

# Osprey Housing Moray



## **Governing Body Member Recruitment Pack**

17 October 2018

Dear Applicant

### **Board of Directors – Osprey Housing Moray**

Thank you for expressing interest in becoming a member of the Osprey Moray Committee of Management.

Osprey Housing (then AHP) was established in 1999 as a Housing Association. Osprey Housing (OH) entered into a constitutional arrangement with Osprey Housing Moray (then MHP) in 2013 when Osprey Housing Moray (OHM) became part of the Group. Both Osprey Housing and Osprey Housing Moray are registered social landlords with charitable status and Osprey Housing is the parent body.

The focus of our business is our tenants and we aim to provide them with a caring and professional service at all times. We have approximately 1800 properties, comprising of homes for families, very sheltered tenants and tenants with special needs.

For further information visit our website at <https://www.ospreyhousing.org.uk/>

If you are interested in applying, please send your CV and accompanying documentation to the above address. Your application will be considered at the next meeting of the Board.

If you have any further queries regarding this position, please contact me on 01224 548000.

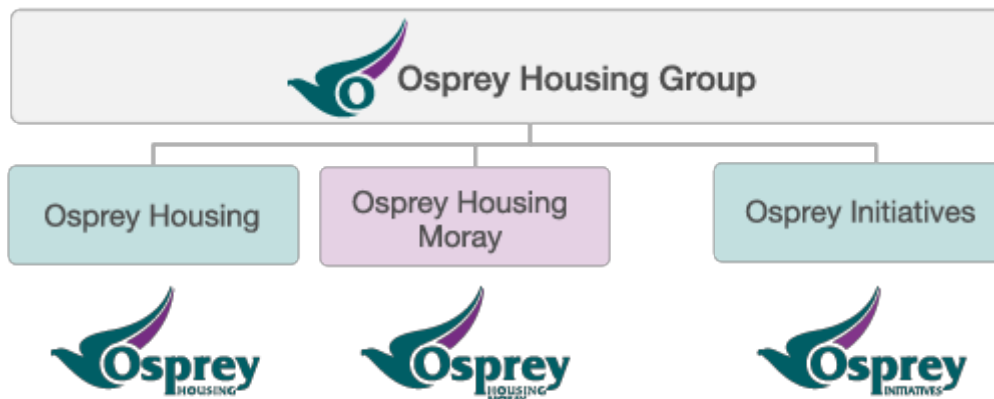
Yours sincerely

A handwritten signature in blue ink, appearing to read 'Glenn Adcock', with a stylized flourish at the end.

**Glenn Adcock**  
**Chief Executive**

## About the Company

The Osprey Housing Group rebranded under its current name in September 2016. It was formerly the Aberdeenshire Housing Partnership Group comprising Aberdeenshire Housing Partnership (AHP); Moray Housing Partnership (MHP) and Aberdeenshire Housing Partnership Developments (AHPD), *please see diagram below*.



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Building on the achievements of recent years and strong reputations of Osprey Housing and Osprey Housing Moray the Osprey Group is working hard to position itself as a dynamic force in housing in North East Scotland. Our main aim is to provide high quality housing in the communities in which we operate that is both affordable and sustainable. We operate throughout Aberdeenshire, Aberdeen City and Moray Council areas.

The Osprey Group also includes a subsidiary (Osprey Initiatives) which operates in a more commercial environment.

We are committed to working closely with our tenants, being responsive; innovative and ambitious whilst remaining responsible and providing value for money in everything we do.

The Group owns and manages nearly 1800 properties. We focus on the delivery of affordable housing and aim to provide excellent homes and services that meet our tenant's expectations, those of our future customers and those of other stakeholders. We provide a range of homes including general needs, specialist supported accommodation and mid-market tenures. We house a spectrum of those requiring housing including single people; families, homeless applicants; those moving for employment; those with specialist needs and older people.

As parent body the OH Board is responsible for overall Governance for the Group. However, each part of the Group has its own Governing Body to whom a single Group Chief Executive

is accountable. In turn the CEO is supported by a single tier, experienced and dynamic Senior Management team.

With a staff complement of 35 the Group operates out of two offices, with its Headquarters based in Westhill, Aberdeenshire and Osprey Moray's operational services principally based in Lossiemouth, Moray.

## **Role of a Committee of Management Member**

### **1. Overview**

- To participate as a member of the Committee of Management of Osprey Housing Moray Limited ('Osprey Moray').
- The Committee of Management meets at least six times a year, normally at our head office in Westhill. Meetings start mid-morning and usually last around 2 hours 30 minutes.
- As well as attending Governing Body meetings, Committee of Management members are expected to take part in at least two visits per year to Osprey developments across Scotland to meet customers and staff.
- Strategy days are also held during the year, which Board members are expected to attend.
- The position of Committee of Management member is unpaid, however reasonable out of pocket expenses are reimbursed.

