Parent Board EDI Champion

12 Month Term

Recruitment Pack

Spring 2022

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1. Equalities Statement

Southway Housing Trust is committed to diversity and inclusion. We aspire to a governance structure which reflects our tenants and the wider communities in which we operate.

We encourage people from all backgrounds and experiences to apply for roles in our governance structure and welcome a diverse range of people.

We value difference of thought as we know this enhances our organisation. We particularly, though not exclusively, welcome applications from disabled people, people who identify as women, people who identify as LGBT+ and people from BAME backgrounds.

# 2. Introduction from the Chief Executive

Thank you for expressing an interest in this new co-optee position on Southway's Parent Board. This is an exciting opportunity to support Southway to work harder, and more effectively, to achieve our equality and diversity objectives and ambitions.

This pack provides further information about the role and explains how you can apply.

Our Parent Board has overall responsibility and accountability for Southway - what we do and how we do it. It sets our strategic objectives-and the strategies, policies and budgets to ensure we achieve them.

We want someone with passion and knowledge to scrutinise our approach, identify areas for improvement and champion Equality, Diversity and Inclusion on our Parent Board.

This is a key role that will the Trust to account in meeting our equality and diversity obligations to our tenants, residents and employees, as well as our position as an anchor organisation, promoting EDI principles in our communities and with our partners and contractors.

The role might be suited to someone in a role with specific responsibility for EDI, as a worker, advocate, or community champion. We will also consider applicants with relevant lived experience or simply a passion for providing fair and equitable access to services for all our customers and residents.

This is an excellent opportunity to make a difference and to develop skills and experience in a non-executive role within an organisation that is committed to social justice.

This pack includes written material and a written application process. If you would prefer or require a different approach to allow you to show your best, then please get in touch. Audio and visual recorded applications will also be accepted where they meet the same requirements.

I wish you every success in your application.

Karen Mitchell

Chief Executive

# 3. About Southway

Southway Housing Trust is a community-based housing provider and social enterprise established in 2007. Working in and around South Manchester we are a trusted landlord and provide good quality affordable rented homes for around 6000 households and employ over 250 staff.

* Our interest is in People, Homes, and Neighbourhoods. We take our role as a key stakeholder seriously, working in partnership with others to achieve more than we can alone.
* We invest over £1million every year in strengthening our communities and supporting the people who live there.
* In the 10 years up to 2026 we will build around 1600 new homes, the majority of being affordable homes for rent and low-cost home ownership.
* Over the next 5 years we will create £3m profit in our commercial subsidiary Southway Plus, ring-fenced to subsidise the cost of new affordable homes in the higher value areas of south Manchester.

**Southway's Vision, Values and Mission**

Our long-term vision is of **Thriving Communities**

A thriving community is a place that people are proud of; Homes are secure and good quality, and the neighbourhood is safe, clean, green and sustainable.

People choose to live in a thriving community because it has a sense of place and belonging. People of all ages can access what they need to have a healthy and fulfilled life. Equality and diversity is valued. People look out for each other.

We will track our direction of travel towards this vision. Over the next 10 years we expect our thriving communities to be characterised by: -

* Levels of child poverty reducing.
* Levels of loneliness and isolation in all age groups reducing,
* Higher levels of employment and social connectedness,
* A supply of homes that is closer to meeting needs,
* A smaller carbon footprint
* And higher levels of satisfaction with our communities as a place to live.

The way we do things is determined by our values.

We are **Caring**, **Committed** and we will be **Successful Together.**

Southway Housing Trust has a clear sense of purpose: -

* We provide and build homes that people on below average incomes can afford. We understand our role as a “Steward” on behalf of our local communities.
* We are community based. Our focus on South Manchester, and areas nearby, means we understand our neighbourhoods and with our tenants and residents, we know what works.
* We care about the people who live in our homes. We build trust and confidence and believe we can achieve success together.
* We use our skills and resources to address inequality, reduce poverty and improve lives in our diverse communities. We support, advise, and enable people to achieve their potential and live well.
* Our services provide value for money. We are creative in solving problems and we use our financial strength effectively. We work with others to create greater outcomes.
* We will promote what we are good at, if that helps others, and make profit for the purpose of building more affordable homes in South Manchester.

