South London Boroughs and in the Southeast.

We are currently operating around 80 properties, supporting more than 130 tenants whose needs range from mild learning disability to more complex and challenging issues. The service model is simple. ZH sources accommodation from private landlords, we manage all aspects of housing related tasks on behalf of the tenants to enable them to maintain their tenancies, without which they would not be able to sustain their right to a home and participate in local communities. This is significantly different from other Social Landlords and unique to the sector, in that all the risks are borne by ZH and not our beneficiaries.

Income is generated via the benefit entitlement of our tenants to receive government funding for their housing needs. ZH's social objects enables rents to be treated under the Special Accommodation rules that grants 'exemption status' from the prevailing capping and restriction on claimants' benefit entitlements. This status ensures services remain affordable and tenable for our beneficiaries.

Following the government's much awaited announcement in August 2018, we are pleased that all supported housing funding is to be retained in the welfare system.

Our surpluses are reinvested and support our business plan through the subsidy of high cost accommodation and services for more complex tenants. This supports the wider Government agenda to reduce the burden of social cost on the NHS, freeing beds and achieving greater value for money.

Projects which have completed this year include the provision of a newly refurbished block of 10 flats within Croydon where Partnership working with property developers and Croydon Council during their period of referral exclusivity, was key to the project's success.

Further schemes of small blocks of self-contained accommodation are in the pipeline for 2019 and beyond.

The Role | Job Description for Chair

CHAIR of the Board of Trustees

Specific additional ROLE DESCRIPTION AND PERSON SPECIFICATION

Role Summary

The Chair will be an advocate for the Zetetick, promoting our work with key stakeholders to enable Zetetick to achieve its objects to the greatest possible extent.

Provide leadership and direction to the Board of Trustees in order to enable it to fulfill its responsibilities and legal duties for the overall good governance of Zetetick whilst always acting in the charity's best interests.

Ensure that the organisation complies with its governing document, charity law, and other legislation and Regulatory compliance, including the pursuance of its charitable objects.

Support and, where appropriate, challenge the Chief Executive Officer to achieve the aims of the charity.

Ensure that the board as a whole works in partnership with Executive staff to achieve the aims of the charity.

In addition to the general 'Trustee Role Description and Person Specification', the Chair has a number of specific tasks:

Strategic leadership

- Providing clear leadership for the Board of Trustees in setting and maintaining agreed strategies
- Facilitate board policy-making
- Leadership by example

Administration and governance

- Planning the annual cycle of board meetings and setting the agendas
- Chairing and facilitating the board meetings, including the AGM
- Monitoring all conflicts of interest and ensuring decisions made at board meetings are made in the best interest of the charity
- Ensuring selected 'codes of governance' are implemented, audited, and compliance reviewed with the required regularity
- Ensuring the Board of Trustees retains the relevant skills and experience, including undertaking annual Board appraisals

Representation

- External advocacy with key stakeholders such as commissioning bodies, funding organisations, other services providers in the sector and political bodies
- Represent the organisation at appropriate events, meetings and functions that are necessary in the furtherance of the charity's objects.
- Acting a spokesperson for the charity, as necessary
- In partnership with the CEO, oversee the development of the charity's external relationships with key partners

Management and personnel

- Liaising with the CEO to keep an overview of the charity's affairs and to provide support where appropriate
- Overseeing, supporting and appraising the CEO
- Acting as the final stage adjudicator for disciplinary and grievance procedures, if required.

Qualities of the Chair

In addition to the general Trustee person specification requirements (see below) , the Chair will be required to demonstrate a higher level the following qualities:

Essential

- Commitment to the organisation and its objects
- Leadership ability
- Integrity
- Strategic vision
- Prior experience as a Trustee
- Willingness to devote the necessary time and effort to their duties as Chair, including support for the CEO in delivering the charity's objectives and external advocacy
- Ability to manage Board meetings effectively, including effective decisions by the Board of Trustees in the best interests of the charity
- Excellent judgement and communication skills
- Understanding the legal responsibilities of the charity and the Regulatory framework compliance

Desirable

- Knowledge and experience of managing a registered Charity and the requirements of the Charities Commission

- Knowledge of the social housing sector, including Regulator of Social Housing regulation and compliance
- Knowledge of the disability sector – ideally within learning disabilities and mental health
- Prior experience of managing committees
- Personal and professional experience within the field of regulated social housing

Trustee Role Description

Main duties

Under charity law Zetetic Trustees have the ultimate responsibility for directing the affairs of ZH, and ensuring that it is solvent, well-run and delivering the charitable outcomes for which it has been set up.