### **2. General Description of the Role**

The Committee of Management, as the governing body, provides leadership and strategic direction to Osprey Moray so that good outcomes are achieved for its tenants and other service users. It determines the Association's strategic attitude to risk and ensures the maintenance of a sound system of internal control and risk management.

Committee of Management members are collectively responsible for the overall governance of Osprey Moray. They share and accept responsibility for decisions made by the Committee of Management and are equally responsible for those decisions.

Each Committee member is required to:

- work in good faith to ensure that Osprey Moray acts consistently with its purpose;
- act with the care that it is reasonable to expect of someone who is managing another person's business;
- act only in the interests of Osprey Moray and its stakeholders and avoid circumstances which could give rise to a conflict of interest; and
- participate in the Board annual appraisal process.

### 3. Main Duties and Responsibilities

<b>Leadership, strategic direction &amp; governance</b>	<p>As part of the Committee of Management:</p> <ul style="list-style-type: none"> <li>• contribute to the maintenance of Osprey Moray's mission statement and values;</li> <li>• contribute to the development, maintenance and review of Osprey Moray's strategic objectives;</li> <li>• ensure that the Association is properly resourced;</li> <li>• take due account of customers' views;</li> <li>• promote high standards of corporate governance to ensure that Osprey Moray complies with legal, regulatory &amp; compliance requirements;</li> <li>• maintain an overview of arrangements for the appointment, remuneration, appraisal and any dismissal of Chief Officers;</li> <li>• assess the Committee's effectiveness in discharging its remit; and</li> <li>• contribute constructively to discussion and decision making.</li> </ul>
<b>Performance monitoring &amp; compliance</b>	<p>As part of the Committee of Management:</p> <ul style="list-style-type: none"> <li>• ensure that Osprey Moray's obligations to customers (users and commissioners of services), regulators, Association members and staff are met;</li> <li>• monitor and ensure the maintenance of Osprey Moray's risk management and control systems (such as its Scheme of Delegation policy, performance reporting systems including key performance indicators, financial and investment controls and audit arrangements); and</li> <li>• monitor the Chief Executive Officer's performance in implementing approved plans and budgets, and approve priorities for improvements in performance.</li> </ul>
<b>Relationship-building &amp; influencing</b>	<p>As part of the Committee of Management:</p> <ul style="list-style-type: none"> <li>• maintain an overview of Osprey Moray's public relations; and</li> <li>• act as an ambassador for Osprey Moray, representing Osprey Moray in its dealings with external bodies, holders of public office and the general public.</li> </ul>
<b>Compliance</b>	<p>As part of the Committee of Management:</p> <ul style="list-style-type: none"> <li>• ensure that Osprey Moray maintains its duty of care to ensure the health, safety and wellbeing of customers, and staff members in the workplace, through the systematic assessment and management of risk;</li> <li>• ensure that Osprey Moray complies with the law, and its own Rules;</li> <li>• approve Osprey Moray's annual budget, annual report and annual accounts; and</li> <li>• act as a charitable trustee of Osprey Moray.</li> </ul>
<b>Equality &amp; diversity</b>	<p>As part of the Committee of Management:</p>

	<ul style="list-style-type: none"> <li>• ensure that the principles of equality and diversity are upheld in all areas of Osprey Moray's work.</li> </ul>
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This profile is indicative of the nature and level of responsibility associated with the role of board member. It is not exhaustive and a board member may be asked to undertake such other relevant duties as may be required to meet the needs of Osprey Housing Moray.

## 4. Other Details

New Committee of Management members will be supported with a tailored induction programme.

The Committee of Management is accountable to Osprey Moray's membership. The membership may elect and remove Board members in accordance with Osprey Moray's Rules. Elections generally take place at Osprey Moray's annual general meeting, held in September each year.

Committee of Management members are required to retire by rotation in terms of the Rules.

## 5. Eligibility for the Committee of Management

A person will not be eligible for appointment to Osprey Moray's Board if any of the criteria in the Association's Rule 43 apply to him/her. These are set out in the appendix to the application form included in this pack.

A person must be aged 18 years or over to be appointed as a co-optee or a Committee of Management member.

An employee of the Association, or a close relative of an employee, may not be an Osprey Moray Committee of Management member.

Persons who do not meet the eligibility criteria should not apply, as their application will not be considered.

