**Non-Executive Member**

**Recruitment Pack**



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**Introduction**

Dear Applicant,

Thank you for your expressed interest in joining Trident Group’s Non-Executive Team.

As part of the Group’s continued succession planning, we are currently seeking several Non-Executive Directors and Committee members who will be part of our process of change at Trident. As a Group Board or Committee member you will be expected to allocate sufficient time to meet the expectations required of this role and attendance at the various Board and specialist Committee meetings.

We currently have four separate committees in which applicants may be required to serve on one, or more, depending on skills or Board requirement. The committees are:

* **Audit and Assurance** (Chair of Committee – Simon Hatchman, see Board Member biography for more information)
* **People and Performance** (Chair of Committee – Brian Carr, see Board Member biography for more information)
* **Safeguarding** (Chair of Committee – Stephen Gabriel, see Board Member biography for more information)
* **Investment Committee** (Chair of Committee – Professor Christopher Handy, see Board Member biography for more information)

All Board and Committee roles are remunerated roles, and the current rates are:

* Board Member £5,800 per annum
* Committee Member £3,000 per annum

We recognise that these are senior and prestigious appointments demanding not only a high level of commitment, but the expectation that members will contribute to developing and maintaining an effective Group Board and/or membership on Committees. As a result, we will provide the necessary support, training and development where required.

All our appointments are expected to assist in; setting strategy, policy, and objectives; making decisions; implementing and communicating decisions; overseeing the financial controls and risk management of the Group. We are keen therefore to hear from potential Board members with demonstrable experience of housing management; property; customer services; or supported housing.

In addition, we are keen to hear from potential Committee members with an interest in one or more of the above committees, or if you generally feel that you have the necessary skills to contribute effectively to committee meetings or would like to be a part of the discussions.

We believe that these positions will provide the opportunity for members to contribute to the leadership of a caring and forward-thinking organisation whilst growing and developing their skills and knowledge of being a Board or Committee member.

This pack contains all the information you will need to know about the organisation including our services and facilities, our existing Board members, what will be expected of you on joining the organisation and the application process. It also has the documents to be completed as part of the recruitment process.

The table below provides a guide of the forms enclosed in the appendices:

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|  | **Form** | **Instructions** |
|  | Board Member Role Profile  | For your information and record only |
|  | \* Committee Member Role Profile | For your information and record only |
|  | Application Form – Board/Committee member | Please complete and return before the deadline date |
|  | References & Skills Audit Form | Please complete and return before the deadline date |

\* *Please note that Committee member role profile is generic as members can sit on one or more of four committees depending on skills or Board requirement.*

Please complete and return the required documents for consideration by **5pm, Friday, 5 November 2021.**

Our recruitment is an ongoing process, and we recognise that we may not fill all gaps in one attempt especially where new gaps emerge from continued membership and future changes in the strategic direction of the Group.

In the meantime, should you require any further information or have any queries with respect to this pack or the recruitment process, please contact us via the details provided on page 18.

We trust you will find this pack useful, and we look forward to receiving your duly completed form.

Yours faithfully,

**Colin Small**

Chair of Trident Group**About Trident Group**

**Trident Group has reinvented itself and is evolving into a new type of organisation incorporating one housing association, one charity, and one commercial vehicle, building on the best of the social purpose housing associations created to tackle homelessness and neighbourhood disadvantage.**

Trident delivers services to approximately 8,000 people in over 3,400 homes.

**History**

Trident Housing Association was formed in 1962 and as a result of its growth, Trident Group is now one of the Midlands leading housing associations and social business looking after over 3,400 homes and costing more than £90 million to develop.

Over the years Trident Group has established a strong reputation as a provider of good quality and affordable homes and prides itself on the range of client Groups its mainstream housing team and support services cater for, delivering accommodation and services for customers aged 16 – 65 and beyond, many of whom have specialised needs.

**Current Group Structure**

The legal parent of the Group is Trident Housing Association (THA) Limited through which all statutory powers of the Group are vested, and all the accounts of the Group are consolidated. The controlling powers of the Group are exercised by the Group Board.

The Group operates as a social entity which incorporates all the Group services of housing, maintenance, support, social enterprise and charitable activities. These functions are discharged by the legal subsidiaries and the Group Board.

