

Osprey Housing



Board Member Recruitment Pack



Dear Colleague

Interest in Board Membership – Osprey Housing Ltd

Thank you for expressing interest in becoming a Board Member of Osprey Housing.

Osprey Housing under a former name was established in 1999 as a Housing Association and is a registered social landlord with charitable status. We are an organisation with a clear social purpose of providing and managing quality housing to meet a wide range of needs. Our vision is “making a difference every day”.

The focus of our business is our tenants and we aim to provide them with a caring, responsive, and professional service at all times. We own and manage approximately 1800 properties across Aberdeenshire, Aberdeen City and Moray.

For further information visit our website at: www.ospreyhousing.org.uk

If you are interested in joining Osprey Housing’s Board the information contained in this document is provided to help give you an understanding of what will be involved and a broad idea of time commitment.

I hope you will find this helpful. However, should you any further queries or wish to discuss any aspect of this further, please contact me on 01224 548011 or 07554 019547.

Yours sincerely



Stacy Angus
Chief Executive



About the Company

At Osprey Housing (OH) we believe that everyone has the right to a decent home in a decent place. We are determined to play our part in making this happen for as many people as we can.

Our four key Strategic Ambitions remain clear:

- 1. Make customers the focus of everything we do**
- 2. Provide more and better homes**
- 3. Be a stronger organisation**
- 4. Be a great place to work**

Our focus on maintaining and improving our financial viability has hugely benefitted from the successful completion of the transfer of engagements process for Osprey Housing and Osprey Housing Moray to become one single organisation from April 2021. The joint business planning and efficiencies from this step will enable us to continually strive to achieve sustainable efficiencies and value for money for our tenants and other customers.

We are committed to safeguarding our tenants' interests and offering the best possible service standards and customer experience we can. We will strive to meet the needs and priorities of our customers through effective and meaningful engagement with all our tenants including working with Osprey Tenants & Residents Association (OTRA).

We will complement our investment in the provision of new housing with a fully funded repairs, maintenance, and planned improvement programme for our existing homes.

Our approach to growth, includes continued investment in the development of new affordable housing. We will deliver these new homes, as we always do, in partnership with local authorities, the Scottish Government, our funders, and developer partners.

The Osprey Housing Board is the main body responsible for overall Governance of OH and the Group. Osprey Initiatives, our mid market subsidiary, has its own Board. The Group Chief Executive is accountable to the OH Board and provides overall organisational leadership. In turn the CEO is supported by a single tier, experienced and dynamic Senior Leadership team.

With a staff complement of 37 we operate from two offices, with our Headquarters based in Westhill, Aberdeenshire and Moray's operational services principally based in Elgin.

Role of a Board Member

1. Overview

- To participate as a member of the Osprey Housing Limited Board.
- The Board meets at least six times a year, normally at our head office in Westhill although we welcome virtual attendance if preferred. Board meetings start mid-mornings and usually last around 2 hours 30 minutes.
- Board members are also expected to join a minimum of one of our three governance committees – Resource and Governance, Housing, and Corporate Services which meet quarterly.
- If a Board member holds a specific skill set that aligns with one of our working groups or they are welcome to join. These groups usually meet quarterly.

- As well as attending these meetings, Board members are from time to time expected to take part in specially arranged events such as strategy days, conferences, training and visits to new Osprey housing developments for official openings or other reasons.
- Overall, Board members act as an ambassador for Osprey Housing.
- The position of Board member is unpaid, however reasonable out of pocket expenses are reimbursed.

2. General Description of the Role

The Board provides leadership and strategic direction to Osprey so that the best outcomes are achieved for its tenants and other service users. It determines Osprey's strategic attitude to risk and ensures the maintenance of a sound system of internal control and risk management.

