



# Board Member Recruitment Pack

Rochdale Boroughwide Housing  
April 2021

The background of the page features a large, faint, stylized illustration of three human figures in shades of purple. The figures are composed of simple geometric shapes: circles for heads and vertical bars for bodies. They are arranged in a row, with the central figure slightly behind the other two.

**Altair**

# Contents

<b>Welcome letter</b>	3
<b>About RBH</b>	5
<b>Role profile</b>	6
<b>Terms and conditions</b>	9
<b>Recruitment timetable</b>	10
<b>Further information</b>	10
<b>How to apply</b>	10
Appendix 1	11
<b>Terms of reference</b>	
Appendix 2	13
<b>Equality monitoring form</b>	

# 1. Welcome Letter

## Dear candidate,

Thank you for your interest in becoming a Board Member at Rochdale Boroughwide Housing (RBH).

RBH is different to other housing providers. Building on the strong co-operative and pioneering culture of Rochdale, we were the UK's first tenant and employee co-owned mutual housing society. Together with our tenants and employees we agreed our vision of 'people succeeding together to offer great services and places to live and work'.

We are extremely proud of the ambition within our mutual model. It gives us a strong and pioneering partnership between our Board, the leadership team, and our tenants and employee owners.

Decisions about what we do as a business are not just taken by the Board and business leaders. Our mutuality means that the people that matter – the tenants that live in our homes and the employees that deliver services – are at the heart of our governance structures and our decision making. The partnership plays to each other's strengths. The Board and the leadership team take responsibility for our long-term financial sustainability by ensuring resources are in place to carry out our activities and invest in our strategic priorities. They also advise and give guidance on national and regional public policy including forthcoming initiatives in housing, legislation, the economy and financial considerations, sociological and environmental impacts. Our tenants and employees bring their day-to-day experience of living and working in our homes and communities. Their role is, as owners, to be custodians of RBH; caring and protecting it, making sure it grows, thrives, and creates ongoing benefits for the people of Rochdale.

In 2017 we collectively agreed our vision for 2028. We envisaged working towards delivering that vision happening in three distinct stages, a beginning (2018 – 2022), a middle (2022 – 2025), and a final stage (2025 – 28). The vision was

- Maximising the collective resources and expertise from our employees and tenants through strong mutual trust and confidence to deliver quality housing and associated services to customers across the borough of Rochdale
- Creating an innovative and trusted brand known for being an exemplar in employees and tenants working together to deliver successful outcomes
- RBH as a mutual anchor within the borough of Rochdale using its role as an employer, purchaser and service deliverer to help build the local economy

The challenges faced by the sector since 2017 – including the pandemic and the lessons learned from the Grenfell tragedy, have highlighted to us how important our partnership between the Board, the leadership team and our tenant and employee owners is. It provides us with a robust operating model to deliver the right mix of new and existing quality homes to make RBH communities strong and successful and help make Rochdale a great place to grow up, grow a career and grow old. We are also using it to bring to life our ambitious plans to change and improve the way we deliver the services our tenants and other customers value.

In 2021, we're looking to the future, as we aim to shape the priorities that will enable us to continue to make Rochdale a great place to live and work in the years to come.

As part of our succession plan, we are seeking a couple of new board members (one to start in the near future and the other in September 2021).

In line with our mutuality, RBH is an organisation that has moved away from just thinking about equality. We are committed to creating a diverse and inclusive organisation, with a strong sense of belonging where everyone knows their opinions matter and their talents can be fully utilised. We are incredibly proud that we were the first housing association to be accredited as a Disability Leader. We are also the first Rochdale business to become a full member of the Greater Manchester Good Employment Charter. We want to build on the publication of our gender pay gap with ethnicity and disability pay gap reporting.

As we seek to bring together the passion, expertise and collective resources of our tenants and employees, we are looking for Board Members that will help us better connect with our tenants and communities. We are therefore particularly keen to hear from people who understand the role that a people and place-based housing provider like RBH can play in promoting community wellbeing and who have experience of helping forge strong local partnerships. We are also keen to have a Board that includes people from a range of backgrounds and different life experiences. Above all we're looking for individuals who believe in our mutual approach and the positive difference it can make in communities.