Trident Group is made up of:

* **Trident Housing Association (‘THA’) Ltd –** an exempt charity established in 1962 and registered with the Regulator of Social Housing. It owns and manages over 3,400 properties in a number of local authorities in the West Midlands and provides the core affordable housing for the Group. It is also the parent of the Group.
* **Trident Reach the People Charity (‘Reach’) –** a registered charity set up to run the care and support business of the Group and has no properties. It provides services to 3,000 people in Birmingham, Sandwell, Wolverhampton, Dudley, Coventry, Worcester, Warwickshire, South Derbyshire and Shropshire via registered care homes, domiciliary support, psychology and counselling to people with learning difficulties or mental health problems, young people at risk, older people, BME Groups, homeless people, teenage parents and those suffering from domestic violence.
* **Trident Star Ltd (‘Star’) –** the commercial arm of the Group, which carries out property management services for properties leased from the private sector and other registered providers through which Reach provides some of its support services.

**Group Structure: By Organisation**

**Trident Reach the People Charity**

**Trident Housing Association Ltd**

**Trident Star Ltd**

**Trident Group**

**Group Structure: By Function**

**Support**

**Housing**

**Commercial**

**Holding Company**

**Our Governance**

The Group Board consists of 10 members (including the Group Chief Executive and a Senior Independent Director) governing one housing association, one charity and one commercial arm.

Trident Group has adopted the 2020 NHF Code promoting Board excellence for housing associations and also complies with good practice from the Charity Governance Code and the Good Governance Standard for Public Services.

**Services and Facilities**

Trident Group offers the following complimentary services based on the requests and needs of residents and service users:

**Repairs and Maintenance**

**Ensuring residents and service users’ homes are maintained and in a good state of repair through the following sub-services:**

* **Repairs -** to the structure and outside of the building including roof, walls, external doors, window frames and drainage as well as repairs to fixtures and fittings including sinks, toilets, electrical wiring, fitted heaters and radiators.
* **Aids and Adaptations –** that is, changes to or (adaptations) following an assessment and recommendation from a doctor or occupational therapist to help any resident or service user with an illness or disability to live comfortably.
* **Decent Homes –** programmes of elemental renewals to ensure that all residents have access to and receive a minimum standard of decency for housing set by the government.
* **Cyclical and Planned Works –** annual planned programme of works to prolong the life of the building component and avoid complete breakdown including gas servicing and painting to external or communal areas.
* **Improving Your Home –** the resident’s right to improve their home following a request and subsequent approval by Trident.
* **Gas Servicing –**annual inspection of all gas appliances.
* **Anti-Social Behaviour**

Ensuring that residents and service users are neither the cause of nor victims of Anti-Social Behaviour, Hate Crimes or Domestic Violence, which may include any of the following:

* Noise
* Verbal abuse
* Vandalism
* Pet and animal nuisance
* Nuisance from vehicles
* Drug/substance misuse or dealing
* Alcohol related behaviour
* Domestic violence
* Physical violence
* Litter fly-tipping
* Misuse of communal spaces
* Prostitution
* Criminal behaviour

Trident Group is committed to taking reasonable steps and necessary action to reduce and where possible prevent such behaviours including promotion of positive behaviours, advice to residents and service users on how to tackle anti-social behaviours, support with removing persons demonstrating such behaviours and signposting victims for further support.

**Income Management**

Ensuring that residents and service users are aware of their financial rights and responsibilities as well as receive the support needed to pay their rent in full and on time. Support will include providing a variety of payment methods that suit individual circumstances, offering referral for support from local Credit Unions and signposting for money advice and claiming of benefits.

**Vision, Mission and Values**

Trident Group has been providing homes and care and support services to people in some of the most disadvantaged communities in the Midlands for almost 60 years. Trident owns and manages over 3,400 properties and has one of the highest proportions of supported accommodation among social housing providers.

The Group employs more than 750 staff, works with over 150 volunteers and provides training places and apprenticeships for many more. With an annual turnover of more than £37m and assets more than £190m, the Group is also a member of one of the country’s development partnerships, Matrix.

**Vision**

* To work as a Beacon of Hope for those in most need.
* To develop and shape housing and support services which respond to the needs and improve the life chances of the most vulnerable.
* To transform lives, finding better solutions to help and support

**Mission**

* To be at the forefront of delivering integrated housing and care and support services.
* To work with Local Authority partners to provide services which meet the needs of vulnerable individuals and the wider community.
* To be a sustainable charitable business, operating good practise in terms of people, property and financial management.

**Values – will always be:**

* **People Centred –** People will always be at the centre/heart of everything we do, from staff, to residents and customers and service delivery. We will carry out roles and services with individuals needs being at the forefront.
* **Responsive to Inequality and Supportive of Social Justice –** We will have zero tolerance when it comes to inequalities and injustice of any nature. We are an inclusive organisation that has no room for discrimination or practises which will put people at a disadvantage, irrespective of background.
* **Financially Robust and Resilient –** We will endeavour to ensure that our financial position is robust enough to do whatever our strategic plans entail including growing the business. We will also make sure that we are able to meet our financial covenants and obligations in the fulfilment of our duties (eg. maintaining the capacity to invest in new and existing homes).
* **Sustainable and Reliable –** We will endeavour to remain true to our core identity in our service delivery to our residents and customers, working with our residents, customers and partners. We will seek partnerships/alliances (where needed) to further enhance our capacity and service delivery to this end.