## 6. Commitment

Committee of Management members are expected to commit time to the following on an annual basis:

- Attendance at up to 6 regular meetings of the governing body
- Reading and preparation for meetings of the governing body
- Attendance at corporate strategy days
- Attendance at individual review meeting and preparation for such meeting
- Attendance at two site visits to developments and at tenant/customer/staff conferences and openings

## 7. How to Apply

Applicants are asked to submit their C.V. and a statement of suitability summarising their skills and experience, why they are interested in becoming a Non-Executive for Osprey

Housing Group and why they are suitable for this role, marked **Private and Confidential** to:

Clare Ruxton  
Corporate Services Manager  
22 Abercrombie Court  
Arnhall Business Park  
Westhill  
Aberdeenshire  
AB32 6FE

The information that you provide will be used for selection purposes only. Applications will be matched to the person specification for the post in order to select a shortlist of candidates and it will also form the basis of the interview.

## **Role Description for Governing Body Members**

### **1. Introduction**

***“The Governing Body leads and directs the RSL to achieve good outcomes for its tenants and other service users.”***

Regulatory Standards of Governance and Financial Management Standard 1,  
Scottish Housing Regulator (2012)

Osprey Housing Moray is a Registered Social Landlord and a Scottish Charity. This role description reflects the principles of good governance and takes account of and is compliant with the expectations of the Regulatory Standards of Governance and Financial Management for Scottish RSLs and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).

We encourage people who are interested in the OHM's work to consider seeking election as a Governing Body Member (GBM) and we are committed to ensuring broad representation from the communities that we serve. GBMs do not require 'qualifications' but, from time to time, OHM will seek to recruit people with specific skills and experience to add to or expand the existing range of skills and experience available to ensure that the governing body is able to fulfil its purpose. We carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.

This role description applies to all members of the Governing Body, whether elected or co-opted, new or experienced. It is subject to periodic review.

### **2. Primary Responsibilities**

As a GBM your primary responsibilities are, with the other members of the Governing Body, to:

- lead and direct Osprey Moray's work
- promote and uphold Osprey Moray's values
- set and monitor standards for service delivery and performance
- control Osprey Moray's affairs and ensure compliance

Responsibility for the operational implementation of OHM's strategies and policies is delegated to the Chief Executive Officer.

### **3. Key Expectations**

Osprey Moray has agreed a Code of Conduct for Governing Body Members which every member is required to sign on an annual basis.

Each GBM must accept and share collective responsibility for the decisions properly taken by the Governing Body. Each GBM is expected to contribute actively and constructively to the work of OHM. All members are equally responsible in law for the decisions made.

Each member must always act only in the best interests of OHM and its customers, and not on behalf of any interest group, constituency or other organisation. GBMs cannot act in a personal capacity to benefit themselves or someone they know.



#### **4. Main Tasks**

- To contribute to formulating and regularly reviewing OHM's values, strategic aims and performance standards
- To monitor OHM's performance
- To ensure that OHM operates within and is compliant with the relevant legal and regulatory frameworks
- To ensure that risks are realistically assessed and appropriately monitored and managed
- To ensure that OHM is adequately resourced to achieve its objectives and meet its obligations
- To act, along with the other members of the governing body, as the employer of OHM's staff

#### **5. Duties**

- Act at all times in the best interests of OHM.
- Accept collective responsibility for decisions, policies and strategies.
- Attend and be well prepared for meetings of the governing body and sub-committees.
- Contribute effectively to discussions and decision making.
- Take part in training and other learning opportunities.
- Take part in an annual review of the effectiveness of OHM's governance and of your individual contribution to OHM's governance.
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector.
- Represent OHM positively and effectively at all times, including in local communities and when attending meetings and other events.
- Respect and maintain confidentiality of information.
- Treat colleagues with respect and foster effective working relationships within the governing body and between the governing body and staff.
- Be aware of and comply with our policy on the restrictions on payments and benefits
- Register any relevant interests as soon as they arise and comply with OHM's policy on managing conflicts of interest.

#### **6. Commitment**

GBMs are expected to commit time to the following:

- Attendance at regular meetings of the Osprey Moray Governing Body.
- Reading and preparation for meetings of the Governing Body.
- Attendance at sub-committee meetings.
- Reading and preparation for sub-committee meetings.
- Attendance at annual planning and review events (including individual review meeting).
- Attendance at events such as estate tours, tenant /customer conferences, openings and site visits.
- Attendance at internal briefing and training events.
- External training and conference attendance (may include overnight stay or weekends.)

#### **7. What OHM Offers GBMs**

All GBMs are volunteers and receive no payment for their contribution.

OHM has policies which prevent you or someone close to you from benefiting personally from your involvement with OHM, although these policies also seek to ensure that you are not unfairly disadvantaged by your involvement with OHM. All out of pocket expenses associated with your role as a GBM are fully met and promptly reimbursed.