In law trustees of ZH have three particular duties – compliance, care and prudence – which are set out below using the wording given by the Charity Commission.

Duty of compliance – Trustees must:

- Ensure that ZH complies with charity law, and with the requirements of the Charity Commission as regulator; in particular, ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
- Ensure that ZH does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
- Comply with the requirements of other legislation and other regulators, which govern the activities of ZH.
- Act with integrity and avoid any personal conflicts of interest or misuse of ZH funds or assets.

Duty of care – Trustees must:

- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that ZH is well-run and efficient.
- Consider getting external professional advice on all matters where there may be material risk to ZH, or where the trustees may be in breach of their duties.

Duty of prudence – Trustees must:

- Ensure that ZH is, and will remain, solvent.

- Use ZH's funds and assets reasonably, and only in furtherance of ZH's objects.
- Avoid undertaking activities that might place ZH's endowment, funds, assets or reputation at undue risk.
- Take special care when investing ZH's funds or borrowing funds for ZH to use.

Specific duties of Trustees:

Strategic Direction

Trustees must ensure that the ZH has a clear vision, mission and strategic direction and is focused on achieving these. Trustees must work in partnership with the Chief Executive and other senior Executive staff to ensure that:

- a) ZH has a clear vision, mission, set of values and strategy, and that there is a common understanding of these by trustees, staff and volunteers.
- b) Operational plans and budgets support the vision, mission and strategy.
- c) The views of beneficiaries are regularly sought and considered, and that efforts are made to identify possible future beneficiaries.
- d) There is regular review of the external environment for changes that might affect ZH (environmental, political, financial, competitive, partnerships, alliances).
- e) There is regular review of the need for ZH and for the services it provides or could provide, and regular review of strategic plans and priorities.

Performance management

Trustees are responsible for the performance of ZH, for its impact upon stakeholders and for its corporate behaviour:

- a) To ensure that ZH measures its impact and progress towards its strategic objectives and to regularly consider reports on ZH's performance.
- b) To ensure that there are policies to direct key areas of the charity's business.
- c) To ensure that there are quality and service outcome standards for major areas of delivery and that these are met.
- d) To ensure that ZH's values are understood and put into practice, by trustees, staff and volunteers.
- e) To ensure that there are complaint systems in place.
- f) To ensure that there are processes for trustees, staff and volunteers to report activity which might compromise the effectiveness of ZH.
- g) To hold the Chief Executive to account for the management and administration of the charity.

- h) To ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing the charity and in meeting his/her annual and longer-term objectives.
- i) To ensure that ZH has effective employment policies and processes in place, to recruit, train and develop staff and volunteers.

Compliance

Trustees must ensure that ZH complies with all legal and regulatory requirements:

- a) To ensure, with professional advice as appropriate, that ZH complies with all constitutional, legal, regulatory and statutory requirements.
- b) To understand and comply with the constitution and rules that govern ZH, and to review the constitution regularly (at least every three years) to ensure it is fit for purpose.

Prudent management of assets

Trustees must be stewards of ZH's assets, both tangible and intangible, taking care over their security, and how they are used:

- a) To ensure that ZH's financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- b) To act reasonably and prudently in all matters relating to ZH and always in the interests of ZH.
- c) To ensure that trustees take professional advice when needed, and record the advice received.
- d) To ensure that there is an effective fundraising strategy in place, if appropriate.
- e) To be accountable for the solvency of ZH.
- f) To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, ZH's brand, good name and reputation are recognised, used and safeguarded.
- g) To review the condition and use of the properties and land owned by ZH.
- h) To ensure that the major risks to ZH are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.

Good governance

Trustees must ensure that ZH's governance is of the highest possible standard:

- a) To ensure that ZH has a governance structure that is appropriate to a charity of its size/complexity, stage of development, and its charitable objects, and reflects the diversity of its beneficiaries.
- b) To ensure that Board decisions are recorded in writing by means of minutes.
- c) To ensure that the Board's delegated authority is recorded by terms of reference for board committees, job descriptions for honorary officers, trustees and key staff, and that reporting procedures back to the Board are recorded in writing and complied with.
- d) To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood, and directions given come from the Board as a whole.
- e) To ensure the Board regularly reviews ZH's governance structure and its own performance, to an agreed programme.
- f) To ensure that major decisions and policies are made by the trustees acting collectively.
- g) In consultation with the Chief Executive, to ensure that the Board has the skills it requires to govern ZH well, and that the Board has access to, and considers, relevant external professional advice and expertise.
- h) To ensure that there is a systematic, open and fair procedure for recruitment of trustees and of the Chief Executive.
- i) To ensure that all members of the Board receive appropriate induction on their appointment and that they continue to receive appropriate advice, information and training (both individual and collective).
- j) To ensure that trustees have a code of conduct and comply with it, and that there are mechanisms for the removal of trustees who do not abide by the trustee code of conduct.

