



Trustee Job Role and Specification

Summary

1. To uphold and comply with the legally binding Memorandum and Articles of Association of Turning Lives Around (TLA).
2. To uphold the values, objectives and policies of TLA and to be collectively responsible for the long-term success of TLA as a social and supported housing provider. Close attention must be paid to; long-term consequences, employee interests, client interests, relationships with suppliers, regulators, all other stakeholders, the operational impact upon the environment and communities, the need to maintain high standards of conduct, probity and fairness.
3. To contribute fully to Strategic and Business Plan approval by helping to determine vision, strategy and direction, whilst also controlling and scrutinising the affairs of TLA.
4. To ensure the Board fulfils its governance duties and responsibilities properly, including compliance and monitoring risk.

Key Accountabilities

A key duty of a Trustee is to act solely on behalf of the Board and in the best interests of TLA. This requires the exercise of independent judgement, reasonable

care, skill and diligence, including the avoidance of conflicts of interest and gifts from third parties. Trustees must ensure that the interests of TLA override any personal opportunities.

Main Duties and Responsibilities

Strategy & Planning

1. To collectively set the strategic direction and help to develop proposals on strategy. Help to drive the business forward whilst also exercising strong control over its activities.
2. To uphold and promote the vision, values, objectives and core policies of TLA.
3. To consider the best use of TLA's assets and resources whilst maintaining a focus on Value for Money.
4. To deal with any short-term business issues whilst remaining fully focused on the delivery of Board strategy and generating long-term sustainable value.

Governance & Risk

1. To diligently attend Board Meetings, Committee Meetings, General Meetings and learning activities, submitting advanced notice of absence when necessary.
2. All Trustees will be members of a sub-committee of the Board.
3. To ensure that compliance with the NHF Code of Governance (https://www.housing.org.uk/nhf_catalog/publications/code-of-governance-2020/), and all core Policies and Procedures, are managed by the Board.
4. To understand and control risk by ensuring that major risks are reviewed regularly and that an effective risk management framework is maintained. Create an environment where calculated risk can be taken.
5. To ensure that internal controls and systems are audited and reviewed regularly.
6. To always act reasonably and in the best interests of TLA and its clients, by complying with the Trustee Code of Conduct and by ensuring that behaviour as a Trustee fully reflects the values of TLA.
7. To comply fully with TLA's governance instruments, including policies, procedures and standing orders.
8. To undergo regular training to meet the duties of safeguarding in TLA.

Performance

1. To be personally satisfied that all the financial information scrutinised has integrity, by fully reviewing/approving the annual budget, business plan, annual accounts and by ensuring that all loan covenants are complied with.
2. To monitor financial performance regularly throughout the financial year.
3. To set and monitor high level strategic objectives and key performance indicators (KPI's) in order to oversee and receive assurance on the operational performance of TLA.
4. To ensure that there are appropriate mechanisms in place (internal and external) to allow a balanced and accurate overview of overall performance to be regularly produced.
5. To have an informed understanding of the way that the organisation operates whilst avoiding interference in the operational management of TLA.

General Duties

1. To be proactive and keep up to date with current developments (national, economic, social and political) within the social housing and supported housing sector.
2. To add value by contributing experience, expertise and knowledge.
3. To share responsibility for all the decisions made by the Board and its Committees.
4. To establish a constructive working relationship with the other Trustees, the Executives and Senior Leadership Team.
5. To ensure that the Board delegates appropriate powers to the Executive team so that TLA can operate effectively.
6. To be well prepared for and fully participate in every TLA meeting, activity and event attended.
7. To represent the Board in an ambassadorial role for TLA as required.
8. To participate in training and development opportunities as required.
9. Trustees with leadership roles on other TLA committees will be required to provide feedback to the Board on exceptional matters and answer any questions arising.
10. To support disciplinary action against Executive team members in line with the Board's agreed policy where appropriate.
11. To contribute to the selection and recruitment of Trustees and Executive Directors, in line with agreed policy.
12. To participate in the Trustee appraisal process.

Trustee Person Specification

Personal Circumstances

1. Availability for a minimum of four Board Meetings, four Sub-committee Meetings, one Annual General Meeting and one Away Day per year. Most meetings are held blended in-person in Leeds and on-line. Some are held on-line or in-person only. In total, availability for about one meeting per month may be required.
2. Meetings are usually planned well in advance but may be called at short notice when necessary. They last for up to 2 1/2 hours and usually start at around 17:00 on a weekday.
3. Reading of Board papers and other documents in advance of meetings.
4. Legally permitted to act as a Charity Trustee and Company Director.
5. Some Trustee activities may require Enhanced Disclosure and Barring Certification (EDBS).

Personal Skills

- Good communication (written, verbal, listening and presentation) and interpersonal skills
- Good organisational and decision-making skills
- Forward thinking strategist, able to understand complexity and identify the central issues needing Board discussion
- Possess sound judgement
- Ability to observe and respect confidentiality
- Emotionally intelligent and resilient; self-aware with a desire to learn and improve
- Sensitive and caring approach when faced with difficult decisions whilst also having the ability to manage conflict
- Able to build trust, act with integrity, be relied upon and have high ethical standards
- Proven specialist skills
- Ability to work within a team
- Ability to make a constructive contribution to the organisation's key objectives and strategies
- Ability to scrutinise and challenge the actual performance of an organisation compared to the agreed goals and objectives
- Risk aware
- Creative and flexible thinker; open to new ideas, able to modify views and look for innovative solutions to problems
- The ability to influence and persuade others
- A commitment to the aims and objectives of Turning Lives Around
- A good understanding of financial and commercial matters.

Desirable specialist skills and experience (one or more)

1. Customer Engagement & Insight
2. Asset and Housing/Property Development and Asset Management
3. Financial training and Management.
4. Change management/organisational improvement
5. Business/Commercial acumen
6. Public sector commissioning and contracting
7. Legal training
8. Safeguarding
9. HR/Recruitment
10. Lived experience of homelessness or vulnerable housing situations relevant to TLA's mission
11. Governance, Policy, Risk Management, Compliance
12. Fundraising/Income diversification
13. Strong interpersonal skills, communication and ability to work as part of a team