



**Glebe Housing
Association**

Board Member Recruitment Pack



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1. Introduction from our Chair and Chief Executive



I am delighted that you are considering this opportunity to join the Glebe Board. Glebe has been in existence for over

50 years and is a very unique model of housing and support in retirement living. Like many providers we have come through a significant period of change post pandemic and have revised our plans for the future. After many years of delivering both sheltered housing and nursing care services we wound up our care business and are now solely focused on our sheltered housing and the many opportunities this presents.

As the Board's Chair, I am keen to appoint new members with a range of relevant skills, who share our passion to create a peaceful, safe community for older people to live independent lives. Glebe has been serving the local community since 1971 and was founded by a group of people with a shared desire to address the need for affordable rented accommodation for retired people. Since its creation we've worked hard to develop Glebe into the thriving community it is today.

Our new members will complement an already established board membership and add to the significant skills and experience around the table.

Michael Rourke, Chair

I would like to thank you for the interest you have shown in joining the Association's Board.



The role of a Board Member is an important role as you will be responsible for setting the strategic direction of the Association and providing effective challenge and support to senior staff as we make the often complex decisions that will help us to continue providing good quality homes and services for our residents.

We welcome applications from candidates with experience of social housing, property and facilities management, construction and development, human resources/employment law. If you can bring these skills we would really like to hear from you.

Glebe Housing Association is committed to diversity and inclusion. We encourage people from all backgrounds and experiences to apply as difference of thought enhances our organisation. If you need reasonable adjustments for any part of the recruitment process, please contact us at reception@glebeha.org.uk.

We wish you every success in your application.

Patricia Goan, CEO

2. About Glebe Housing Association Limited

Glebe Housing Association Limited is a not-for-profit registered provider of sheltered accommodation for older people. We are a community-based housing association providing good quality, affordable homes on a single freehold site in West Wickham, Kent. Our services are delivered through our 209 sheltered housing units; comprising apartments available on a social rent model and bungalows available through a sale and lease model.

Our Vision and Values

Our vision is to create a peaceful, safe community for older people to live through excellent support and management services.

The way we do things is determined by our values:

Caring	Supporting our residents and staff.
Inclusive	Valuing the ideas and views of everyone we support and work with.
Accountable	Doing what we say we will and learning from mistakes.
Collaborative	Working in partnership with others in the community.
Respectful	Treating everyone with care, dignity, kindness and respect.

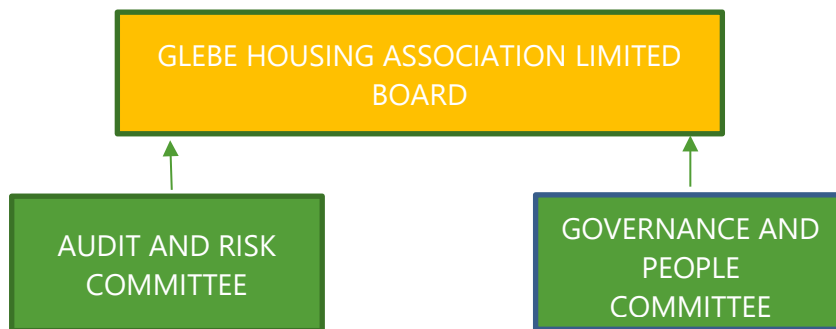
Aspiration

We have an excellent reputation as a sheltered housing provider of choice in the Bromley area. Our service model is quite unique, and our site has the sense and feel of a retirement village and well-established community. A key to our success is the autonomy of our residents who drive the direction of our services. We are keen to continue with our unique model and to carry on delivering quality services to residents in later life. We want Glebe to be the best place to live in later life in the Bromley area and we wish to extend our services to the wider community of West Wickham so that others might benefit from what we do.

3. Glebe Housing Association Limited Governance Structure

All our Board and Committee Members are volunteers appointed to bring specific expertise to the Association.

Appointments to the governance structure are based on the knowledge and skills that individuals can bring to the overall mix.



Glebe Housing Association Limited Board: The Association is run by a voluntary Board, consisting of a minimum of five and not more than twelve members (including co-optees) as per its Rules.