In return, we offer an opportunity unique in England to work with our elected tenant and employee Representatives to shape the future of our society and a comprehensive induction process.

The expected time commitment will be the equivalent of 2 days per month. Remuneration is £4,000 per annum.

If the above excites you then please get in touch with Sarah Palmer or Sarah Parr, our retained advisors at Altair to find out more (details further on in this pack).

We look forward to hearing from you and wish you every success in your application

Best wishes,



**Lynne Brosnan**

Chair of Representative Body



**Alison Tumilty**

Chair of the RBH Board

## 2. About RBH

Rochdale Boroughwide Housing (RBH) is the UK’s first tenant and employee co-owned mutual housing society, with over 12,500 homes. By working together we aim to provide better places for our members, tenants and employees to live and work. Drawing on the area’s rich co-operative heritage, our pioneering model places members at the heart of decision-making.

RBH’s strategic focus is on Rochdale – people and place. This involves investing in existing homes, regeneration and new home development projects with the aim of having the right mix, quality and choice of homes to meet future demand. RBH is financially strong with a turnover of over £56m, high levels of cash reserves and the resilience to respond to a range of scenarios. This is an exciting time as we are in the midst of refinancing to access some of our borrowing headroom in order to invest further in our ambitions around regeneration, new build, decarbonisation and community investment.

### 2.1. Further information

For further information please visit our website, the following documents may be of particular interest:



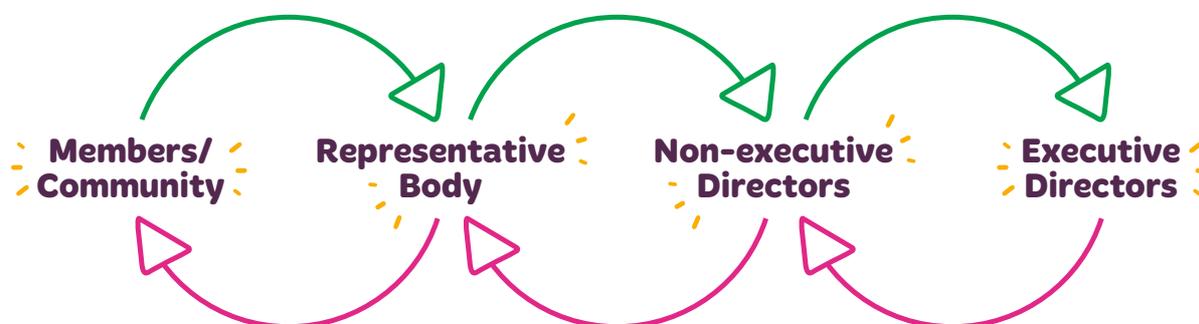
Together – Our Corporate Strategy



Annual Report To Members 2019-20

### 2.2. How we are governed

RBH’s mutual governance model, embodies the principles of excellent governance, and is designed to ensure the organisation’s strategy is shaped by its members drawing on the views of other partners and stakeholders. RBH’s Board, comprising of Non-executive Directors appointed by the Representative Body on a skills-based approach and Executive Directors appointed by the Non-executive Directors, then focuses on strategic oversight of delivery and ensures RBH operates as efficiently as possible.



Terms of reference for the Board are attached in Appendix 1.

