



Be part of our journey

Independent Board Member
Application pack



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Dear Applicant,

Thank you for your interest in becoming a member of Trafford Housing Trust's Board.

Trafford Housing Trust was created in 2005 to take the Stock Transfer from Trafford Council. Since Transfer we have worked to complete the Transfer Promises made to tenants and with these promises now delivered, we are now moving on to the next phase of our development. We have an active programme of building new homes and have recently raised additional funding to support our development programme and the achievement of our long term objectives.

We wish to recruit an Independent Board Member who shares our drive and ambition to deliver quality services to our customers and to grow our business. You will replace an Independent Board Member who has been with the Trust since it was created, and who will be resigning from the Board in mid 2012.

The individual we are looking for should share our values and vision and be committed to providing excellent services to customers, meeting the needs of our communities. We would particularly welcome applications from individuals with housing management or housing development experience, but this is not a prerequisite. We very much encourage applications from all those who share our vision for our customers and communities.

If you believe you share our ambitions for our business and our customers then we look forward to hearing from you.

Yours sincerely

Bernard Knight
Chair

Head Office: Sale Point, 126-150 Washway Road, Sale M33 6AG

www.traffordhousingtrust.co.uk

Registered in England No: 04831118



Charity Registration No: 1106967



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business for neighbourhoods



THE APPLICATION PROCESS

HOW TO APPLY

To apply, can you please provide:-

- * A full CV
- * A supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification
- * Completed compliance and equal opportunities form
- * Please also indicate if you cannot attend any of the interview dates (see below)

This should be sent to

e-mail: governance@traffordhousingtrust.co.uk

post: Christine Little
Company Secretary
Trafford Housing Trust
126 – 150 Washway Road
Sale, M33 6AG

If you wish to discuss the role or the application process then please contact Christine Little, Company Secretary, on 0161 968 0028.

Further information on the Trust can be found at www.traffordhousingtrust.co.uk

WHO CAN APPLY

The Companies Act, Charities Act and the Trust's Articles of Association and Board Member Code of Conduct place certain restrictions on who can be an Independent Board Member of the Trust. In accordance with the provisions of these documents, those individuals who can apply are those who:

- * Are not employees of the Trust
- * Are not tenants or Leaseholders of the Trust
- * Are not Members or officers of Trafford Council
- * Are not bankrupt or subject to any agreement with creditors
- * Are not disqualified for any reason from acting as a company director or charity trustee
- * Have not been convicted of any indictable offence that would be likely to bring the Trust into disrepute
- * Do not sit on the Board of any other housing organisation, business partner or potential business partner

TIMELINE – APPLICATION AND SELECTION PROCESS

Closing Date	Monday 27 th February 2012
Interviews	Wednesday 28 th and Thursday 29 th March 2012 (evenings)
Appointment	May/June 2012

Selection will be by interview, conducted by members of the Trust's Nominations Committee which is chaired by the Chair of the Board.



AN INTRODUCTION TO TRAFFORD HOUSING TRUST

Vision & Values

The Trust's vision is to be at the heart of creating neighbourhoods in Trafford that are safe, clean, with strong communities and are places that people choose to live in.

Through living our values we aim to be **responsive**, **respectful** and **responsible** to our customers, **fair** to everyone in our dealings with them, **open** and **honest** in everything we do, **innovating** to bring new solutions to old problems, **motivating** our staff and those we come into contact with to give of their best and **caring** about what we do and the people we do it for.

Overview

Trafford Housing Trust was formed in March 2005 to receive the transfer of over 9,000 homes from Trafford Council and is now the leading provider of affordable housing in Trafford and one of the larger stock transfer associations in Greater Manchester.

The Trust operates across the five areas of the Trafford Borough – Altrincham, Old Trafford, Sale, Stretford and Urmston. We are able to offer a wide range of housing options including homes for families, single people, couples, supported sheltered housing and extra-care housing for older people.

Trafford is a diverse area, and there are significant differences between the more prosperous south and the poorer areas in the North, which includes some of the poorest areas in the country, including Partington, Sale West and Old Trafford.

The Journey

We have completed our Five-Year Transfer Promises to Tenants and are now moving forward with the next phase of our development.

Major organisational changes were implemented during these first five years, to enable the Trust to better meet needs of our customers. The original function-based service was transformed into a neighbourhood model under which staff now spend more time in neighbourhoods and on estates and customers access local services through Customer Access Points which are shared with other providers. Reactive enquires from customers, by telephone, e-mail or correspondence, are now managed through a customer contact centre, with service requests recorded on a new Customer Relationship Management system increasing both call response rates and call resolution rates.