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

Each Board member is required to:

- work in good faith to ensure that Osprey acts consistently within 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 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

As part of the Board:

Leadership, strategic direction & governance	<ul style="list-style-type: none"> • contribute to the maintenance of Osprey's mission statement and values; • contribute to the development, maintenance and review of Osprey's strategic objectives; • ensure that the Association is properly resourced; • take due account of customers' views; • promote high standards of corporate governance to ensure that Osprey complies with legal, regulatory & compliance requirements; • maintain an overview of arrangements for the appointment, remuneration, appraisal and any dismissal of Chief Officers; • assess the Board's effectiveness in discharging its remit; and • contribute constructively to Board discussion and decision making.
Performance monitoring & compliance	<ul style="list-style-type: none"> • ensure that Osprey's obligations to customers (users and commissioners of services), regulators, Association members and staff are met; • monitor and ensure the maintenance of Osprey'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 • monitor the Chief Executive Officer's performance in

	implementing approved plans and budgets, and approve priorities for improvements in performance.
Relationship-building & influencing	<ul style="list-style-type: none"> • maintain an overview of Osprey's public relations; and • act as an ambassador for Osprey, representing Osprey in its dealings with external bodies, holders of public office and the general public.
Compliance	<ul style="list-style-type: none"> • ensure that Osprey 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; • ensure that Osprey complies with the law, and its own Rules; • approve Osprey's annual budget, annual report and annual accounts; and • act as a charitable trustee of Osprey.
Equality & diversity	<p>As part of the Board:</p> <ul style="list-style-type: none"> • ensure that the principles of equality and diversity are upheld in all areas of Osprey's work.

***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.

4. Other Details

New Board members will be supported with a tailored induction programme.

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

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

5. Eligibility for the Board

A person will not be eligible for appointment to Osprey's Board if any of the criteria in the Association's Rule 43 apply to him/her. These are set out in the Appendix 1 at the end of this pack.

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

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

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

6. Commitment

Board members are expected to commit time to the following on an annual basis:

- Attendance at up to 6 regular meetings of the Board
- Reading and preparation for meetings of the Board
- Attendance at 4 regular meeting of relevant governance committee
- Reading and preparation for meeting of the relevant governance committee
- Attendance at corporate strategy events

- Attendance at individual review meeting and preparation for such meeting
- Where possible and appropriate attendance at other arranged events such as visits to developments, conferences and openings

7. Personal Data Processing

As part of any recruitment process, Osprey Housing collects and processes personal data relating to job applicants. The organisation is committed to being transparent about how it collects and uses that data and to meeting its data protection obligations.

What information do we collect?

Osprey Housing may collect a range of information about you. This includes:

- your name, address and contact details, including email address and telephone number;
- details of your qualifications, skills, experience and employment history;
- whether or not you have a disability for which the organisation needs to make reasonable adjustments during the recruitment process; and
- information about your entitlement to work in the UK.

Osprey Housing may collect this information in a variety of ways. For example, data might be contained in application forms, CVs or resumes, obtained from your passport or other identity documents, or collected through interviews or other forms of assessment. We may also collect personal data about you from third parties, such as references supplied by former employers. We will seek information from third parties only once a job offer to you has been made and will inform you that we are doing so.

Data will be stored in a range of different places, including on your application record, in HR management systems and on other IT systems (including email).

Why does Osprey Housing process personal data?

We need to process data to take steps at your request prior to entering into a contract with you. We may also need to process your data to enter into a contract with you.

In some cases, we need to process data to ensure that we are complying with our legal obligations. For example, it is mandatory to check a successful applicant's eligibility to work in the UK before employment starts.

Osprey Housing has a legitimate interest in processing personal data during the recruitment process and for keeping records of the process. Processing data from job applicants allows us to manage the recruitment process, assess and confirm a candidate's suitability for employment and decide to whom to offer a job. We may also need to process data from job applicants to respond to and defend against legal claims.

Osprey Housing may process special categories of data, such as information about ethnic origin, sexual orientation or religion or belief, to monitor recruitment statistics. We may also collect information about whether or not applicants are disabled to make reasonable adjustments for candidates who have a disability. We process such information to carry out our obligations and exercise specific rights in relation to employment.

If your application is unsuccessful, Osprey Housing may keep your personal data on file in for a period of six months in accordance with the data retention periods outlined in our Privacy Policy. We shall ensure that all Personal data is archived and destroyed in accordance with best practice.