Biographies of our Board members can be found here: <https://www.rbh.org.uk/about-us/governance/our-board/>

## 3. Role Profile

### 3.1. Job description

#### Overview

- ◆ Provide appropriate oversight, governance and leadership to Rochdale Boroughwide Housing (RBH) in the pursuit of its strategies
- ◆ Scrutinise the performance of the management in meeting agreed goals and objectives and monitor the reporting of performance
- ◆ Ensure the integrity of financial and other information, and that systems of risk management are robust and defensible
- ◆ Determine appropriate levels of remuneration of executive directors and have a prime role in appointing, and where necessary removing, executive directors, and in succession planning
- ◆ Ensure that mutual nature of RBH and its values and principles underpin Board discussions and decision

#### Values

- ◆ Upholding the values of RBH by example and ensuring that RBH values are reflected in Board discussions and decisions and promoted throughout the Society
- ◆ Safeguarding RBH's mutual status and ensuring that the ethos of mutuality is reflected in RBH's work
- ◆ Ensuring that the Society promotes equality and diversity for all its tenants, employees and other stakeholders
- ◆ Ensuring RBH meets its commitments to members and tenants and ensuring the interests of stakeholders and members are central to Board discussions

#### Relationships

- ◆ Providing vision to RBH allowing it to capitalise on its unique position as a mutual society
- ◆ Building and maintaining close relations with the Representative Body, RBH's members and stakeholder groups to promote the effective operation of activities
- ◆ Working with partner organisations to ensure the effective delivery of services

#### Strategy & Performance

- ◆ Analysing and contributing positively to the strategic development of RBH and other material/significant issues facing the Society
- ◆ Establishing clear objectives to deliver the agreed plans and strategy and regularly review performance against those objectives
- ◆ Ensuring the effective implementation of Board decisions by the Chief Executive and the Executive Management Team
- ◆ Demonstrating, and being accountable for, the performance of the society in the delivery of the aims and objectives of the corporate strategy and reporting this to the Representative Body
- ◆ Holding the Chief Executive to account for the effective management and delivery of the Society's strategic aims and objectives
- ◆ Ensuring the long-term sustainability of RBH
- ◆ Ensuring the Board of Directors sets challenging objectives for improving performance

## Stewardship

- Ensuring that RBH complies with its loan covenants, constitution and any other applicable legislation and regulations
- Maintaining the financial viability of RBH and ensuring the best use of financial and other resources in order to maximise the success of RBH
- Ensuring that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information
- Participating in the appointment of the Chief Executive and other senior employees, as appropriate
- With the assistance of the Secretary, promoting the highest standards of corporate governance in compliance with regulatory requirements and best practice, where appropriate

## Board Activities

- Participating fully in the work of the Board, ensuring the corporate responsibility of the Board of Directors
- Attending, and possibly chairing, committees and other ad hoc meetings of the Board
- Working co-operatively with other Non-executive and Executive Directors of RBH
- Liaising and co-operating with, and being accountable to, the Representative Body, and having due regard of their opinions, as appropriate and ensuring they are reflected in Board discussions
- Participating in any Board induction, training and evaluation identified as an individual and as part of the Board or Committee
- Working with other Directors on the annual performance evaluation of the Chair, as required
- Undergoing an individual and Board performance appraisal, and attending any additional training highlighted as a result of the evaluation process
- Uphold the highest standards of integrity and probity, adhering to the Board Code of Conduct
- Safeguarding the good name and reputation of RBH

## 3.2. Person specification

### **Part one - Technical competencies (knowledge and experience)**

- An understanding of the opportunities and challenges for a people and place focused housing provider like RBH, striving to make a positive impact locally
- Experience of strategic collaboration and partnership working across sectors and with residents and communities
- An understanding of and genuine commitment to mutuality and how this can be used to develop ways of working that deliver real impact
- An understanding of the type of challenges facing Rochdale borough and its diverse communities
- A demonstrable commitment to equality and diversity

### **Part two – Personal competencies (values and behaviours)**

- A commitment to uphold mutual values, principles and ethos
- A people focus with an empathy for others
- Common sense and diplomacy
- Commitment, time and enthusiasm to fulfil the role

## Leadership competencies

- ◆ Strong business acumen
- ◆ Experience of strategic decision making
- ◆ Highly developed interpersonal and communication skills
- ◆ Sound, independent judgement and the courage to stand up for what one believes in