We have also completed our first new build developments, providing over 100 new homes, including homes for rent, homes for shared ownership and an extra care scheme for older people delivered in partnership with Trafford MBC and the Primary Care Trust.

The Future

We have been successful in obtaining HCA funding for 200 Affordable Homes, and have recently negotiated revised and increased banking facilities to support these developments, and to support the achievement of the Trust's Business Plan objectives.

As a major partner in the Old Trafford Master Plan we are working with other agencies in Trafford with the aim of creating a long-lasting and safe community with quality housing, an excellent environment and better access to training and employment opportunities for the Old Trafford area.

We have a programme to demolish 400 social rented homes in four tower blocks and two low rise blocks in Old Trafford, and, over 10 years, replace them with 400 new rented homes. The first phase of the new development will deliver 98 new homes as part of the 2011-15 Affordable Homes Programme.

In addition, work has begun on a £12.5m refurbishment programme to improve the three tower blocks that have been retained in the area.

We are also working to strengthen relationships with communities and partners and to build processes to ensure that we are engaging with the widest possible community base as well as engaging with the right partners who share a common purpose with the Trust. We are committed to involving communities and embracing the Big Society agenda and acting as a beacon of good practice in community organisation and capacity building.

Business Plan 2011/14 - Our Priorities for the Next Three years

The Trust's Three year Business Plan, for 2011 to 2014, has been developed based on a sound foundation of **six core operating principles** that represent the way we work :-

Engage and involve tenants and leaseholders - agreeing with them the standards of the landlord services that we provide and making ourselves accountable to them for our performance.

Analyse the demands our tenants and leaseholders make of us – designing efficient and effective systems and ways of working, to support and enable staff to deliver those landlord services and exceed the standards set.

Resource our core services appropriately – making sure that we prioritise expenditure on the things that matter most to our tenants and leaseholders.

Take our lead for discretionary activities from our communities, partners and customers – to be clear about the community outcomes we aim to produce, prioritising those that bring maximum benefit and making ourselves accountable for delivery.

Engage with partners – making sure that the activities we prioritise both support and complement their work and maximise the benefit of our combined endeavours to neighbourhoods and communities.

Lead our people – making sure positive attitudes and behaviours are matched by skill, knowledge and experience in people who are organised and motivated to do the right thing, in the right place, at the right time, to deliver landlord services and discretionary activities that exceed the standards set.

The headline **business priorities** included in the 2011/14 Business Plan have been agreed by the Board as being :-

Protecting funding streams – predominantly rent payments and benefit support through Housing Benefit and Supporting People.

Maintain ongoing conversation with tenants – about the standards of service we offer, with a view to prioritising two services to be developed to the equivalent of 3-star standard of excellence. At the same time, reinforcing what the Trust expects of tenants in return.

Grow through development of new homes – recognising that this will require a shift in rents of some new tenancies to a level up to 80% of market rents whilst considering a fundamental change to the nature of security of tenure.

Develop our Support and Care offer – helping existing and new customers to maintain their independence and assessing the business case for moving into the personal care market.

Become a “centre for excellence” in community organisation and capacity building – create the right neighbourhood environment for localism and the “Big Society” to flourish.



THE BOARD AND GOVERNANCE

The Board & Committees

There are 10 Board Members on the Trust's Board, 4 Independents (including the Chair), 3 Tenants & Leaseholders and 3 Local Authority nominees.

Board meetings are held 8 times a year, although there may be additional meetings as and when required. Board Meetings are held in the evening, from 6.00 p.m. to 9.00 p.m. (approximately). Board Members are also generally asked sit on one of the Committees of the Board.

There are two main Board Committees, Audit, Risk & Compliance and Development & New Business which each meet at least three times a year, plus a Nominations Committee and a Remuneration Committee which meet as and when required.

Board Members take part in an appraisal and review process as well as a full induction and ongoing training and development programme.

Role of the Board

The Board's central role is to determine strategy, direct and control the Trust's affairs in accordance with the Articles of Association, ensuring that day to day management is effectively delegated and carried out by the Chief Executive and the Trust's staff.

All Board Members take collective responsibility for decisions made by the Board. Each Board Member should act only in the interests of the Trust and not on behalf of any constituency or interest group.