8. How to Apply

If you are interested in joining the Board of Osprey Housing, please submit your C.V. and a statement of suitability summarising your skills and experience, why you are interested in becoming a Non-Executive for Osprey Housing and why you are suitable for this role. Please send by email to cruxton@ospreyhousing.org.uk

or send a hard copy marked **Private and Confidential** to:

Clare Ruxton
Director of Corporate Services
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 any potential interview process.

Role Description for Board Members

1. Introduction

“The Board 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 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 OH's work to consider seeking election as a Board 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, OH 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 Board 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 Board, 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 Board, to:

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

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

3. Key Expectations

OH has agreed a Code of Conduct for Board 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 Board. Each GBM is expected to contribute actively and constructively to the work of OH. All members are equally responsible in law for the decisions made.

Each member must always act only in the best interests of OH 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 OH's values, strategic aims and performance standards.

- To monitor OH's performance.
- To ensure that OH 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 OH is adequately resourced to achieve its objectives and meet its obligations.
- To act, along with the other members of the Board, as the employer of OH's staff.

5. Duties

- Act at all times in the best interests of OH.
- Accept collective responsibility for decisions, policies and strategies.
- Attend and be well prepared for meetings of the Board 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 OH's governance and of your individual contribution to OH's governance.
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector.
- Represent OH 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 both within the Board and between the Board 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 OH'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 Board.
- Reading and preparation for meetings of the Board.
- 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 Osprey Housing Offers Board Members

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

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

In return for your commitment, OH offers:

- A welcome and introduction when you first join the Board;

- A mentor from the Board 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 Board of Osprey. It will form the basis of the annual review of the effectiveness of your contribution to our governance. It will be reviewed by the Board on a regular basis.

Person Specification

Post: Member of the Board

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'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
Communicating clearly	Good communication skills which contribute to constructive discussion
Equality & diversity	Osprey 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	
<p>Significant experience at a senior level in at least one of the following specialist areas:</p> <ul style="list-style-type: none"> • Business planning, management and development • Financial services (financial, accountancy & audit) • Healthcare (health and social care integration) • Housing and care services (housing management or social worker and housing support management) • Human resources (human resources management) • Information and communications technology (ICT) • Minority ethnic/disability representation • Property and development (architecture or property development/construction and management or building expertise) <p>or</p> <ul style="list-style-type: none"> • experience as a customer of Osprey's services as a tenant, owner-occupier or otherwise 	Essential
Experience of	
<ul style="list-style-type: none"> • Service as trustee of another charity • How businesses operate, based on experience 	Desirable Essential
Knowledge of	
<ul style="list-style-type: none"> • ICT skills (email and internet connectivity) or a willingness to acquire these (training can be provided) 	Essential
<ul style="list-style-type: none"> • Interest in or knowledge of some or all of the following: social affairs, older people, social housing sector, voluntary sector work, welfare framework 	Essential
<ul style="list-style-type: none"> • Financial and budgetary mechanisms (financial aspects of Osprey's activities will be covered at induction) 	Desirable
<ul style="list-style-type: none"> • Corporate governance and the governance framework necessary for the proper conduct of Osprey business 	Desirable
<ul style="list-style-type: none"> • Regulation, the role of regulators and the requirements they place on Osprey 	Desirable

Appendix 1

Osprey Housing Articles of Association Rule 43:1 Eligibility for the Board

- 43.1 A person will not be eligible to be a Board Member or be co-opted to a committee and cannot be appointed or elected as such if:
- 43.1.1 he/she is an undischarged bankrupt, has granted a trust deed which has not been discharged or is in a current Debt Payment Plan under the Debt Arrangement Scheme; or;
 - 43.1.2 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;
 - 43.1.3 he/she is a party to any legal proceedings in any Court of Law by or against the Company;
 - 43.1.4 he/she is or will be unable to attend Board Meetings for a period of 12 months;
 - 43.1.5 he/she has been removed from the board of another registered social landlord within the previous five years;
 - 43.1.6 he/she resigned from the Board in the previous five years in circumstances where his/her 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 article **Error! Reference source not found.**;
 - 43.1.7 he/she has been removed from the Board in terms of articles **Error! Reference source not found.** or **Error! Reference source not found.** within the previous five years;
 - 43.1.8 he/she has been removed, disqualified 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;
 - 43.1.9 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;
 - 43.1.10 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).