## Organisational competencies

- ◆ **Customer Focus** – has the commitment to putting customers first and ability to deliver a consistently high-quality service
- ◆ **Communicating & Influencing** – the ability to communicate spoken and written information clearly and effectively in a variety of formats with a diverse range of people. Takes account of their views and uses influence where necessary for a productive outcome
- ◆ **Working Efficiently and Effectively** – ensures own and direct reports targets are met. Delivering quality services which offer value for money within agreed timeframes. Being creative and practical in developing new ways of working to improve services for customers and partners
- ◆ **Team Working** – Uses interpersonal skills to work co-operatively with colleagues, internal and external partners, working pro-actively across cultures and organisational boundaries, sharing information, new knowledge, innovation and ideas
- ◆ **Embracing Change** – the ability to plan for, adapt to and work with a variety of situations, individuals and groups. It is having a positive attitude to change
- ◆ **Leadership** – encouraging, supporting and inspiring others to develop confidence and capability in order to realise their full potential
- ◆ **Respect** – the recognition and valuing of difference in the broadest sense. It is about creating a working culture and practices that recognise, respect, value and harness diversity for the benefit of the Society and all individuals
- ◆ **Commitment to the Society** – the ability to demonstrate understanding of and commitment to the Society and the services it provides for our communities. It is about working with consistency, integrity, accountability and demonstrating this by being positive and professional at all times

## Capacity and Eligibility

For example:

- ◆ Must be 18 or over and be eligible to be a member of the RBH Board
- ◆ Sufficient time to fulfil the role
- ◆ No significant actual or perceived conflict of interest
- ◆ Must meet the “fit and proper persons test” as set out by HMRC for all persons who manage or exert influence over the activities and financial assets of a charity

## 4. Terms and conditions

### 4.1. Remuneration

Remuneration is £4,000 per annum and reasonable expenses.

### 4.2. Time commitment

The time commitment for this role is approximately 2 days per month, comprising:

- At least 6 Board meetings a year and associated meeting preparation
- 2 - 4 Committee meetings a year
- 1 Board Away Day per year
- 2 Joint Board / Representative Body meetings a year
- Occasional attendance at Representative Body meetings
- Act as Board champion for one corporate strategy theme and liaise with executive lead and Rep Body Champion
- Occasional visits to RBH events and sites
- At least 1 hour email correspondence a week

Any additional responsibilities defined in Services Agreement

### 4.3. Location

Meetings are currently being held virtually. Learning from our experience of the last year and going forward we envisage that meetings will be a combination of face to face and virtual meetings.

### 4.4. Meeting times and dates

Board and Committee meetings currently start at 5.30pm. Joint meetings are mainly held in the evening. Representative Body meetings currently start at 6.30pm.

#### Board Meetings

2nd June 2021  
14th July 2021  
11th August 2021  
6th October 2021  
17th November 2021  
19th January 2022  
9th March 2022

#### Joint Meetings

30th June 2021  
29th September 2021

### 4.5. Period of appointment

One appointment will be until September 2023, the second will be until Sept 24. Both will be subject to an annual review.

## 5. Recruitment timetable

Recruitment stage	Date
Closing date	10:00am Monday 19 April 2021
References taken	TBC
Final interview (likely to be virtual)	w/c 26 April or w/c 3 May 2021

If you are likely to be unavailable for the above interview weeks, please email: [sarah.palmer@altairltd.co.uk](mailto:sarah.palmer@altairltd.co.uk) as soon as possible.

## 6. Further information

For an informal and confidential discussion about this opportunity, please contact one of our retained advisors at Altair Ltd:

- ◆ **Sarah Palmer**, Head of Recruitment  
 Mobile: **07806 602 933**, email: [sarah.palmer@altairltd.co.uk](mailto:sarah.palmer@altairltd.co.uk)
- ◆ **Sarah Parr**, Principal Consultant  
 on **07766 563 068** or [sarah.parr@altairltd.co.uk](mailto:sarah.parr@altairltd.co.uk)

## 7. How to apply

To apply for this role please visit <https://altairltd.co.uk/current-roles/alt298/> and complete our online registration form, attaching the following documentation:

- ◆ **A detailed CV** of no more than 2,000 words, including details of positions held and dates (including achievements relevant to a non-executive position)
- ◆ **A supporting statement** of no more than 2,000 words, explaining your motivation in applying for this position at RBH and addressing how you meet the competencies outlined in PART ONE of the Person Specification
- ◆ Full contact details (name, job title, organisation, phone and email) for **two referees** (including your current employer if applicable). Please note that we will not take up references without your prior permission
- ◆ **Completed equality monitoring form** (see Appendix 2 - a word version is available as a download from the above link)

The closing date for applications is **10:00am Monday 19 April 2021**. Your application will be acknowledged and treated with strictest confidence.

# Appendix 1

## Terms of reference for the Board

### Rochdale Boroughwide Housing, Board Terms of Reference

The Board is ultimately responsible for the management of the affairs of the Society including both the setting of, and the approval of the Society's business plan. It exercises all the powers of the Society subject to the Mutual Rules. The Board will live the values of the Society, and set a positive culture with a strong member and customer focus.

#### A. Membership, Quorum and Frequency of Meetings

- The Board will consist of:
  - 6 Non-Executive Directors appointed by the Representative Body; and
  - 2 Executive Directors. The Executive Directors shall be the Chief Executive and the Director responsible for finance.
- The Board is not permitted to appoint a Co-opted member to the Board.
- Non-Executive Directors are appointed for a three year term of office, expiring at the conclusion of the third Annual Members Meeting after their appointment. Non-Executive Directors may be re-appointed for one further subsequent term of office.
- The Quorum of the Board is 5 Directors including at least one Non-Executive Director and one Executive Director.
- The Board shall meet at least 4 times a year. Outside of Board Meetings, decisions may be made electronically.

#### B. General Responsibilities

The responsibilities of the Board include:

- Establishing a strong working relationship between the Board, the Representative Body and the Executive Management Team
- Being accountable for the performance of the society in the delivery of the aims and objectives of the corporate strategy and reporting this to the Representative Body.
- To develop and monitor the Society's Mutual Governance Excellence Framework
- Working effectively and co-operatively with, and taking into consideration the views of, the Representative Body and where required, ensuring decisions made by the Representative Body and the Membership are put into effect.
- Compliance with the Tenant's Charter
- Ensuring compliance with the objects, purposes, values, vision and corporate strategy of the Society.
- Ensuring that RBH complies with its equality and diversity requirements and that every report that comes to Board for approval includes a stage one Equality Impact Assessment and where appropriate in addition a stage two.
- Establishing a framework for the approval of plans and budgets to achieve those objectives and monitoring performance against them.
- Ensuring the solvency, financial strength and good performance of the Society. Whilst not involving itself in operational detail the Board will obtain assurance that the Society has the detailed information and reporting necessary for delivering good performance.
- Maintaining an awareness of levels and trends of customer and colleague satisfaction.

- ◆ Agreeing the Society's risk appetite and ensuring effective risk management in order to safeguard the assets and reputation of the Society.
- ◆ Ensuring good governance.
- ◆ Setting and maintaining a framework of delegation and internal control.
- ◆ Agreeing or ratifying strategies, policies and decisions on all matters that might create significant financial or other risks to the Society.
- ◆ Providing oversight, direction and constructive challenge to the organisation's chief executive and executives.
- ◆ Appointing (and, if necessary, dismissing) the Chief Executive (NB: Appointment subject to approval of the Representative Body).
- ◆ To receive regular updates from its committees on the key issues addressed at meetings.
- ◆ To regularly review the membership, skills and effectiveness of the Board's committees, RBH subsidiary boards and joint ventures if applicable
- ◆ Maintaining overall responsibility for the group structure.
- ◆ Regularly appraise its own effectiveness including reviewing the balance of skills of its members.
- ◆ Ensuring compliance with the actions identified within the Schedule of Governance Functions.
- ◆ Ensuring legal and regulatory compliance (with all regulators).
- ◆ Ensuring compliance with the transfer agreement.