Trustee Person Specification

Personal competencies

ZH Trustees are expected to demonstrate the following personal competencies and the capacity to apply these to the organisation. These are set out below according to those that are essential and desirable:

ESSENTIAL

Commitment

Ability to understand and accept the duties and liabilities of being a charity Trustee

Empathy with the vision, mission and aims of ZH

A willingness and ability to devote the necessary time and effort

Focus

Ability to think and apply knowledge strategically
Ability to think creatively
Ability to keep mission-focused
Ability to analyse and evaluate management information and other evidence
Willingness to listen and learn

Communication and team working

Ability to communicate clearly and sensitively and to take an active part in discussions
Ability to influence and engage
Ability to work effectively in a group
Willing to express their own opinion in a reasoned way, while also listening to the views of others
Ability to challenge constructively and ask questions appropriately

Accountability

Ability to exercise sound and independent judgement
Willingness to make, and stand by, collective decisions including those which may be unpopular
Ability to manage difficult and/or challenging situations
Ability to maintain confidentiality on confidential and/or sensitive information

DESIRABLE

The knowledge, skills and experience in the list below are relevant to ZH's main areas of activity, and they are represented across ZH's executive and staff, who apply them at operational level.

ZH is looking for Trustees who have the knowledge and understanding to maintain an oversight of our activities at a strategic level in a complex charity, and who can contribute well informed views, constructively challenge and have a commitment to best practice. ZH would normally expect each Trustee to be able to do this in at least one of the specialist areas below. A Trustee's ability to contribute in this way will often, but not always, draw on professional and/or practitioner experience at a senior level.

Management

Strategic leadership and management within a SME sized organisation (budget or annual turnover above £3 million pa).

Stewardship and governance

Trusteeship in a similar size or larger organisation, together with implementation of best practice in UK corporate governance.

General

Service provision at a senior level to people who have a disability in a health or social care setting.

Developing and delivering services to disabled people, which promote inclusion, equal opportunities and diversity.

Specialist expertise

We are looking for trustees with specialist experience in one or more of the following areas

- Financial management experience – especially Charity Finance
- Knowledge or experience of working with Local Authorities
- Health or Social Care support services
- Facilitating co-operation, engagement and partnership working in a social housing environment
- Marketing development

Recruitment Process and Key dates

If you would like an informal chat prior to making your application with either Anna or Hilary from Channing Hammond Associates, in the first instance please email anna@channinghammondassociates.co.uk or hilary@channinghammondassociates.co.uk and we will arrange a time to talk by return.

<i>Recruitment Stage</i>	<i>Dates</i>
Closing Date	9am on Friday 4th October 2019
Initial Interviews with CHA	Friday 11th October 2019
Final Interviews with Zetetick	Friday 25th October 2019

How to Apply

Zetetick Housing has engaged Channing Hammond Associates to manage the recruitment process and as such all applications should be uploaded through the Channing Hammond Associates recruitment portal www.channinghammondassociates.co.uk/vacancies

Please take a moment to review our requirements for making your application.

Your completed application should consist of the following items:

Your CV. Please keep to a maximum of 4 sides of A4.

It would be appreciated if you can send your CV in MS Word format and name the document with First Name Surname CV

A supporting statement. Please keep to a maximum of 2 sides of A4. This is your opportunity to demonstrate your suitability for the role and in doing so we would like you to include your motivation for applying for the Chair role and the benefits to Zetetic Housing of your appointment. Please also tell us how your skills align to the requirements as outlined in the Person Specification. As part of the Supporting Statement please also provide the names, relationship and addresses of two referees of which one must be your current or most recent employer. We will not approach referees until your permission has been sought.

It would be appreciated if you could send your Supporting Statement in MS Word format and name the document with First Name Surname SS

Underneath this candidate brief you will find a Diversity and Equalities button which we invite you to complete and a Declaration button which is mandatory to complete. Please complete and upload these forms at the same time as your application.

Once you have your CV and Supporting Statement prepared please upload them through the website www.channinghammondassociates.co.uk/vacancies

We will acknowledge your application within 24 hours of receipt, so in the event you do not receive this acknowledgement, please let us know so that we can check.

We look forward to receiving your application.

The closing date for applications is by 9am on Tuesday 1st October 2019.