**Aims**

Our aim is to invest in our staff to help them achieve their full potential so that they can serve our customers, residents and service users, leaseholders and communities, our stakeholder constituencies, regulators, funders and partners.

**The Group Board and the Executive**

**The Role of the Group Board**

**Role:** To oversee the business of Trident Group at a strategic level.

**Purpose:** To lead the Group innovatively within a framework of sound governance, continuous improvement, and prudent control.

**Responsibilities:**

* Develop and maintain high level strategic partnership
* Establish a shared vision and objectives across the Group
* Oversee business planning and growth

**Boundaries:** All matters reserved for the Board as outlined in the schedule of matters for Board consideration below:

1. The operation of the functional activities of all members of the Group at a strategic level.
2. Expansion of the Group’s operations into new activities or geographic areas.
3. Any decision to cease a material part of the Group’s operations.
4. Changes to corporate structure, including the setting up of additional subsidiaries.
5. Approval of resolutions to be put forward by the Group Board at a general meeting.
6. Changes to the structure, size and composition of the Group Board.
7. Approval of Committee membership as recommended by the People and Performance Committee, including Committee Chairs and Committee Terms of Reference.
8. Approval or removal of any Group Board member, Committee member and Executive Officer of the Board, including the Company Secretary.
9. Appointment to, and removal from, the Boards of subsidiaries or other organisations following recommendations from the People and Performance Committee.
10. Approving and monitoring major capital programmes.
11. Ensuring adequate succession planning for Board and Senior Management appointments.
12. Approval of key policies, including a Code of Conduct and Expected Behaviour.
13. Any conflicts of interests arising for individual Board members.
14. Approving the budget for all subsidiaries of the Group.
15. Changes to the schedule of matters reserved for Group Board decisions.

**Terms of Office:** Board members will serve a term of three years for two terms but should not exceed a maximum of six years.

**The Members of the Group Board**

The Group Board currently consists of 10 members including Trident Group’s Chief Executive, John Morris.

**Colin Small (Group Chair) –** A qualified Accountant, Colin worked in the private sector until joining the Severn Trent Water Authority and then the Housing Association sector in 1979. Colin has held several senior finance roles in the Housing sector including Finance Director/Company Secretary at Touchstone/Keynote (now Midland Heart) and at Festival Housing Group (now Platform).

Since 2008 Colin has provided consultancy services and Board member services to a number of Housing providers. His current portfolio includes Group Chair of a Birmingham based Housing Association, Group Board member and Chair of the Group Audit and Assurance Committee of a Kidderminster based Housing Association, and Financial Advisor to two other West Midlands Associations.

Colin was previously Chair of the Social Housing Pension Scheme from 2008 to 2018 providing a pension service to over 500 housing employers and managing an investment base more than £4bn. He has also previously served as a Board member on three other Housing Associations.

Colin has provided training services to the Housing sector and regularly contributed to housing and pension events and various publications.

**Yvonne Leishman OBE** – Yvonne is an experienced housing professional who has worked for over 30 years at a senior level in local authorities and housing associations in Yorkshire and the West Midlands. She has over her career developed expertise in housing management, the delivery of care and support services, and in the development of new homes. In addition to her Trident role Yvonne is also Chair of Two Rivers Housing Group.

She was President of the Chartered Institute of Housing and has served on a few charitable and professional boards. She was awarded the OBE in 2005 for services to housing.

**Katie Kershaw –** Katie Kershaw is a director at Node, an award-winning urban design, landscape and heritage practice based in Birmingham. Katie is a dual qualified urban design and heritage consultant, an accredited member of the Institute for Historic Building Conservation and a ‘recognised practitioner in urban design’ (Urban Design Group). Katie’s experience in the residential sector includes the production of masterplans from complex urban infill schemes through to large scale urban extensions and new community design of over 5000 homes. She is particularly experienced in design in the historic environment, including responding sensitively to listed buildings and conservation areas.

In addition to her board role, Katie represents Trident chairing the board of the Matrix Housing Partnership, one of Homes England’s first wave of development partners in the ‘New Ways of Working’ programme. Katie is also an associate lecturer in urban design at the University of Birmingham. Katie was awarded the 2015 property and construction category and overall winner of Birmingham Young Professional of the Year and was highly commended at a ‘rising star’ by the British Property Federation in their annual awards in 2017.