## C. Financial Responsibilities

- ◆ To review the financial strategy of the Society and ensure that it is properly implemented and controlled.
- ◆ To approve the Treasury Management Strategy and monitor performance.
- ◆ To maintain oversight of the financial policies of the Society regarding investment of surpluses and risk assessment.
- ◆ To consider and approve the financial business plan, annual budget and quarterly forecasts.
- ◆ To monitor performance against business plan/budget/forecast.
- ◆ To regularly review the Society's Financial Regulations.
- ◆ To monitor and report on the continued financial health of the Society.
- ◆ To approve the annual statements.
- ◆ To approve the appointment of the Society's bankers and any bank guarantees required.
- ◆ To review the Society's arrangements for taxation.
- ◆ To maintain oversight of VFM reviews and delivery of the VFM strategy.

## D. Conduct

- ◆ The Board will approve and operate in accordance with the NHF's Code of Conduct as amended from time to time (apart from those exceptions set out on the Board's Code of Conduct).

## E. Miscellaneous

- ◆ Non-Executive Board members must be in the majority at Board meetings.
- ◆ Operational management of the Society must be delegated to the Society's employees.
- ◆ All members of the Board, Executive and Non-Executive, share the same legal status and have equal responsibility for decisions taken that affect the success of the Society. Each must act only in the interests of the Society and not on behalf of any constituency or interest group.

# Appendix 2

## Equality Monitoring Form

RBH is committed to developing positive policies to promote equal opportunities in employment and prohibiting unlawful or unfair discrimination on the grounds of an employee’s gender, age, disability, marital status, race, colour, ethnic origin, religion/belief or sexual orientation.

All information in the following section will be used to ensure we operate non-discriminatory recruitment policies and procedures. The anonymous information will also be used to produce Key Performance Indicators and monitoring reports. This information will be held securely and kept separate from your application.

Marital Status				
Please select:				
Single	Married	Partner	Widowed	Civil Partnership

Religion or belief		
Please select one of the following:		
Buddhist	Christian	Hindu
Jewish	Muslim	Sikh
No religion	Other religion or belief (please state)	

Ethnic Origin			
Please select one of the following:			
<b>White</b>	<b>Asian or British Asian</b>	<b>Black or Black British</b>	<b>Mixed Race / Dual Heritage</b>
White British	Pakistani	Black Caribbean	White & Black Caribbean
White Irish	Bangladeshi	Black African	White & Black African
Other white background	Kashmiri	Black British	White & Asian
	Indian	Other black background	Other
	Chinese		
	Other		

Sexual Orientation		
Please select one of the following:		
Lesbian	Gay	Heterosexual/straight
Bisexual	Prefer not to say	
Other (please specify)		

Do you have a Disability?			
Please select:	Disabled	Not Disabled	Prefer not to say
Please state the nature of your disability:			
<p>A disability is a physical or mental impairment that has a substantial and long-term effect on your ability to carry out normal day to day activities</p> <p>If you are unsure whether you fit within the Equality Act 2010 definitions, then the following list is as stated by the Disability Rights Commission as an indication of what may constitute a disability:</p> <ul style="list-style-type: none"> <li>■ Hearing impairment</li> <li>■ Speech impairment</li> <li>■ Visual impairment (if this is not correct by spectacles or contact lenses)</li> <li>■ Mental illness (includes substantial and long lasting – more than a year)</li> <li>■ Mobility impairment</li> <li>■ Severe disfigurement</li> <li>■ Learning disabilities (where there is the mental ability to perceive the risk of danger)</li> <li>■ Cancer</li> <li>■ HIV / Aids</li> <li>■ Physical co-ordination difficulties (includes problems of manual dexterity and of muscle control e.g. incontinence, epilepsy)</li> <li>■ Reduced physical capacity (includes debilitating pain and lack of strength, breath, energy or stamina, e.g. from asthma angina and diabetes)</li> </ul> <p>Other (please tell us about this)</p>			



**Board Member Recruitment Pack**

[www.rbh.org.uk](http://www.rbh.org.uk)