In return for your commitment, OHM offers:

- A welcome and introduction when you first join the governing body;
- A mentor from the governing body and a named staff contact for the first six months, with ongoing support;
- Clear guidance, information and advice on your responsibilities and on OH's work;
- Formal induction training to assist settling in;
- Papers which are clearly written and presented, and circulated in advance of meetings;
- The opportunity to put your experience, skills and knowledge to constructive use;
- The opportunity to develop your own knowledge, experience and personal skills;
- The chance to network with others with shared commitment and ideals.

## **8. Review**

This role description was approved by the Governing Body of Osprey Moray. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Governing Body on a regular basis.

## Role Description for Governing Body Members Person Specification

**Post:**     **Member of the Governing Body**

Core Competencies	
Customer focus	Ability to establish a rapport with partners, customers and staff
Working effectively with others	Ability to express a constructive point of view, independently arrived at, while working as part of a team, and help lead to positive outcomes  Good interpersonal skills and self-awareness
Performance management	Ability to scrutinise and evaluate the performance of management in achieving Osprey Moray’s strategic objectives and to oversee the management of risk
Strategic	Ability to develop, as part of the Board, strategic objectives and contribute to the strategic direction of Osprey Moray
Communicating clearly	Good communication skills which contribute to constructive discussion
Equality & diversity	Osprey Moray is working actively to promote equality of opportunity in its employment practices and delivery of its services. A board member must be willing to work in accordance with existing policies and codes of practice
Delivering results	A commitment to delivering a high quality of service
Decision-making	Ability to contribute to effective decision-making
Taking personal & corporate responsibility	Ability to take and demonstrate personal and corporate responsibility as well as operating to a high level of integrity and confidentiality
Specialist Experience/Skills	
Significant experience at a senior level in at least one of the following specialist areas: <ul style="list-style-type: none"><li>• Business planning, management and development</li><li>• Financial services (financial, accountancy &amp; audit)</li><li>• Healthcare (health and social care integration)</li><li>• Housing and care services (housing management or social worker and housing support management)</li><li>• Human resources (human resources management)</li><li>• Information and communications technology (ICT)</li></ul>	Essential

<ul style="list-style-type: none"> <li>Minority ethnic/disability representation</li> <li>Property and development (architecture or property development/construction and management or building expertise)</li> </ul> or <ul style="list-style-type: none"> <li>experience as a customer of Osprey Moray's services as a tenant, owner-occupier or otherwise</li> </ul>	
<b>Experience of</b>	
<ul style="list-style-type: none"> <li>Service as trustee of another charity</li> <li>How businesses operate, based on experience</li> </ul>	Desirable Essential
<b>Knowledge of</b>	
<ul style="list-style-type: none"> <li>ICT skills (email and internet connectivity) or a willingness to acquire these (training can be provided)</li> </ul>	Essential
<ul style="list-style-type: none"> <li>Interest in or knowledge of some or all of the following: social affairs, older people, social housing sector, voluntary sector work, welfare framework</li> </ul>	Essential
<ul style="list-style-type: none"> <li>Financial and budgetary mechanisms (financial aspects of Osprey Moray's activities will be covered at induction)</li> </ul>	Desirable
<ul style="list-style-type: none"> <li>Corporate governance and the governance framework necessary for the proper conduct of Osprey Moray business</li> </ul>	Desirable
<ul style="list-style-type: none"> <li>Regulation, the role of regulators and the requirements they place on Osprey Moray</li> </ul>	Desirable

## **Appendix 1**

### **Rule 43: Eligibility for the Committee of Management**

A person will not be eligible to be a Member and cannot be appointed or elected as such if:-

- 43.1 he/she has been adjudged bankrupt, has granted a trust deed for or entered into an arrangement with creditors or his/her estate has been sequestrated and has not been discharged; or
- 43.2 he/she has been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005; or
- 43.3 he/she is a party to any legal proceedings in any Court of Law by or against the Association; or
- 43.4 he/she is or will be unable to attend the Board Meetings for a period of 12 months; or
- 43.5 he/she has been removed from the Board of another registered social landlord within the previous five years; or
- 43.6 he/she has resigned from the Board in the previous five years in circumstances where the resignation was submitted after the date of his/her receipt of notice of a special Board meeting convened to consider a resolution for his/her removal from the Board in terms of Rule 44.5; or
- 43.7 he/she has been removed from the Board in terms of Rules 44.4 or 44.5 within the previous five years; or
- 43.8 he/she has been removed or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005; or
- 43.9 he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated; or

- 43.10 a disqualification order or disqualification undertaking has been made against that person under the Company Directors' Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company); or
- 43.11 at an annual general meeting, he/she has served as a Board Member for a continuous period in excess of nine years and the Board has not resolved to permit him/her to stand again or otherwise be nominated for re-election.