

GROUP BOARD MEMBER APPLICATION PACK



Raven
Housing Trust



**INCLUSIVE
BOARDS**

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About Raven Housing Trust

Raven Housing Trust is a thriving social housing provider based in Redhill, Surrey and owns or manages more than 6,000 homes across Surrey and Sussex. The majority of our homes are in Reigate and Banstead Borough but we are growing in surrounding areas, with homes in Mole Valley, Epsom and Ewell, Mid Sussex, Crawley, Lewes, Horsham, Woking, Sutton and Tandridge.

As well as housing management services, Raven also provides support services to tenants, and the wider community, on a wide range of issues including money management, employment and training.

With a turnover of £44.5m in the last financial year, we made a surplus of £11.6m. Our financial strength means we are well positioned to respond to the external challenges facing the sector, the uncertainties facing the UK economy, and the social and environmental challenges facing the global economy.

Our business plan includes a build programme of around 250 new homes a year in a mix of tenures that will include building homes for outright sale. Raven meets the Decent Homes Standards and has an on-going programme ensuring all homes continue to be fit for purpose. This year we will work in partnership with local authorities and commercial companies to complete just short of 500 additional homes. Find out more about where we're building [here](#).

Raven Housing Trust is recognised for its good governance, achieving top ratings (G1 / V1) with our regulator, the Regulator of Social Housing, and last year achieving an 88% satisfaction rating with our customers. We also boast a diverse and committed workforce and have recently been awarded an liP Gold accreditation and have held the Customer Service Excellence accreditation for 9 years.

To find out more about us, read our latest [financial statements and value for money report](#).

Strategy - Making the Difference

Raven's Purpose is 'Building Homes, Changing Lives'.

We have three core strategic aims

To make sure our residents are in good quality homes that are right for their needs

In consultation with our residents, we will make sure our property standard is appropriate to their needs, and support residents where we need to find a better fit between resident needs, property price and property size. We will deliver against our plan to get the maximum return from the investment we make in our assets.

To deliver these aims we are embarking on a programme of organisational transformation.

For more information on our strategic aims, [please click here](#).

To Build More Homes

We will establish our own development consortium with a tight geographical focus, making the most of offsite construction, proptech solutions, alternative procurement routes, and the development potential of our own estate. Our new build programme will meet the range of housing needs in our area. We will make the most of our expertise in helping prevent and address homelessness, and respond positively to partnership opportunities for inorganic growth.

To make sure we are providing the right service in the right way to each of our residents

We will listen to understand our resident needs and respond by collaborating with our residents to connect them to services that they value and trust so they can save time, make choices and take control. We will measure the social return on our investments and within the framework of the strategic plan, will use this to drive our decision-making.



Group Structure

We provide housing services through Raven Housing Trust Ltd. The Trust also comprises three subsidiaries:

- Raven Repairs Ltd: provides repairs and maintenance work for a range of customers. Typical work includes home and retail refurbishment, home adaptations to allow people with disabilities to live independently in their own home, and general repairs.
- Raven Devco Ltd: manages the construction of new homes and major refurbishments principally for Raven HT. The team can oversee the construction process from land purchase, planning, selection of contractors right through to completion and snagging.
- Raven Development Homes Ltd: manages construction and sale of homes on the open the market for profit.

Leadership Board

Raven's board is responsible for providing strategic leadership to the organisation. The board currently comprises 12 members, including the Chief Executive and Director of Governance and Finance. Non executive Directors are recruited and chosen for expertise in key fields relevant to the organisation, such as finance, development, asset management, legal expertise and management experience. Board members are appointed on three-year terms, and serve a maximum of nine years.

The Chief Executive and Director of Finance and Governance are the two Directors of the subsidiary companies. Short CV's of Raven's current Board can be found [here](#).