Time Commitment

In addition to attendance at Board and Committee Meetings, Board Members are also expected to be able to devote sufficient time to prepare for Board Meetings, reading papers and background information.

Board Members are also expected to attend an annual Board away-day and 4 programmed Board training and development sessions during the year (these are held in the evening). Board Members may also be asked to take part in Complaints Panel hearings, and to attend Trust events in the community.

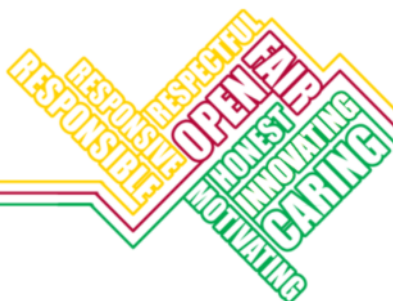
Board Member Payment & Expenses

Board Members currently receive a fee of £4,000 per annum plus re-imbusement of reasonable expenses.

BOARD MEMBER ROLE DESCRIPTION

Core Tasks and Responsibilities of Board Members

- 1 To provide leadership within a framework of prudent and effective controls that enable risk to be properly assessed, managed and controlled.
- 2 To work with fellow Board Members to agree the Trust's Guiding Principles, Values and Strategic Plan and to undertake regular reviews of the strategic planning of the Trust.
- 3 To establish and maintain financial control by approving the business plan; approving the accounts; approving new borrowing facilities; and approving the budget.
- 4 To satisfy themselves on the integrity of financial information and that financial controls and systems of risk management are robust and defensible.
- 5 To agree strategies and key policies and make decisions on all matters that create significant financial risk to the Trust or which affect material issues of principle.
- 6 To promote the expected behaviours of the Trust and ensure compliance with them.
- 7 To ensure that the Board delegates sufficient authority to the Chair, Vice-Chair and Chief Executive or others, to ensure the effective management of the Trust.
- 8 To ensure that the Board effectively monitors and reviews the use of delegated powers.
- 9 To ensure that the standards set by the Board to meet obligations to customers, employees and other stakeholders are understood and met.
- 10 To provide constructive challenge to the Chief Executive and Executive Management Team in relation to strategies, policies, performance and board recommendations to ensure high standards of corporate governance.
- 11 To monitor overall business performance in relation to business plans, budgets, controls and decisions, taking into account customer feedback, performance of comparable organisations and driving continuous improvement.
- 12 To ensure that the Trust's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
- 13 To assess compliance with regulatory requirements.
- 14 To represent the Trust with external stakeholders, including customers, ensuring the Trust's objectives are maintained.
- 15 To undertake an appraisal agreed by the Board of both individual performance and team performance and to identify ongoing skills and knowledge training required, and to attend those training sessions when organised.
- 16 To undertake any other duties as may reasonably be required of a board member and in order to meet the changing needs of the Trust.



Committee Membership

Board Members who are paid are required to be available to serve on at least one Board Committee

Term of Membership

The maximum term of office for Board Members (subject to re-appointment where appropriate) shall be limited to 9 years from the date of first appointment.

This is an overview of the role as it is presently constructed. This Role Description will be periodically reviewed and updated to ensure that it fully reflects the duties and responsibilities required from a Board Member.

BOARD MEMBER PERSON SPECIFICATION

General requirements for Board Member role

Skills/Ability

An ability to work constructively and collaboratively as part of a team.

An understanding of the strategic role of a Board and the ability to contribute to future policy and strategic developments.

An ability to assimilate and analyse information and make considered contributions and judgements.

An ability to challenge, critically question and express opinions clearly.

An ability to network and to represent the Trust positively to external audiences.

Knowledge/Experience

Knowledge and understanding of the Social Housing Sector.

Knowledge and commitment to equality and diversity, particularly in relation to service delivery.

Personal Qualities

Supports the vision, values and social objectives of the Trust

Has an interest in and commitment to the provision of quality services to tenants and leaseholders and current/potential service users.

Has a respectful and considerate approach to others.

Is self motivated, confident and approachable.

Is able to devote sufficient time to the Board and Committee business including attendance at Trust events and training and development events.



Trafford Housing Trust Head Office

Trafford Housing Trust, Sale Point,
126 -150 Washway Road
Sale M33 6AG

Customer Hub Number:

0300 777 7777

www.traffordhousingtrust.co.uk



Registered in England No: 04831118 • Charity Registration No: 1106967

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સીલમાં મદદ માટે એક જ ટેલિફોન નંબર: 0300 777 7777

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