



*Housing with Care*

# **Board Member Recruitment Pack**



# WELCOME

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Welcome to LACE Housing, a voluntary, non-profit-making Association with charitable status. We very much hope that the following information provides you with a brief insight into our work and that of our Board of Management.



Further information can be found on our website [www.lacehousing.org](http://www.lacehousing.org). However, should you require any further information and/or would like to discuss your application with me, please do not hesitate to contact my PA/Secretary, Mrs Marie Vardy, on [01522 514444](tel:01522514444) or email [mvardy@lacehousing.org](mailto:mvardy@lacehousing.org) in order to arrange a suitable date/time. In the meantime, thank you for your interest in LACE Housing Association.

**Nick Chambers.**

Chief Executive





# **INTRODUCTION & BACKGROUND**

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## Introduction to the Association

We are a registered society under the Co-operative and Community Benefit Societies Act 2014 registration number 16677R, Homes England registration number L0438, regulated by the Regulator for Social Housing and accepted as a charity for tax purposes by the Inland Revenue reference number XN 17483. VAT registered number 886 6889 31.

Our registered office is

LACE House  
2 Olsen Rise  
Lincoln  
Lincolnshire  
LN2 4UZ

Telephone: **(01522) 514444**

Email: [enquiries@lacehousing.org](mailto:enquiries@lacehousing.org)

We operate in accordance with our rules, Model 2015 published by the National Housing Federation. We have also adopted the National Housing Federation Code of Governance which promotes board excellence for housing associations.

We are a member of the National Housing Federation, the Independent Housing Ombudsman Scheme, the Blue Skies Consortium, Lincs Independent Living Partnership (LILP), Lincolnshire Voluntary Engagement Team (VET), Greater Lincolnshire Housing Association Partnership, Acuity, Lincolnshire Chamber of Commerce and the Dementia Action Alliance.

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## Our History

We were established in 1964 to help meet the housing and support needs of older people in Lincoln and subsequently Lincolnshire. Since then, we have seen considerable growth in terms of the number of units owned/ managed and the range of accommodation and support services provided. Our accommodation and support services include the provision of:

- Leasehold/Shared Ownership Housing,
- Supported Housing,
- Housing with Extra Care,
- Property and Grounds Maintenance,
- Holiday Accommodation,
- Specialist Transport.

At present we provide 336 homes, we are developing 145 new homes, employ 45 members of staff and are supported by 13 volunteers across Lincolnshire.



**336**  
Homes



**145**  
New homes



**45**  
Members of staff



**13**  
Volunteers



## Our Vision:

To be Lincolnshire's leading provider of specialist housing and support services for older and vulnerable people.

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## Our Mission:

To provide and maintain a high standard of specialised housing and support services for older and vulnerable people, delivered through a strong brand, service excellence and meaningful partnerships.

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## Our Objectives:

To provide and maintain a wide range of specialist housing schemes for older and vulnerable people.

Within this overall objective we are committed to:

- a) providing excellent services, focusing on people, places and partnerships,
- b) providing well designed, safe, secure, good quality and energy efficient places that residents are proud to call home,
- c) exercising good governance and maintaining strong finances,
- d) delivering sustainable growth to meet the needs of older and vulnerable people within the community,
- e) being a great place to work.



## Our Values:

We hold dear and seek to express the following values in all of our policies and activities.

<b>Excellence</b>	By encouraging best practice, we will strive to deliver quality services to the highest possible standard.
<b>Diversity</b>	We will treat everyone with the respect and dignity that we all deserve.
<b>Openness</b>	We will encourage an honest and open culture without fear of judgement.
<b>Potential</b>	We will empower everyone to achieve their full potential.
<b>Innovative</b>	Together we will seek to be creative exploring new ways of working.
<b>Integrity</b>	We will ensure that our actions are for the right reasons.



## Our Culture:

To underpin our values, the behaviours and commitments our Board of Management have adopted and which are shared by our staff and volunteers are:

- to be kind and to care,
- to keep people safe,
- to be honest,
- to work together and develop meaningful partnerships,
- to be a learning organisation, through listening, engaging with residents and our staff and embracing change, and to be at the heart of our communities.







# BOARD MEMBERSHIP

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## Our Board

Our Board of Management consists of no more than 12 members. Members are elected at our Annual General Meeting for an initial term of 3 years. Our Chair, Vice Chair and Company Secretary are elected annually.

At present, our Board of Management and Audit and Compliance Sub-committee generally meet six times a year, virtually. Opportunities to meet in person include our Annual Board Away day, Board Dinner, Celebration Evening and Scheme visits.

Information in support of our Board meetings are circulated in advance via a member portal.

The essential functions of our Board of Management are:

- Setting and ensuring compliance with our values, vision, mission and strategic objectives, ensuring our long-term success,
- Setting a positive culture, with strong customer focus,
- Ensuring that we operate effectively, efficiently and economically,
- Providing oversight, direction and constructive challenge to our Chief Executive Officer, Director of Operations and Director of Finance,
- The appointment and, if necessary, the dismissal of our Chief Executive Officer,
- Satisfying itself as to the integrity of our financial information:
  - approving each year's budget,
  - financial forecasts including any subsequent variation including virements,
  - the 5-year strategic business plan (including the overall objectives),
  - the annual financial statement and accounts prior to publication,
- Establishing, overseeing and reviewing our framework of delegation and systems of internal control,
- Establishing and overseeing our risk management framework and determining our tolerance of risk in order to safeguard our assets and reputation. The Board of Management delegates the detailed scrutiny and evaluation of risk to our Audit and Compliance Sub-committee.



The task of our Board of Management is fundamentally corporate governance. Acting together, our Board members decide our strategic aims and policies. They do not attempt to undertake management tasks, though they hold to account those who are employed to perform management and executive functions. To do their work effectively, our Board members need adequate information, the best available advice, clarity of judgement and expression, wisdom and imagination, and the capacity to carry out wide-ranging responsibilities.



# Our Board Profile

When considering membership, our Board members look for a balance of skills, experience and personal qualities as listed below.

## 1) Governance and Regulation:

Experience of governance, co-regulation and regulatory framework, scrutiny compliance and assurance systems, for example:

- Governance in well run organisations,
- Addressing adverse regulatory situations,
- Legal – charity, commercial and employment,
- Operating environment of the social housing sector and its regulatory environment.



## 2) Sector expertise at Board level:

Experience of other non-executive roles and senior management via other housing associations, the National Housing Federation, sector consulting, regulator etc., for example:

- Management experience in a senior position,
- Serving a Housing Association at Board level or a non-profit making organisation,
- Charity or trustee experience.

## 3) Finance and Investment:

Experience of financial management, accounting, business and long-term financial planning, treasury management. Reporting, control systems and audit, for example:

- Financial knowledge,
- Treasury management, capital funding and investment,
- Business and long-term financial planning,
- Risk and systems of internal control,
- Accounting and audit committee.







#### 4) Business and Commercial:

General business skills including strategic development, business management, IT, partnering and PR, for example:

- Strategic development,
- Formulation of vision and policy frameworks,
- Partnering and joint ventures,
- IT Strategy,
- Public relations.



#### 5) Housing and Asset Management and Residential Development:

Experience of development, strategy and delivery, property procurement and contracting, asset management, maintenance and investment, for example:



- Social housing and/or affordable housing,
- Planning and built environment,
- Commercial or residential development and partnering,
- Shared ownership, market rent and market sale,
- Asset management,
- Contracts and procurement.

#### 6) Organisational Development:

Experience of business growth and managing organisational change, new models of service delivery, for example:

- Cultural development,
- Change management,
- Appraisal and reward,
- Coaching, mentoring and facilitation.



## 7) Community and Stakeholder Relationships:

Knowledge of key stakeholders including local authorities, residents, and community investors. Experience of good practice in relationship management and accountability frameworks, for example:

- Surveyors and planners,
- Healthcare trusts,
- Strategic partnerships,
- Supporting vulnerable people,
- Regional or community agencies,
- Local or central government,
- Work with/in local authorities.



## 8) Customer Service, Residents' Needs and Concerns:

Understanding of service, performance management and customer perspectives, for example:



- Customer service strategy,
- Building and good environmental design,
- Resident and community involvement,
- Customer marketing and communications,
- Social media.

We value diversity and actively encourage applications from people of all backgrounds and cultures; recognising that a diverse Board will help us to achieve our ambitious plans. In addition, the following personal qualities are required:

- A whole hearted commitment to the ethos and values of our Association; Commitment to be inducted effectively into the work of our Association and the responsibilities of being a Board member;
- Commitment to attend, as far as possible, all meetings of the Board of Management and to participate effectively in its work;
- Independence of thought and judgement;
- Loyalty to our Board of Management, the staff and the organisation as a whole;
- Negotiating and diplomatic skills;
- The capacity to be critical (without being judgemental) to look beyond the small detail to a larger vision of our aims and objectives.







## Board member commitment

We ask our Board Members to make the following commitment to:

- Uphold our values and objectives as stated within our Strategic plan,
- Uphold our Code of Conduct and all other relevant core policies,
- Contribute to, and share responsibility for, the Board of Management's decisions,
- Prepare for, and attend regularly, meetings, training sessions and other events,
- Represent us on occasions,
- Agree to fully declare any/all conflicts or potential conflicts of interests and to abide by associated decisions of our Board of Management,
- Respect the confidentiality of information at all times and in all contexts,
- Uphold our Code of Governance: including Terms of Reference.

## Board member training

We provide a structured induction framework for new members with all the information and support they need to be confident and productive in their role. Our aim is to help new members to understand the Association, the environment in which we operate in order that they can contribute effectively and meet the expectations of being a Board member and bring value to our work.





**INTERESTED?**

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If you would like to express an interest in Board membership you are invited to have an informal discussion with our Chief Executive Officer and/or complete our Board application form. Our application form requests information about your experience, qualifications and relevant training and why you would like to join our Board of Management.

You will be required to provide details of any potential conflicts or dualities of interest as part of your application which will be explored further during any subsequent interview.

To ensure we recruit competent Board members with the skills we require all prospective Board members will undergo a selection assessment which will be aligned to our skills matrix.

All interviews will be held by the Chair, the Vice Chair and the Company Secretary.

Satisfactory references will be sought for successful candidates prior to being appointed by the Board of Management.

We very much look forward to hearing from you.





## LACE Housing Association

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2 Olsen Rise  
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Lincolnshire  
LN2 4UZ

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Email: **[enquiries@lacehousing.org](mailto:enquiries@lacehousing.org)**  
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LACE Housing Ltd is a registered society under the Co-operative and Community Benefit Societies Act 2014  
Reg. No. 16677R, Homes England Reg. No. L0438 and accepted as a Charity for Tax purposes by the Inland  
Revenue Reg. No. XN17483. VAT Registered No. 886 6889 31.