The work of the Board is supported by the following Group Committees:

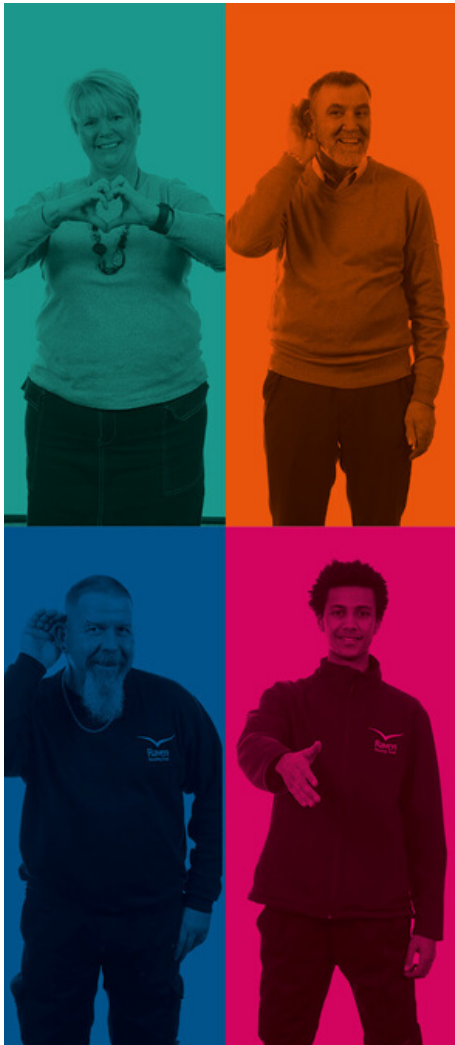
Remuneration and Nomination Committee - This committee oversees the reward and recognition policies and benefits for staff, remuneration levels for the Leadership Team and board members, ensuring the approach taken is clearly aligned to Raven's values, strategic plan and business objectives. This committee also ensures the Board has, and maintains, the right blend of knowledge, skills and experiences to help the organisation achieve its objectives.

Audit Committee - This committee provides assurance to the Board on the systems of internal control, risk management and the internal and external audit functions to ensure that they are effective and well managed.

Investment Committee - This committee oversees the delivery of the Development Strategy and the Commercial Strategy. The Committee approves higher value development schemes and scrutinises the delivery of the development programme to ensure programme targets, financial requirements and quality standards are successfully achieved.



Role Description



Working in partnership with Executive, the Non-Executive Board, and other Committee members

- To work collaboratively with the Board and ensure that the Board collectively, and as individual members, are aware of their legal and compliance obligations for the Trust and accept collective responsibility for decisions taken by the Board.
- To bring an external perspective to challenge the business to reflect and respond, in advance, to emerging business, social, economic or political change to meet the needs of the customer.
- To work with fellow Board Members to agree the Trust's Mission Statement, Values and Strategic Plan and to undertake regular reviews of the strategic planning of the Trust, ensuring that the Trust has appropriate internal controls to safeguard the Trust's assets.
- Approve relevant company policies, ensuring they support the organisation's vision, strategy and values.
- Provide leadership, challenge and support in a constructive manner to the Executive Team in relation to execution of the strategic plan, policy development, organisational performance and corporate governance.
- Lead by example at all times, acting in accordance with the NHF Code of Governance, the Company's Code of Conduct and Raven's Values of Trust, Understand, Collaborate to Innovate, and Care

Promoting good governance to ensure

- Compliance with the Trust's governance policies and procedures, financial regulations, standing orders, delegated authorities, and the regulatory framework.
- The Board receives professional advice when it is needed, either from its senior staff or from external sources.
- The Board's business is conducted efficiently and effectively through a framework of delegation and systems of internal control.
- Actions are taken in the best interests of Raven, undertaking collective responsibility with other committee and board members, and not on behalf on any constituency or interest group.
- Implementation of frameworks for effective financial control, business performance monitoring, and identification and management of risk.

Focusing on organisational performance

- Review organisational performance and continuous improvement, ensuring the organisation is managed efficiently and effectively and delivering value for money.
- Read and digest reports prepared by staff and advisors, or resident groups, and encourage appropriate debate of key issues amongst board and committee members. Set targets, monitor and scrutinise progress in line with the duties of the Board.
- Bring best practice intelligence and horizon scanning knowledge to Board meetings as appropriate.
- To treat information shared at Board meetings in a respectful and the confidential manner in line with the Trust's Data Protection and Privacy Policies, and on an annual basis, complete the Trust's disclosure of interest.