**Futures Strategy 2020 - 2025**

Southway was formed in 2007 when homes were transferred from Manchester City Council. For the first few years, our focus was on the delivery of the promises made to tenants prior to the transfer. This included making improvements to homes and neighbourhoods and building a strong landlord service. All Southway homes now exceed the Decent Homes Standard, and our core landlord services achieve above average performance and tenant satisfaction ratings.

In 2015, we published an updated Futures Strategy that set a new direction, while building on the roots we established over the first 8 years. The current version of the Futures Strategy was launched in 2020. The Strategy seeks to make the best use of Southway's financial capacity to deliver our vision and purpose, and to ensure the business is diverse and resilient.

The Strategy sets priorities for the five years to 2025. It is available to view by clicking this [link](https://www.southwayhousing.co.uk/media/2573/8-futures-strategy-2020-to-2025-updated-march-21-v1-km.pdf)

For 2022/23 we have set a corporate delivery plan with a Back to Basics focus. After 2 years of Covid, and feedback from our tenants about the importance the services we offer and clear communication, we want to get the basics right. This means that

* our core landlord and community services are accessible,
* our homes are well maintained,
* we communicate clearly and in good time with our customers and communities,
* we are efficient and productive, making good use of our resources.

# 4. Single Equalities Scheme and the Code of Governance.

Southway's approach to Equality Diversity and Inclusion is set out in our Single Equalities Scheme 2020-23, adopted by Board in September 2020.

Our SES **Vision** is that **equality, diversity, and inclusion** are central to everything we do. Our three **Aims** are:

* To understand the diverse needs of our customers and communities and provide truly accessible and inclusive services.
* To have a diverse workforce with a wide range of experiences and skills where difference is respected and valued.
* For our Governance structures to fully reflect the diversity of the communities where we deliver services.

The successful applicant will play a vital role in delivering the strategy objectives and improving practice. The full Single Equalities Scheme is available on request, or by following this [link](https://www.southwayhousing.co.uk/media/2532/single-equality-scheme-2020-2023.pdf)

In March 2022 the Board adopted the National Housing Federation's 2020 Code of Governance. One of the requirements of this code is that the Board

*'Demonstrates a clear and active commitment to achieving equality of opportunity diversity and Inclusion In all of the organisation's activities, as well as in Its composition.*

*It has policies and statements which meaningfully demonstrate this commitment and sets priorities and objectives for the organisation to achieve.'*

The new EDI Champion will help to make this requirement a reality, so that we can demonstrate compliance with this section of the Code.

# 5. Southway's Governance Structure

There are 9 members of the Parent Board; 2 Southway tenants, 2 nominees from Manchester City Council, and 5 independent members appointed for their specific expertise. Appointments to the governance structure are based on the knowledge and skills that individuals can bring to the overall mix and commitment to the vision and values of the Trust.

Our full governance structure is below



**The Southway Parent Board** has overall responsibility for Southway's direction and activities and for high level strategic direction, financial and business planning and management, development and investment decisions. It sets Southway's vision and objectives and establishes strategies and frameworks for their delivery of including the annual corporate plan. The Parent Board delegates powers and activities to its committees and sets the frameworks within which they operate. Full terms of reference are available to view at Appendix A of this pack.

**The People and Places Committee** is responsible for our core affordable landlord and community investment services. It sets policies and scrutinises performance, always keeping a focus on tenant and community experience and perspective. It receives reports and feedback directly from the Tenant Scrutiny Panel, and other tenant and resident groups. Local people who know our communities make up most of the membership with. There are currently 5 tenants and 2 local councillors amongst the eight members.

**The Audit and Risk Committee** is responsible for overseeing corporate and legal compliance and establishing control frameworks. This includes liaising with auditors, reviewing their reports and scrutinising officer responses. The Committee oversees the effective management of key issues such as risk management, health and safety and compliance with property safety requirements and advises and guides the Parent Board on areas within its remit. There are 6 members.

**The Governance and Remuneration Committee** resolves the remuneration of the Executive Directors and carries out the annual appraisal of the Chief Executive.

**The two subsidiaries** are private companies, wholly owned by Southway that have specific purposes:

**Southway Plus** leads on profit making activities outside of our affordable homes service, focusing on commercial property development.

**Southway DevCo** ensures there are efficient tax arrangements for Southway's development activity.

The Boards of these subsidiaries are made up of members of the Parent Board, with two Executive Directors also serving on Southway Plus. The Parent Board retains ultimate decision-making powers.

# 6. About the Role

This is a co-optee role, for a term of 12 months. It is an additional position that has been introduced to strengthen skills and knowledge and increase challenge on the Board on Equality, Diversity and Inclusion. As such the cooptee would be the Parent Board EDI Champion.

The role also allows for collaboration with officers and tenant groups to improve the approach to EDI on specific projects.

Members in all parts of the governance structure must demonstrate a commitment to and understanding of the vison and values of the Trust as well as being able to understand Southway’s activities and priorities and to make key decisions, leading the organisation effectively.

Members also have an important role as ambassadors for Southway and will be expected to engage with the wider sector and our communities as part of their duties.

Members of our governance structure enjoy the role and find the opportunity to participate in an organisation with social objectives as rewarding. The Board operates as a Team, bringing a diverse group of people together to share skills and knowledge, to discuss and debate important decisions, and form positive and productive relationships between members and with the Executive.

**Pay and Support**

This is an unpaid, voluntary role. The Board has a strong commitment to the importance of volunteering and believes this fits best with Southway's ethos and direction as a community organisation with social objectives. Members are motivated to provide their time, energy and skills to give something back and make a positive difference.

All reasonable expenses incurred while engaged in Board/Committee duties will be met. We offer a full support package based on individual need. This might include adjustments to support a disabled person to play an active role or help with childcare costs where this would otherwise be a barrier to attendance.

**Time Commitment**

The Parent Board meets four times per year.

Meetings take place in the evening, usually on a Tuesday, and start at about 5.30pm. Each meeting requires up to a day of work, taking account of reading and preparation and around 2-3 hours for the meeting itself. Papers are Issued 7 days before meetings.

In addition, all members are expected to attend 2 Away Day each year, which usually take place at the weekend, as well as occasional training and events.

All new members have an induction programme. This includes, meeting the Chair and members of the Executive to discuss the priorities and challenges of the Trust, a tour of our neighbourhoods, and a governance briefing to learn about the role.

All members have an annual appraisal meeting with the Chair and Chief Executive to review their effectiveness and that of the Board and identify any training and development needs

As an EDI Champion we would encourage the successful candidate to attend, or feed Into, meetings of the officer EDI group which has responsibility for the delivery of the Single Equalities Scheme and annual action plans.

Members are expected to attend all meetings, and where they are unable to attend to send apologies and explain this at the earliest possible opportunity.

**7 How to Apply**

Applications can be made online at [www.southwayhousing.co.uk/board-vacancy](https://www.southwayhousing.co.uk/board-vacancy) or you can email governance@southwayhousing.co.uk for a Word or Paper copy of the form.

You will need to:

* Complete a short section with your personal details.
* Complete a Diversity Monitoring Form
* Upload a current CV
* Complete a short statement (ideally no more than 1000 words) explaining why you are a good candidate for the role. Please refer to the skills section of the Board Terms of Reference at Appendix A of this pack.

If you wish to make your application as a video or audio recording, to best demonstrate your skills and experience, please contact the governance team who can advise on the requirements.

The deadline for applications is 23.59 on 11th July. We will not accept applications submitted after this.

**Recruitment Timetable**

|  |  |
| --- | --- |
| 28th June | Opportunity to observe Parent Board  |
| 11th July | Deadline for applications |
| During July | Applicant Interviews  |
| August/Early September | Successful applicants informed and induction begins |
| 20th September | Formal appointment made at Southway AGM |

**Interviews**

Shortlisted applicants will be invited for an interview, which will be with:

* The Chair of the Parent Board, Clare Tostevin.
* The Chief Executive, Karen Mitchell

**Further Information**

If you would like to learn more about the role or to discuss what is involved, please get in touch and Karen Mitchell, Southway’s Chief Executive will arrange to meet you either in person, by video conference or telephone, depending on your preference.

For further information on the contents of this pack, additional background information, or more detail on the recruitment process, please contact Southway's Governance Team. They can also assist if you need reasonable adjustments for any part of the recruitment process.

**All enquiries should be sent to governance@southwayhousing.co.uk**

**Southway Housing Trust Parent Board Terms of Reference**

**Southway Housing Trust Parent Board Terms of Reference**

The Board is formulated in accordance with the Rules, and to assume responsibilities and exercise powers set out therein. The Board’s obligations inform its duties and terms of reference as set out below:

**Functions**

1. Define and ensure compliance with the values and objectives of The Trust, and lead on the delivery of the Trust’s vision and objectives, to help ensure its long-term success.
2. Design the organisational structure, strategies and processes likely to best achieve the values, aims and objectives of the Trust.
3. Approve the Trust’s Corporate Plan.
4. Approve the Trust’s Business Plan and those of its subsidiaries and the Group as a whole.
5. Devise and monitor strategies for performing Southway’s duties under co-regulation and to ensure adherence with statutory, legal and regulatory requirements, including receiving an annual report on compliance with the Regulatory Standards.
6. Establish and oversee a risk management framework in order to safeguard the assets and reputation of the Trust.
7. Set the Trust’s fundamental approach and strategy for its relations with tenants and residents, the general public, partners, and other external parties.
8. Set the Trust’s fundamental approach and strategy for its staff, including setting an overarching Human Resources strategy.
9. Set an Asset Management Strategy, and ensure systems are in place for its delivery.
10. Set a strategy for Non-Core and Commercial Activity and ensure that systems are in place for its monitoring and delivery.
11. Establish and control a framework of delegation of powers to Committees, Working Parties and staff, and set Board and Officer Standing Orders to this end.
12. Appoint (and if necessary, dismiss) the Chief Executive.
13. Be represented in the appointment of any Executive Directors of The Trust, be consulted by the Chief Executive of any consideration of their dismissal and receive any Appeals against dismissal from them.
14. Approve each year's Operating Budget, and any Works or Development Programme budget, scope and timetable, and define the extent by which a committee may supplement this.
15. Set the Trust’s rent levels, and long-term strategies for rents and service charges in line with required regulatory guidance.
16. Satisfy itself as to the integrity of the Trust’s financial information and approve the Trust’s published Annual Financial Statements including the Statement on Internal Controls Assurance and the Operating and Financial Review.
17. Set the overall funding strategy, resolve any new borrowing facilities and resolve any hedging within existing facilities.
18. Ensure Southway meets agreed performance standards and targets and operates governance procedures sufficient to inform it as to the adequacy of the Trust’s performance, both in respect of services to customers and the upkeep of the properties.
19. Define the ranking of all policies in relation to those reserved for the Board’s approval and set delegated arrangements to Committees or officers for creating suitable policies for all other aspects of its operations.
20. Operate governance procedures to obtain sufficient assurance as to the adequacy of the Trust’s compliance with statutes, contracts and regulatory requirements.
21. Operate governance procedures to obtain sufficient assurance as to the adequacy of the Trust’s systems of internal controls over resources, including the receiving of at least an annual report on the level of assurance available (in accordance with regulatory best practice).
22. Ensure that a strategy to obtain Value for Money is followed in respect of all Trust activity and ensure that the Trust operates effectively, efficiently and economically.
23. Set the Trust’s equal opportunities policies and practices in compliance with the requirements of Equalities legalisation.
24. Establish and review the Trust’s tenancy agreements and other agreements to occupy.
25. Establish and review strategies to ensure best practice in the economic construction of buildings and the procurement of supplies.
26. Set strategies for the Trust’s facilities framework (offices and ICT).
27. Take overall responsibility for compliance with Health and Safety Legislation
28. Approval and oversight of the Trust’s Carbon Reduction Strategy
29. The Southway Housing Trust Board will always retain overall responsibility for all aspects of financial management, development and investment decisions.

**Composition**

The Parent Board will be a skills-based board of up to 9 members. The Board will be comprised of up to 5 independent members, up to two tenant members and 2 local authority members.

**Chair and Vice Chair**

Any of the Members. The Chair must always be a Non-Executive Member.

**Quorum**

The quorum for meetings will be four of which one must be an independent member and one must be a tenant member.

**Frequency of meetings**

The Parent Board will meet quarterly.

**Skills requirements include:**

* Commercial/private sector leadership and management
* Financial management and / or accounting
* Housing development
* Property and asset management
* Commercial development
* Community and service user accountability.
* Understanding of governance and regulated sectors (public or private).
* Evidence of strong business acumen
* Understanding of social policy
* Capacity and evidence of understanding and support for the concept of a social business and the environment that Southway Housing Trust operates in.
* Strategic development and oversight.
* Demonstrating commitment to and understanding of the values and objectives of Southway Housing Trust.
* Appreciation of executive and non-executive roles and responsibilities.
* Ability to dedicate sufficient time and energy.
* Confidence to give honest opinions and add value to decision-making.
* Inquisitiveness and independent judgement.
* Understanding the wider social role of Southway Housing Trust across local communities
* Understanding of legislation and key values of equality, diversity and fairness

**Review**

The Southway Housing Trust Board has approved these terms of reference and they will bind the Board from November 2015.

The Board shall review its structure, delegated responsibilities, reporting arrangements and its terms of reference and consider any recommendations for change on annual basis.

**Matters Reserved for the Parent Board**

**Values and Strategic Direction**

1. Defining and ensuring compliance with the values and objectives of the Trust and ensuring these are set out in a corporate strategy.
2. Establishing policies and plans to achieve those objectives.
3. Agreeing policies which it reserves through the Policy Delegation Schedule.
4. Monitoring the Trust’s performance in relation to these plans, budgets, controls and decisions.
5. Satisfying itself that the Trust’s affairs are conducted in accordance with generally accepted standards of performance and propriety.

**Governance Matters**

1. Designing the organisational structure and making any constitutional changes, including but not limited to Rule Changes, establishment of subsidiaries, amendments to the corporate status or structure (e.g., admission of a new member).
2. Agreeing the terms of reference (including quorum) and the membership and chair of any Committee or Subsidiary of the Board.
3. Determination of any additional requirements for the quorum of the Board beyond the provisions set out in Rule D15.
4. Establishing and overseeing a framework of delegation and systems of control, including delegation of powers under written terms of reference to Subsidiaries, Committees, officers and employees.
5. Setting and reviewing policies and objectives for the admission of Board Member and Shareholders.
6. Appointment and, if necessary, expulsion of Board Members and Shareholders.
7. Appointment and, if necessary, removal of Directors of each Subsidiary company.
8. Establish adhoc Groups and Committees to complete projects, setting their terms of reference and delegated authority
9. Appointment and, if necessary, removal of the Chair and Vice Chair of the Board.
10. Appointment and, if necessary, removal of the Chief Executive.

**Financial and Legal Matters**

1. Board retains ultimate responsibility for all statutory, regulatory and compliance matters
2. Making decisions on all matters that create significant financial risk to the Trust or which affect material issues of principle.
3. Approving key Treasury policies and procedures and associated delegation of authority.
4. Approval and acceptance of all loan and funding agreements, having sought the advice of suitably qualified advisors as considered appropriate.
5. Approval of adopted interest fixings under existing loan facilities where the fixed rate will apply for a period of twelve months or more, subject to the Procedure for Hedging Interest Rate Exposure.
6. Final acceptance of fixed rate terms, Interest Rate Caps and any other risk management arrangements, which are within the Rules of the Trust, and which are subject to such limits as may be specified by the Board.
7. Approving short term overdraft facilities.
8. Approving bank and dealing mandates.
9. Reviewing the Annual Treasury Report, accepting the Annual Treasury and Investment Strategy, and approving the Quarterly Treasury Report.
10. Approving the Development Programme.
11. Approving the Business Plan, on the recommendation of the Director of Finance and Resources or the Chief Executive.
12. Approving each year’s Budget, on the recommendation of the Chief Executive.
13. Recommendation of appointment of external auditors.
14. Approving each year’s Accounts prior to publication.