**Brian Carr (SID and Chair of People and Performance Committee)** – Brian has been Chief Executive of Birmingham Voluntary Service Council since 2005. He joined the organisation after training as a personnel manager with Marks and Spencer plc, and time spent setting up and leading a Legal Aid service as managing director of a local Citizens Advice Bureau.

His current role involves strategically leading BVSC in the full range of its activities, which focus on providing advocacy and development support to charities, community groups, and volunteers, and supporting the public and private sectors to better engage with the local voluntary sector. BVSC’s aim is to help everyone to build and benefit from a fair and equitable Birmingham.

Brian is a Non-Executive Director of Birmingham Children's Trust.

Brian is the author of two books, including the Amazon bestselling career guide*, How to Find Your Vital Vocation*.

**Simon Hatchman (Chair of Audit and Assurance Committee) –** Simon has worked in the social housing sector since the mid-1990s. His career has included spells at several large housing associations, and he has also worked as a regulator and lender to the sector. Simon is currently Resources Director at PA Housing based in Leicester. Simon also serves as a voluntary trustee at Linkage, a charity which provides support to people with learning disabilities throughout Lincolnshire and East Yorkshire.

**Yasmin Fearon -** Yasmin has worked in social housing for over 30 years for national housing regeneration agencies in both investment and regulation roles. She believes everyone has a right to a decent, affordable home in a safe environment.

Yasmin has worked with both housing associations and local authorities to deliver affordable housing projects in the North West and delivered National programmes including Decent Homes.

Most recently Yasmin led on the design and delivery of the Social Sector Cladding Remediation Fund for Homes England providing support to government departments on policy delivery. She is a Fellow of the Chartered Institute of Housing and currently carries out several Non-Executive Board roles.

**Stephen Gabriel -** Stephen currently works as an Executive Director of Communities and People at Oxford City Council, having previously worked as a Director of Head of Housing and Communities for Malvern Hills and Wychavon District Councils. He has specific responsibility for the Strategic Housing, Homelessness, Private Sector Housing, Community Safety, Community Development, Health Improvement, Arts, Sports and Culture.

He has worked in local government for 30 years and has held a range of roles, from both operational and strategic perspectives. Stephen has worked in Housing, Economic Development, Equalities, Education and Regulatory Services. Stephen has gained extensive knowledge in housing, regeneration and community development.

Stephen has a PGD in Urban and Regional Studies from Birmingham University and studied Law at the University of Central England obtaining a Law degree as well as having acquired British Sign Language Level 2.

Stephen has held a number of Non-Executive positions such as:

• Chairman of Communities Committee at the Accord Group

• Board member at the Accord Group

• Chairman and Independent Board member with Ashram Moseley Housing Association

• Independent Board member of Bromsgrove District Housing Trust (BDHT)

• Chairman of BDHT New Business and Development Committee

**Patrick McCarthy -** Patrick is a qualified accountant (CIMA and CIPFA) whose career has spanned the private, public and third sectors. He has over 35 years’ experience of social housing with local authorities and housing associations. Patrick’s experience covers treasury management, loan finance and development. He is also a mentor to aspiring first-time board directors.

**Professor Christopher Handy OBE, LLM (Chair of Investment Committee) -** Chris has a Doctorate in Business Administration, a Master of Law degree and is a Fellow of the Chartered Institute of Housing. He received an OBE in the Queen’s Birthday Honours in 2009 and in 2010 was made a Professor of Governance by Birmingham City University’s Business School. Currently Chief Executive of Accord having been in the role some over 30 years, previously working in other housing organisations and local government.

Chris is a published author with titles including ‘Housing Association Law’ Fifth Edition, published in January 2019 with Professor John Alder, and ‘Discrimination in Housing’. He is also a member of the Editorial Board for the Journal of Housing Law. Chris is a Non-Executive Director of the Dudley Clinical Commissioning Group having previously been a Board member for the Strategic Health Authority for the Midlands and East of England. He is also a Board member of the Black Country Local Enterprise Partnership Board, Chairing the Board during 2018-2019, leading on housing, enterprise and the green growth agendas for the region. He is also on the Board of the Black Country Consortium. Chris is also on the Board of Eurhonet, a network of housing companies working together across Europe.

**John Morris (Chief Executive) –** John is Group Chief Executive of Trident Group, which he joined in January 2004. John is committed to achieving his vision with Trident of creating a diverse, modern, social business, based on three pillars of activity – Housing, Care and Support and Social Investment.

**The Role of the Executive Team**

**Role:** The Executive Team of the Group will assist in discharging the functions delegated to the Group Chief Executive and in running the business of the Group.

