



Irvine Housing Association Chair

People Homes Places



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People
In our heart



Homes
for the future



Places
to thrive in

Welcome to Irvine Housing Association

Thank you for your interest in the role of Chair of Irvine Housing Association. Our mission is **Transforming Lives, Revitalising Neighbourhoods** and we know that the homes and services we provide, and engagement we have with our customers, gives us the opportunity to do this on a daily basis.

During the summer of 2020 we approved our new and ambitious Corporate Plan. Its themes are People, Homes and Place and, over the next three years we aim to build 300 new homes, invest over £2m per annum in improving our existing homes, continue our move towards greater digitalisation of services, provide new services aimed at tackling homelessness and helping customers sustain their tenancies, and support place-making in the communities we serve.

Our approach to delivering these outcomes combines commercial acumen with our social purpose – we are a business with a charitable heart. In 2011 we entered a partnership with the Riverside Group. We are a direct subsidiary operating with a high degree of autonomy. Being part of a larger group allows us to use shared services meaning we can drive efficiency through the business and use the resulting increase in capacity to deliver better outcomes for our customers. Being part of Riverside also gives us access to considerable capital funding putting us in a strong position to deliver new homes and regenerate our existing portfolio.

We're now looking for a new Chair of the Association to lead our governing body as we take on the opportunities and challenges of the next few years. Our ideal candidate will lead the Board in a collegiate way, optimising the talent we have; will be a strong advocate of the Association, promoting our business externally; will interact effectively with Riverside, being part of the Group's wider governance community and will have a strong working relationship with the Association's management team.

We believe this is an exciting opportunity. If you agree and have the skills, energy and enthusiasm for the role then we'd love to hear from you.

If you would like an informal discussion about the role please contact me at paul.hillard@irvineha.co.uk and we'll arrange a convenient time to speak.

Paul Hillard
Managing Director



Transforming **lives**
Revitalising **neighbourhoods**



We Care



**We are
Courageous**



**We are
Trusted**

About Irvine Housing Association

Irvine Housing Association is a charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014, managed by Executive Directors and governed by a Board.

Vision: Transforming lives, revitalising neighbourhoods

We have a clear social purpose underpinned by strong values:

- We Care
- We are Courageous
- We are Trusted

Our strategic objectives:

- People at our heart – we will improve the quality of services provided to our customers, delivered by engaged and fulfilled colleagues. We will do more to sustain tenancies and provide secure homes to those that do not have one.
- Homes for the future – we will raise the standards of our homes, making them more sustainable and cheaper to run for our customers. We will build and acquire new homes to allow us to operate more efficiently and to help address the housing crisis.
- Places to thrive in – we will align our investment in homes and services to have a positive impact on the places in which we work, with a particular focus on helping those who face the greatest challenges.

These objectives lead to a three year action plan, which identifies the specific steps necessary and this is broken down within our Corporate Plan.

To see our Corporate Plan, along with Annual Reports and Landlord reports (how we are doing) please follow the following link:

<https://www.irvineha.co.uk/about-us/how-were-doing/annual-reports/>

In October 2011, Irvine Housing Association became a subsidiary of The Riverside Group. Taking account of new housing developments, we now provide over 2,300 homes.

Recent articles are at the following links:

- [Plans to build 300 new homes in the next 3 years](#)
- [Successful funding bid to help tackle homelessness](#)

The offices of the Association are in Irvine, with properties located in Ayrshire and Dumfries & Galloway.

With a present board of nine, the new Chair is retiring from the role and we are looking to add up to three board members after the Chair has been appointed.



The role of the Chair

The Chair shall:

1. Lead the Board in fulfilling its key functions (as defined in the Governance Framework) by:

- ensuring that the Board focuses on strategic and critical matters
- leading by example, and demanding high standards of Board Member conduct
- promoting the highest standards of corporate governance
- ensuring that the Code of Conduct for Board and Committee Members and other relevant policies and procedures affecting governance of the Association are complied with
- ensuring that the organisation follows the recommendations of the SFHA's Mode Code of Conduct which are appropriate to its circumstances
- promoting effective communication between the Association and the Group
- ensuring the organisation provides role profiles and competency frameworks to Board Members
- ensuring the training requirements of Board Members and recruitment and induction of new Board Members is undertaken
- establishing a constructive working relationship with, and providing support for, the Managing Director, and ensuring that the Board (as a whole) acts in partnership with executive staff
- ensuring the Managing Director is replaced in a timely and orderly fashion when necessary
- ensuring that the Board receives professional advice where needed, either from its own staff or from external sources
- ensuring that the Board delegates sufficient authority to its Committees, the Chair, the Managing Director and others to enable the business of the Association to be carried on effectively between Board meetings, and ensuring that the Board monitors the use of these delegated powers
- taking decisions delegated to the Chair; and
- taking decisions required urgently between Board or Committee meetings with the advice of the Managing Director and following as wide a consultation with Board Members and executives as possible (such decisions to be subsequently put before the Board or Committee for ratification and recorded in the minutes).
- uphold the Association's and Group's values.
- establish with the Board ambitious and financial prudent medium and long term plans to achieve value for money and Association's objectives.
- ensure a robust risk management culture, where risk can be properly considered by Board and managed by the Executive Team
- ensure that the Board hear and listen to the voice of present and pending customers, in determining future policy.
- lead the Board in monitoring organisational performance in relation to such plans, budgets, controls and decisions.
- lead, inspire and motivate the Board, MD and other staff. Establish and maintain constructive relationships with the Chairs and CEs of partner organisations.
- ensure the Association's structure, resources and capabilities are appropriate to execute the strategy.

2. Manage Board meetings and general meetings by:

- ensuring an agenda for each meeting is set
- presiding at all Board and shareholding general meetings of shareholding members
- ensuring that the Board's business and the Association's general meetings are conducted efficiently; and
- ensuring that all Board Members are given the opportunity to express their views, and that appropriate standards of behaviour are maintained in accordance with the Code of Conduct
- ensuring that minutes are approved and decisions and actions arising from meetings are implemented.

3. Ensure that appropriate appraisal and review mechanisms are in place for the Board and Board Members, and for the senior staff. In consultation with other Board Members the Chair will achieve this objective by:

- ensuring that the Board makes proper arrangements to appraise the performance of the Managing Director in line with agreed policies and or procedures
- ensuring that the Board makes proper arrangements to determine the remuneration of the Managing Director such remuneration to be based on clear business reasons and to be in the best interests of the Association and its residents, taking into account regulatory guidelines
- ensuring that the Board is given full information and worked examples to enable the Board to assess new or amended

contracts of employment for the Managing Director; or that we use external consultants by-annually

- ensuring that the Board makes proper and appropriate arrangements for its own appraisal, both as a Board and of individual Board Members, including the Chair in line with agreed policies and or procedures
- consider Board training needs in conjunction with the MD.
- ensuring that the Board makes proper and appropriate arrangements for implementing a succession plan for Board membership.

4. Represent the organisation as appropriate by:

- Acting as an ambassador and advocate for the Association externally.
- Managing internal relationships, notably with Riverside, to ensure that they remain constructive and mutually beneficial.

Person Specification

These are the full range of skills that the applicant would aim to achieve over their term as Chair. Please use your personal statement to highlight any of the items you feel you already meet within this Specification.

Knowledge and Experience	Essential	Desirable
— Broad experience of operating at a senior level, must have a strong appreciation of social housing issues and the wider strategic landscape.	•	
— Prior governance experience as a Board Member or Chair would be an advantage.		•
— A track record of motivating and leading teams to deliver strategic objectives.	•	
— Working effectively with a wide range of stakeholders. Networks and contacts amongst for example: national and local politicians, government bodies, partner organisations, customers and staff.	•	
— Knowledge and understanding of the Association’s vision and values and the needs of its customers and communities.	•	
Skills and Abilities	Essential	Desirable
— Acts with a high level of personal integrity and honesty, acting fairly and impartially at all times with the ability and confidence to constructively challenge.	•	
— Commitment to the Association and Riverside Group’s vision and values, and strategic objectives, taking the time needed to understand the work of the organisations.	•	
— Excellent verbal, written communication, presentation and interpersonal skills.	•	
— Strong negotiating and influencing expertise, able to work intuitively and liaise effectively with a wide range of stakeholders and audiences.		•
— Has entrepreneurial flair and strong financial reasoning, brings commercial acumen to the role and an ability to assess risk and promote risk awareness.	•	
— Able to make sound judgements, bring independence and objectivity to decision making.	•	
— Operates with tact and diplomacy; able to listen to and involve others in decision making and be decisive when needed.	•	
— Is able to chair meetings effectively, encourages debate but able to stick to the agenda and keep the Board focused on the task with an appropriate level of detail.	•	
— Able to evaluate own performance and appraise the performance of others.	•	