Maintaining good relationships with staff

- Build and maintain effective and constructive working relationships with the Executive and senior staff, recognising the division of responsibilities between the Committee and the Executive.

Representing the organisation

- Build an understanding of, and where appropriate create good relationships with key stakeholders, including the RSH, key local authorities, lenders, and the Trust's residents and service users.
- Act as an ambassador and representative for the organisation, upholding the reputation of the Trust and its values and objectives. Network and promote the achievements, purposes and benefits of the organisation.

Adding value

- Apply personal expertise with due regard to Raven's business and social aspects.

- Initial three year term, renewable.
- Time Commitment: 7 – 8 evening meetings, including preparation for each meeting and 2 full day Board away days in 12 months.
- An expectation that, as a Board member, you would serve on one of three Committees. Depending on the Committee, there are between two and four meetings a year.
- **Remuneration: £4,770 p.a plus expenses**

Person Specification

- **Relevant customer service experience where digital is core to service delivery and data drives service design and delivery.**
- Prior non-executive experience would be beneficial.

Core competencies

- Work as a strong team member, building confidence in the Trust's governance and support the values, ethos and social housing objectives of Raven.
- Effective communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences.
- Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and take part in evidence based decision-making.
- Able to assess risk and promote risk awareness without being risk averse, and understand and evaluate business risks and opportunities in a manner that allows the Trust to fully embrace opportunities as they arise.

Knowledge and experience

- Extensive experience of operating at a senior level (either executive or non-executive).
- Good knowledge of commercial issues, with strong business acumen.
- Governance experience - member or attendee of a Board or similar, with knowledge of governance best practice.

Personal behaviour and style

- Proactively demonstrates strong commitment to equality and diversity.
- Passionate about service improvements; strongly champions the right of Raven's residents and service users to have access to excellent services.
- Listens to others and able to challenge appropriately and hold fellow Board and Committee members, and senior staff to account; with a wider vision to raise standards across the organisation.
- Demonstrates credibility and integrity.
- Enabling and supportive management style that motivates the Executive Team to deliver the best.
- To fully understand the aims and values of the organisation, its customers and its staff and uphold these at all times.
- Fully respect confidentiality at all times.

Capacity

- Has the time and commitment to effectively discharge all responsibilities of the post.
 - In preparation for each Board meeting ensure all papers are read, questions for clarity or understanding are raised prior to the meeting and come fully prepared to debate equally with other board members to reach agreement.
 - To undertake background reading, attend the full induction programme and regularly meet with or speak to managers, staff and customer groups to gain a wider understanding of the business context.

Key Dates

Closing date: Monday 13th January 2020 at 12 noon

First interviews: Monday 27th, Wednesday 29th, or Thursday 30th January 2020.

- Longlisted candidates will be interviewed by Jonathan Higgs CEO, and Asantewaa Brenya Head of Governance. Interviews will be held at Raven House in Redhill.

Final interviews: 10th or 11th February 2020

- The final stage of the process will be a panel interview with the Chair Caroline Armitage and David Gannicott (Board member and Chair of Group Investment Committee). This will take place at Raven House in Redhill.

How to Apply

The recruitment process is being supported by Inclusive Boards on behalf of Raven Housing Trust. If you wish to apply for either of these positions, please supply the following:

- A detailed CV setting out your career history, with responsibilities and achievements;
- A covering letter highlighting your suitability and how you meet the skills and experience for the role as well as the person specification;
- Completion of the diversity monitoring form, which can be completed [here](#). This form is kept separate from your application

Please send your CV and cover letter to: **sam.c@inclusiveboards.co.uk** stating clearly which role you wish to apply for. **If you would like to discuss this opportunity further please contact Inclusive Boards directly or call Sam Carey on 0115 934 8437 or 07702 213 945.**

A Word Document version of this pack is available on request





Raven HT
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