**Purpose:** To ensure the development of the Group’s subsidiaries in line with the social investment strategy.

**Responsibilities:**

* The establishment and maintenance of an organisation capable of implementing the policies and pursuing the objects of the Group.
* To assist the Group Board to determine the Group’s strategy and ensure effective consultation and communication with the Subsidiary Boards on all relevant matters.
* To advise and assist in the formulation of policy.
* To advise on matters pertaining to Standing Orders, Financial Regulations, and other rules of the Group.
* The preparation of plans, financial budgets, accounts, and regular reports, in an agreed format, for consideration by the Group Board and other relevant Subsidiary Boards.
* The establishment and maintenance of accounting and information systems requisite to the day-to-day management and control of the business of the Group and compliance with statutory and legislative requirements.
* To exercise financial control over the business of the Group in adherence to approved Financial Regulations, the requirements and directions of the Regulator of Social Housing, the Charities Commission and company law.
* To manage the affairs of the Group in accordance with the general policies and specific decisions of the Group Board.
* To ensure that the Group complies with the law and the Regulator of Social Housing Regulatory Framework and remains solvent.
* To ensure that the relevant Board's attention is drawn to matters that it should consider and decide.
* To ensure that the relevant Board is given the information necessary to perform its duties.
* To ensure that proper systems of monitoring and control are established and maintained and have direct responsibility for the internal audit function of the Group.
* To ensure that all proposals including those for new business, regeneration and development projects, the acquisition of land or property, the construction of properties, and the demolition and sale of assets (including land and property) include a risk assessment.
* To ensure that the Group Chair receives appropriate support to enable the business of the relevant Board to be properly conducted.
* To provide leadership and management to the employees of the Group.
* To pursue, within agreed plans and budgets, the recruitment, training, motivation and direction of employees and their activities requisite to the promotion of the policies and objects of the Group.
* To ensure, as appropriate, that the Executives keep themselves, and the employees under their direction, informed and up-to-date on matters such as housing need in the Group’s areas of operation, housing legislation, the Regulator of Social Housing and Charities Commission requirements and any regulation, statute or rule likely to impact upon the work of their section in particular or the Group in general, and that they will be able to offer professional advice on policy and procedures to the Group Board.
* To promote and represent the interests of the Group in its relationship with the Regulator of Social Housing, Charities Commission, Local Authorities, Government Departments, Professional Bodies and Organisations, the National Housing Federation, and such other organisations with which the Group may establish links or become affiliate.
* To exercise appropriate day-to-day control and direction over all the business of the Group and those in its employ.
* To perform such other tasks and duties that may from time-to-time be required by the Group Board.

**Boundaries:** Sole focus to be on the development of the Group and its subsidiaries within the context of the social investment strategy as outlined in the delegated authorities.

**The Executive Team Members**

The Executive Team comprises consists of the Group Chief Executive and Executive Directors:

* **John Morris** – Group Chief Executive
* **David Harris** – Group Finance Director
* **Christopher Derby** – Executive Director of People and Resources
* **Helen Litherland –** Executive Director of Housing, Care and Support
* **Gareth Price –** Executive Director of Technical Services

**Recruitment Process**

**Recruitment and Renewal**

***Recruitment Panel***

Appointments will be made by the Recruitment Panel, consisting of the Group Chair and two panel members, which will meet and discuss each potential candidate.

Prospective candidates must complete an application form to be submitted to the Recruitment Panel for decision. Candidates will be provided with additional information which should consist of the following:

* Background of the organisation
* The role of the Board and the Executive Team
* Profiles of the current Board
* Role Profile
* Skills Audit Form (to be sent electronically)

***Shortlisting and Interview***

All applications will be shortlisted against the criteria for selection. Once shortlisted each applicant will be invited to a formal interview by the Recruitment Panel.

***Acceptance***

The successful candidate will be notified by letter of his/her acceptance to the Group Board or Committee and will be invited to an induction.

***\*Dates will be confirmed***

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| **Closing date for all applications** | **5 November 2021** |
| **Shortlisting Panel**  | **W/Cs 8 – 15 November 2021** |
| **Interviews** | **November (TBC)**  |
| **Appointment Confirmation** | **TBC**  |
| **Handover and Induction** | **TBC** |
| **Potential Site Visit** | **TBC** |