Personal behaviour and style

- A strong leader who leads by example.
- An open, engaging and enthusing style, with the gravitas for an ambassadorial role.
- Personal and professional credibility that will command confidence at all levels across a wide range of stakeholders.
- Able to create a culture of cabinet responsibility, encouraging debate and consensual decision making.
- Champions the rights of residents to have access to good quality homes and services.
- Able to work as a member of a team acting and thinking corporately with a collaborative and engaging style.
- Undertakes learning and development and promotes this with the Board, the Executive Team and the organisation as a whole.
- Demonstrates a strong commitment to equality and diversity.
- Committed to the values of accountability, openness, transparency and equality.
- Has the time and energy needed to discharge the responsibilities of the post. Is well organised, manages time well and able to deal with multiple demands.
- Able to facilitate change and address conflict. with multiple demands.
- Able to facilitate change and address conflict.

Core Competencies

- Commitment to the Organisation
- Customer focus
- Team Working
- Communication
- Approachable
- Tactful
- Results focused
- Analytical

Key Terms and Conditions

1. Time Commitment

- We normally have a minimum of 7 Board Meetings per year which currently take place on the 3rd Thursday of the month from at 5.30 p.m. – 7.30 p.m. The Chair would normally have a one hour pre-meeting with the MD prior to these Meetings. (The timings of Board meetings can be changed to suit the majority of Board members).
- In practice, over the last three years, these core meetings have been supplemented by at least two Special Board Meetings during the year as determined by the needs of the business.
- We also hold Board Strategy Days twice during the year. These are currently held in February and October are normally on a Saturday from 10.00 a.m. to 4.00 p.m. (These are also convened to suit the majority of Board members).
- The Chair is expected to maintain regular contact with the MD. Depending on availability for discussion, this will either be face to face, by telephone or email.
- The Chair will also be required to participate in any working groups established to oversee the progression of any potential partnership agreements or mergers.
- The Association also has a nominee to Riverside's Neighbourhood Services Committee. This has traditionally been the Association's Chair, however, this is not a requirement. (It should be noted that that role is remunerated).
- The Chair may also be required to attend other Group meetings which may be held throughout the country.
- The successful candidate will be selected to serve as Chair for up to 5 years.

2. Location

- Board Meetings will normally be held at our head office: 44-46 Bank Street, Irvine, Ayrshire, KA12 0LP. Other meetings or events may be held at different locations.
- The Association's Rules allow for the Board to meet virtually.

3. Remuneration

- The position is unremunerated, however, we pay all associated expenses subject to presentation of evidence of actual payment.

4. Appraisal

- The performance of the Board as a whole, that of its Committees, and your individual performance as Chair, will be appraised annually.

5. Training

- In house and external training will be organised as and when required. Board Members will also have the opportunity to attend The Riverside Group's Annual Board Members Conference and other sector conferences as appropriate.

Selection Process

Initial (virtual) interviews

David Bond - Jan 2021

Initial client (virtual) interviews

David Bond / Paul Hillard / other Board Members - Feb 2021

Final meeting in office, in person

Recruitment panel – late Feb / Mar 21

Application

Thank you for your interest in the position. If there are any questions or you would like to discuss the opportunity confidentially, please get in touch with David Bond (details below).

If you feel it might be of interest, please email your CV along with a covering letter with an overview of why the role is of interest and how you see your own experience being relevant.

Contact

David Bond

Director

McGregor Bond

david@mcgregorbond.com

07801 490678





Irvine Housing Association Ltd

Registered office: 44-46 Bank Street, Irvine, Ayrshire KA12 0LP

A charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014 (Reg. No. 2459RS), a Scottish Charity (Reg. No. SC042251) and a Registered Social Landlord (Reg. No. HAL280).

Part of Riverside, a charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014