4. About the Role

The Board provide leadership and direction and sets the vision, strategic objectives and priorities for Glebe and ensures that all the appropriate mechanisms are in place to deliver. It identifies the risks and challenges that Glebe faces and takes action to minimise risk and meet the challenges. Glebe aspires to have a fit for purpose organisational structure and governance arrangements aligned to the needs of its customers, enabling delivery of consistently good services and value for money to our Customers.

Board Responsibilities

The Board is responsible for:

- ❖ Setting and ensuring compliance with Glebe Housing Association Limited's (GHA) mission, vision, values and strategic aims of the Association, ensuring its long-term success.
- ❖ Setting, approving and reviewing policies and strategies to deliver the vision.
- ❖ Setting a positive culture, with a strong customer focus, seeking to understand and continuously improve the residents' experience.
- ❖ Ensuring that the Association operates effectively, efficiently and economically.
- ❖ Providing oversight, direction and constructive challenge to the CEO and staff team and establishing and maintaining a strong working relationship between

the Board and CEO.

- ❖ Satisfying itself as to the integrity of financial information, approving the Business Plan, budget and annual accounts prior to publication.
- ❖ Monitoring performance of plans, budgets and operations.
- ❖ Ensuring the Association complies with Codes of Governance and works within its regulatory framework and its Rules and that the Association's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
- ❖ Establishing and overseeing a framework for the identification and management of risk to protect GHA's assets, reputation, and determining GHA's risk appetite.
- ❖ Establishing and overseeing a framework of delegation and systems of internal control so the business can run effectively.
- ❖ Evaluating and approving new development opportunities, ensuring these are in line with GHA's business plan.
- ❖ Agreeing changes to the structure, size, and composition of the Board in accordance with its Rules and referring these to a general meeting when necessary.
- ❖ Appointment of Chair and Vice Chair of the Board of Management, Committee chairs and Committee membership.
- ❖ Approving the appointment or removal of any officer of the Board including the Chief Executive and Company Secretary.
- ❖ Ensuring succession planning for Board and senior management appointments, Board member development and appropriate self-assessment.

Board Members Term of Office

Until appointed at an Annual General Meeting (AGM) you will sit on the Board as a co-optee. Once appointed Board members are appointed for a 3-year term which can be extended to a maximum of 6 years.

What you will bring to the role

Members in all parts of the governance structure must demonstrate a commitment to and understanding of the vision and values of the Association, as well as being able to understand the Glebe Housing Association Limited's activities and priorities, and make key decisions, leading the Association effectively.

Pay and Support

This is an unpaid role. All reasonable expenses incurred while engaged in Board or Committee duties will be met. Learning opportunities will be provided.

Support can be provided based on individual needs, which will be discussed during recruitment and induction. This might include adjustments to enable a person with a disability to play an active role, or support with childcare costs where this would otherwise be a barrier to attendance.

Time Commitment

The Board meets up to 7 times per year.

Meetings take place in the evening, starting around 6.00pm, and each requires a number of hours reading papers and preparation, plus around 2-3 hours for the meeting itself. Papers are issued 7 days before meetings. Meetings are hybrid allowing Members to attend on site or via video conferencing.

As part of taking on the role, all new members take part in an induction programme, meeting the Chair and members of the Executive to discuss the priorities and challenges of the Association and to learn about the role and its requirements.

Biannually members will have a one-to-one review meeting with the Chair to review their effectiveness and that of the Board, and to identify any training and development needs.

5. How to Apply

Recruitment Timetable

The deadline for applications is Tuesday 28th March 2023.

We will aim to interview candidates via Zoom week commencing 3 April 2023.

You will need to send a copy of your current CV and a supporting statement explaining why you would like to join the Board/Committee to Patricia Goan, CEO via email p.goan@glebeha.org.uk. In addition please complete the diversity monitoring form so we can ensure our Board member opportunity is reaching a wide and diverse audience.

Further Information

If you would like to learn more about the role before applying, please contact Patricia at p.goan@glebeha.org.uk or give her a call on 07966 697422.