**Contact Details**

**Organisation Name:** Trident Group

**Contact Person:** Debbie Hanley

Governance and Executive Assistant

**Registered Office Address:** 12 Fairlie House

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 Birmingham

 B23 5TB

**Telephone Number:** +44 (0)121 633 4633

**Fax Number:** +44 (0)121 643 0260

**Website:** [www.tridentgroup.org.uk](http://www.tridentgroup.org.uk)

**Appendices**

**Trident Group Board**

**Board Member ~ Role Profile**

| **Purpose to:** 1. **Carry out the functions of the Board, in particular being responsible for the governance and strategic direction of the Group as set out in the Group’s Standing Orders and Terms of Reference.**
2. **Lead the Group innovatively within a framework of sound governance, continuous improvement, and prudent and effective control, which enables risks to be properly assessed and managed.**
3. **Assist in the overall Group Strategy and corporate vision, setting standards and creating a high-performance culture which maximises value creation and minimises risk.**
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| **Key Role Responsibilities** | **Key Performance Indicators** | **Skills and Experience**  | **Competencies** |
| **General*** Set the Group’s mission, values, and standards to ensure that the obligations to its stakeholders and others are understood and met.
* Set key objectives for the Group and the strategies and priorities that will enable those key objectives to be met, including ensuring that the necessary financial and human resources are in place.
* Establish a framework for approving policies and plans to achieve the agreed objectives.
* Review the performance of the Group against its business plan, budget and targets, the performance of its peer Group organisations and its plans for continuous improvement.
* Assess how the Group follows the recommendations of the Code of Governance and state compliance and non-compliance in its annual review and accounts.
* Establish and monitor a mechanism for communicating and receiving feedback from the Group’s stakeholders and shareholders.
* Establish a strong working relationship between the Board, the Group Chief Executive and other senior staff.

**Strategy*** Assist in the creation, acquisition or disposal of corporate entities or assets which are material, to the Group.
* Development and protection of the Group, its values and business principles, setting plans and objectives to achieve the Group strategies.

**.****Performance Monitoring*** Establish and maintain financial control by approving; the business plan; the accounts; net borrowing facilities; the budget.
* Assist in establishing and overseeing a Group framework of delegation and systems of internal control, reviewing annually.
* Assess compliance with regulatory requirements.
* Contribute to;
* Board structure, composition and succession, including appointments to, and succession planning for Boards/Committees, Chief Executive and Group Finance Director;
* Group management and reporting structures, business processes and structures;
* Group remuneration policy, including reward policy and framework, employee bonus and share schemes, conditions of employment and pension scheme.
* Participate in annual review of Board effectiveness including Terms of Reference of Committees established by the Board.

**Risk Management*** Assist the Group with its approach to Risk Management in attainment of the Group’s strategic objective including;
* Safeguarding of Group assets to enhance over time the value of shareholders’ investment by identifying and managing specific risks;
* Assisting in reviewing a system of internal control and its effectiveness;
* Contributing to the annual report of internal audit, and annual report of and relationship with external auditors;
* Contributing to the development of the Group’s Risk Management Framework and monitor activity against it.

**People Management*** Follow the Group’s constitution and governance documents in appointing and, if necessary, removing the Chair of the Group or Group Chief Executive, as appropriate.
* Ensure the human resources (capacity and capability) are in place for the Group to meet its objectives for example;
* Appointment and remuneration of Group Chief Executive and Group Finance Director;
* Recruitment/selection of future Board Members;
* Ensuring appropriate policies are in place in respect to recruitment;
* Remuneration, training and development.
* Monitoring of organisational climate/employee morale and motivation.

**Legal*** Ensure the Group and any subsidiaries comply with all legal and statutory obligations and all regulatory requirements are met including duties associated with:
* Memorandum and Articles of Association and seal signatories;
* Prosecution, defence or settlement of material litigation and legal/regulatory compliance;
* Granting of guarantees and indemnities, other than those issues in the ordinary course of operational business

**Representation*** Enhance the reputation and image of the Group by representing it as an ambassador at key events/interfaces with stakeholders, customers – both internally and externally, for example, staff/ sector body conferences, National Federation, Chartered Institute of Housing, Local Authority.

