



**Board Member
Recruitment 2023**
Trust Housing Association

Information Pack



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Who are we? Our story, our culture, our DNA.

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- ✓ 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 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 'Platinum'** and **'Leaders in Diversity'** accreditations.



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Why apply to join the Trust Board?

Although the role of Board Member is unpaid it is highly rewarding and a great professional development opportunity. Our Board Members benefit from training and support, whilst gaining 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 deliver our exciting new 3-year business strategy.

**We're a
Registered
Charity & Social
Landlord**



**THE TIME
IS NOW**



The Time is Now – come and join us!



“For 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 implementing our exciting 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

Board Member Commitments

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. **Digital Skills** are required. Meetings are normally 2 hours in length, with a 30 minute training session on topical issues provided beforehand. Board Members are expected to have read the board papers and prepared in advance for meetings.
- ✓ We normally have **three off-site strategy days**, and these 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.

A hand-drawn style orange cloud graphic with a scalloped border, containing text about an interview date.

**Interviews will
take place on
10 May 2023**

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.

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.



Board Members are elected at Trust's annual general meeting and can serve for a period of up to nine years.



Equality and diversity

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.

Board Member Skills and Experience



- ✓ 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 required as Trust is operating in an increasingly digital world and 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.

- ✔ 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.
- ✔ 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 process 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.





Our strategy is delivered through three distinct themes:

THE TIME IS NOW

Striving for 10/10 customer and employee experiences

TIME TO BE BOLD

- Customer Driven
- Freedom with responsibility
- Smart Working

Growing together, our way

TIME TO GROW

- Growth beyond numbers
- A warm welcome
- Growing our own

On a journey to net zero

TIME TO GO GREEN

TIME TO BE **BOLD**

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.



TIME TO BE BOLD

01 Striving for 10/10 experiences



TIME TO GROW

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

TIME TO GO GREEN

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.



TIME TO GO GREEN

03 Our journey to Net Zero



Homes

Working Space

Transport



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.

reducing the carbon footprint of our working spaces and what we do in them (reducing printing, energy use, waste etc).

reducing travel for commuting and business purposes, and incentivising cleaner modes where travel is necessary.

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Our customers' needs are changing and we need to change with them.

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**The Time is Now –
Come and join us!**

Interviews will take place on Wednesday 10 May 2023

Successful applicants will be recommended for election at the AGM in September 2023.

To apply, please send in your CV and covering letter to Mary Strathearn (Governance & Business Support Manager).

E: MStrathearn@trustha.org.uk

Post: 12 New Mart Road, Edinburgh, EH14 1RL

For queries relating to this advert:

T: 0131 444 4940