 * Undertake any other duties as may reasonably be required of a Board member and to meet the changing needs of the Group.
 | * Ensure the promotion of highest standards of integrity, probity, performance, and corporate governance in all activities.
* Promote and establish good working relationship with Chair.
* Promote a shared vision amongst Group member subsidiaries.
* Promote positive and constructive approach to the role.
* Keep abreast and contribute specialist knowledge/expertise and/or relevant experience of related issues.
* Participate in learning and development activities and develop personal effectiveness and assist in improving the overall performance of the Board.
* Act in the best interest of the Group at all times and not on behalf of any constituency or interest Group.
* Effective evaluation of the Group’s competitive position and opportunities arising from the strategies and strengths of competitors.
* Effective monitoring of overall business performance in relation to business plans, budgets and controls and decisions, taking into account customer feedback and performance of comparable organisations.
* Observing and complying with policies and procedures for Health and Safety at Work, promoting equal opportunities and customer care pursuant to organisational aims and objectives.
* Ensure effective team working demonstrating respect and tolerance for others
 | * Demonstrable commitment to Group’s mission; values; aims and objectives (E)
* Demonstrable ability to apply knowledge and experience to the work of the Board (E)
* Demonstrable knowledge and experience of at least one of the areas of the Group’s business activity (E)
* Demonstrable experience of strategy and knowledge of housing association movement, public sector housing, care and support (E)
* Ability to assimilate complex information often in report format (E)
* Effective listening, communication, influencing and negotiation skills (E)
* Ability to uphold the principles of Equality, Diversity and Inclusion (E)
* Ability to observe and comply with the Code of Conduct and Code of Governance (E)
* Confidentiality of information handled in dealing with Board business (E)
* Abide by the decision of the Board and its Committees (E)
* Effective communication, relationship, network and ambassadorial skills (E)
* High standards of ethical behaviour, and expectation of the same in others, working within required legal, regulatory and governance frameworks (E)
* Good all round business acumen with proven experience, skills and knowledge (D)
* Computer literate (E)
* Demonstrable evidence of ability to work as part of a team with respect and tolerance for others (E)
* Active interest in housing, and willingness to learn and develop in this field (D)
* Informed commitment to resident and service user involvement in community-based projects and awareness of equal opportunities issues (D)
* Committed and adaptable, with time to devote to the role including:
	+ Time to attend the cycle of meetings of the Board and appropriate Committees, planned away days, training events (E)
	+ Being available for adhoc discussions (E)
 | * Communication
* Teamwork
* People & Self Development
* Working with customer
* Financial and commercial awareness
* Leadership
* Confidence
* Decision Making
* Problem Solving & Innovation
* Flexibility & Managing change
* Achieving Results
* Managing Diversity
* Project Management
* Customer Quality
* Professional expertise
* Develop the business
 |

**Trident Group Board**

**Committee Member ~ Role Profile**

| **Purpose to:*** **Undertake the required functions of a Committee Member in line with the specific Terms of Reference of the associated committee.**
* **Assist in leading the Group innovatively through representation on Committee working within a framework of sound governance, continuous improvement and prudent and effective control, which enables risks to be properly assessed and managed.**
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| **Key Role Responsibilities** | **Key Performance Indicators** | **Skills and Experience**  | **Competencies** |
| **General*** Establish a strong working relationship between the Board, the Group Chief Executive and other senior staff.

**.****Performance Monitoring*** Contribute to Board structure, composition and succession, including appointments to, and succession planning for Boards/Committees (where necessary)

**Risk Management*** Assist the Group with its approach to Risk Management in attainment of the Group’s strategic objectives where necessary

**Representation*** Enhance the reputation and image of the Group by representing it as an ambassador at key events/interfaces with stakeholders, customers – both internally and externally, for example, staff/ sector body conferences; National Federation, Chartered Institute of Housing, Local Authority.

 * Undertake any other duties as may reasonably be required of a Non Executive (Board or Committee) member and in order to meet the changing needs of the Group.
 | * Ensure the promotion of highest standards of integrity, probity, performance and corporate governance in all activities.
* Promote and establish good working relationship with Chair and other non executive members.
* Promote a shared vision amongst Group member subsidiaries.
* Promote positive and constructive approach to the role.
* Keep abreast and contribute specialist knowledge/expertise and/or relevant experience of related issues.
* Participate in learning and development activities and develop personal effectiveness and assist in improving the overall performance of the Board through Committee representation..
* Act in the best interest of the Group at all times and not on behalf of any constituency or interest Group.
* Observing and complying with policies and procedures for Health and Safety at Work, promoting equal opportunities and customer care pursuant to organisational aims and objectives.
* Ensure effective team working demonstrating respect and tolerance for others
 | * Demonstrable commitment to Group’s mission; values; aims and objectives (E)
* Demonstrable ability to apply knowledge and experience to the work of the Board and associated committee (E)
* Demonstrable knowledge and experience of at least one of the areas of the Group’s business activity (D)
* Ability to assimilate complex information often in report format (E)
* Effective listening, communication, influencing and negotiation skills (E)
* Ability to uphold the principles of Equality, Diversity and Inclusion (E)
* Ability to observe and comply with the Code of Conduct and Code of Governance (E)
* Confidentiality of information handled in dealing with Committee business (E)
* Abide by the decision of the Board and its Committees (E)
* Effective communication, relationship, network and ambassadorial skills (E)
* High standards of ethical behaviour, and expectation of the same in others, working within required legal, regulatory and governance frameworks (E)
* Good all round business acumen with proven experience, skills and knowledge (D)
* Computer literate (E)
* Demonstrable evidence of ability to work as part of a team with respect and tolerance for others (E)
* Active interest in housing, and willingness to learn and develop in this field (D)
* Committed and adaptable, with time to devote to the role including:
	+ Time to attend the cycle of meetings of the Board and appropriate Committees, planned away days, training events (E)
	+ Being available for adhoc discussions (E)
 | * Communication
* Teamwork
* People & Self Development
* Working with customer
* Financial and commercial awareness
* Leadership
* Confidence
* Decision Making
* Problem Solving & Innovation
* Flexibility & Managing change
* Achieving Results
* Managing Diversity
* Project Management
* Customer Quality
* Professional expertise
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**Non Executive (Board and Committee) Member Application Form**

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| Application Form No. (For Office Use Only): |  |

Thank you for expressing an interest in working with our organisation as a Non-Executive member. Please complete the application stating clearly which position you wish to apply for, **Board member** or **Committee member** and submit to us by the required deadline. Please attach additional sheets of paper to complete your answers if necessary.

Trident Group is committed to equal opportunities. To ensure that individuals are selected, promoted and treated on the basis of their individual merits and abilities, it would assist us if you would provide the information requested in **Part One** and **Part Two.**

**PART ONE:**

**Part One** must be completed to allow the processing of the application. The information **will only be referred to for contact and statistical monitoring purposes** and will be detached from the application form. The form will **not be shown to the Recruitment Panel** and will be destroyed after six months if you are unsuccessful.

|  |  |
| --- | --- |
| **Title:** | [ ]  Mr [ ]  Mrs [ ]  Miss [ ]  Ms [ ]  Dr [ ]  Other |
| **Name:** |  |
| **Address:** |  |
| **Daytime No.** |  | **Mobile:** |  |
| **Email Address:** |  |

|  |  |
| --- | --- |
| **Date of Birth:** |  |
| **Gender:** | [ ]  Male [ ]  Female [ ]  Trans |
| **Ethnic Origin:** |  |
| **Religion:** |  |
| **Sexual Orientation:** |  |
| **Nationality:** |  |
| **Marital Status:** |  |

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| **Disability:** |
| Disability is defined as “any physical or mental impairment, which has a substantial and long-term adverse effect on a person’s ability to carry out normal day to day activities”. |
| Do you consider that you have a medical condition or a disability? [ ]  Yes [ ]  No**Please note:** A disability or health problem does **not** preclude full consideration for the job, and applications from people with disabilities are welcome. |
| **Please describe any reasonable adjustments that you feel is needed to the recruitment process and applying for the post:** |
| **Please describe any reasonable adjustments that you feel will be necessary to assist you in performing the role:** |

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| Application Form No. (For Office Use Only): |  |

**PART TWO:**

The information in **Part Two** is the only information we will use in deciding whether or not you will be offered an interview. We will not be able to take into account any previous applications or prior knowledge of you. We ask you not to put your name on any of the sections in **Part Two**.

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| **EMPLOYMENT AND EXPERIENCE****Note:** Please give details of employment and experiences relevant to the post. Please list the most recent first. |
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| **SKILLS AND EXPERIENCE** **Note**:The criteria in the person specification(s) form a checklist, which will be used to shortlist applicants for interview. Please do not write more than 1200 words and do not submit a CV, as this will not be accepted. |
| Before completing this section, please read the job description and person specification carefully. Use the criterion to demonstrate how you meet the requirements. |
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| **SUPPORTING INFORMATION**  |
| **Why are you interested in applying for the Board/ Committee of Trident?** |
| **Please list any Committees or Boards on which you have served or are serving in the community or any other voluntary commitments. Please indicate your position and describe what duties or responsibilities are/were involved.** |

**PART THREE:**

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| **REFERENCES****Note**: Please give details of two people who can provide references. Your referees must have worked with you personally over the last three years. The referees will be approached **only** if the post is offered to you. |
|  | **First Referee** | **Second Referee** |
| Name: |  |  |
| Address: |  |  |
| Tel No: |  |  |
| Email: |  |  |
| Occupation: |  |  |
| Relationship to you: |  |  |

How many hours per month, on average, can you commit to the activities of this Board?

[ ]  0-5 hours [ ]  6-10 hours [ ]  11-15 hours [ ] 16-20 hours [ ]  More than 20 hours

**Data Protection Act 1998:**

If you submit an application for a Board or Committee post with Trident, we will record and use the information which you provide for the purpose of dealing with your application and the information will not be kept any longer than is necessary for that purpose. Personal data provided in Part One of the form will be recorded and used for the purpose of monitoring Trident’s Equal Opportunities Policy and for statistical purposes. By submitting an application you are consenting to the recording and use of the information that you supply. Trident does not keep information from applicants on file for the purpose of sending details of future job opportunities.

Signature:  Date: