

**Recruitment Pack**

**Chair of the Board**

**January 2020**

**Welcome Letter**

Dear Applicant,

**Re: Chair of Board of The Hyelm Group**

Thank you for your expression of interest in the role of Chair of our Board.

The role is paid up to £5,000 per annum.

As you will have read from our recent advert, our charity is poised to embark on an exciting and challenging stage in its further development and progress:

* **New Development Scheme**

A new site was purchased during 2019 in the vibrant and emerging regeneration area of Colindale, North London.

Planning permission has since been secured to construct a high quality scheme that will provide much-needed accommodation, facilities and services for up to 156 young people in the early stages of their careers who cannot afford to rent or buy in the private sector.

Construction will begin in early 2020 and will take around two years to complete.

* **Further Development and Growth**

A new strategy for further development and growth was recently adopted by our Board.

The initial aim is to provide high quality accommodation in great London locations for a further 100 young people within the 5 years that follow the successful opening of our Colindale scheme.

The longer-term aim is to continue to further develop and grow thereafter.

* **Fire Safety and Cyclical Refurbishment Work**

A major programme of fire safety and cyclical refurbishment work is scheduled to be delivered at our Old Street scheme over the next three years.

The need for the work followed a number of detailed surveys of the 12 year old property subsequent to the Grenfell Tower tragedy.

Claims in relation to the cost of the work have been submitted to and are in now being considered by the NHBC and the building contractor.

* **Marketing**

Our Board adopted a new Marketing strategy during 2019.

A new brand and marketing tools were subsequently developed in accordance with the strategy. This followed extensive market research and consultations with our client group and other stakeholders.

It is our aim during 2020, in further accordance with the strategy, to embark on a local, regional and national campaign to raise the profile of our charity and to promote the important work that it does and its plans for the future.

* **Board and Executive Renewal**

Our long-serving Chief Executive & Company Secretary and Director of Finance have indicated that it is their intention to move-on and retire, respectively, during 2020.

A number of members of our Board are also due to stand down over the next two to three years, as they will have served their maximum permitted terms in office.

Suitable succession plans are in place.

To support us in the delivery of our plans and in the meeting the challenges that lie ahead, we are keen to appoint a new Chair by March 2020.

**The ideal candidate will be someone with:**

* **Commercial experience, in particular, in the wider property sector.**
* **Experience as Chair or Trustee/Non-Executive Director of a voluntary/charity board.**
* **An understanding of and experience of working in small charity/business environments.**
* **Full commitment to the values, aims, vision and mission of our charity and the work that is does.**
* **Drive, time and commitment to work with our small team in further evolving and progressing our charity during a time of considerable challenge and change.**

We are justifiably proud of our organisation and of its achievements to date and are committed to placing our residents at the heart of everything that we do.

We are also a learning organisation, with high priority being placed on training and development for our Board members and staff.

All members of our Board are offered full support and training packages to enable them to perform in their roles.

This recruitment pack provides the following information:

* A history of our organisation.
* Profiles for the roles of Chair and Ordinary Member of our Board.
* The Terms of Reference for our Board.
* Information on our Board members.
* The media advertisement in relation to the post.

Further information on our charity and the work that it does can be found by visiting our newly constructed website [**www.hyelm.com**](http://www.hyelm.com).

Copies of the following documents can be found in the Document Library section:

* Our latest audited accounts, including our most recent Value for Money statement.
* The most recent annual review of our performance.
* Our current Strategic Plan for the three years to 2022.
* Our Equality and Diversity and other key policy statements.

It is likely that the role will take up to two days of your time each month.

This relates to attendance at meetings (around five Board meetings each year plus an AGM and Away Day), regular conversations with the Chief Executive between meetings, reading papers, preparation for meetings, attending training events and representing the organisation at conferences and seminars, as may be required from time-to-time.

I hope after reading this pack that you remain interested in the role and appreciate the opportunities that it will bring.

In order to apply you should submit the following:

* **A current CV** outlining your career history. Please include full contact details of 2 professional references. References will not be contacted without your express consent.
* **A supporting statement**, comprising not more than 800 words, explaining why you are interested in our organisation and the post, and detailing how your skills and experience meet the competencies outlined in the role profile.
* **The completed Declaration of Eligibility Form**, which is attached to this pack.
* **Confirmation** or otherwise that, to the best of your knowledge, you are not related to any current or former resident of The Hyelm Group or member of our Board or staff.

Please send the above by email to **Kdouglas@hyelm.com***.*

The closing date for applications is midday on **31st January 2020.**

We will acknowledge receipt of your application and inform you if you have been shortlisted for interview by close of business on **7th February 2020.**

Interviews will then be arranged to take place on the daytime or evening of **11th, 12th and/or 13th February 2020** in a central London location (to be advised).

In the meantime, if you would prefer a copy of this recruitment pack to be sent out to you by post, please feel free to let us know.

With best wishes and kindest regards.

Yours sincerely,

**Charlotte Paxton,**

**Chair,**

**The Hyelm Group.**

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Our History

**Hyelm**

Hyelm was founded in 1926 by the late Arthur West who, realising the great need, decided to provide a personal service accommodation club for young people coming to London to work who could not afford to rent or buy in the private sector.

It started life in Tufnell Park, North London, where several properties were occupied and moved to a Victorian property in Hampstead in the early 1950s after increasing repair costs and war damage made it necessary to consolidate.

Funded mainly by grants from the Greater London Council, the Hampstead property was demolished during the 1970s to make way for Arthur West House; a purpose-built development providing accommodation and facilities for up to 233 young people.

Construction began on a new project in the Old Street area of London in 2006. The scheme opened in March 2008, providing accommodation and facilities for a further 125 residents.

The Hampstead property was sold towards the end of 2016 as it no longer met the needs and expectations of young people.

Financed by the sale proceeds, a new site was purchased in 2018 in the vibrant and emerging regeneration area of Colindale, North London.

Planning permission has since been secured to build a scheme that will provide accommodation and facilities for a further 156 young people.

Construction will begin in early 2020 and will take around two years to complete.

**Ames House**

In 1995, Hyelm entered into merger negotiations with The Ames House Trust, which offered housing for 25 young women in Hampstead. Ames House was established in 1890.

After negotiations with the Charity Commissioners, a group structure was formed whereby the two organisations retained their separate legal identities and Hyelm became the sole corporate trustee of Ames House.

The Ames House property was sold in 2004. A long-term lease of a portion of Arthur West House, comprising 68 bed spaces, was purchased from Hyelm with the sale proceeds.

The Charity Commissioners approved an application to amend the aims and objectives of Ames House to mirror those of Hyelm during 2014.

The Ames House funds were subsequently used to help finance the development our new Colindale scheme.

**Arthur West House Limited**

Arthur West House Limited is a wholly owned subsidiary company of Hyelm.

It was set up in 2015 for tax efficiency purpose as a government-approved vehicle to deliver our new development programme.

Role Profile/Competencies – Board Member

**Responsible To**

A Board Member is responsible to the Chair of the Board.

**Purpose of the Role**

To ensure the longer-term viability of The Hyelm Group by working in partnership, contributing expertise, insight and adding value to the creation of strategy and policy.

To ensure that business decisions are made in the furtherance of The Group’s strategic objectives, whilst ensuring that all the views and interests of relevant stakeholders are represented at a strategic level.

**Expectations**

All Board Members are expected to understand and be committed to The Group’s:

* Culture and Values.
* Strategic objectives.
* Equality & Diversity objectives.
* Commitment to customer service.

**Duties Under the Companies Acts**

As Hyelm is a Company Limited by Guarantee, Board members are bound by the duties of directors as stated under the Companies Acts.

Company directors have the following specific duties:

* Duty to act within powers;
* Duty to promote the success of the company;
* Duty to exercise independent judgment;
* Duty to exercise reasonable care, skill and diligence;
* Duty to avoid conflicts of interest;
* Duty not to accept benefits from third parties; and
* Duty to declare interest in proposed transaction or agreement.

**Other Duties and Responsibilities**

**Main Duties**

* To contribute to and to share responsibility for decisions of the Board and any Committee of the Board of which you are from time-to-time a member.
* To attend Board meetings, and those of the Committees of which you are a member, having prepared by reading and raising any queries with the author of the reports prior to the meeting.
* To participate in other meetings within and outside of The Group, as required.
* To take part in activities designed to improve your understanding of The Group and its work to enhance Board performance.

**Main Responsibilities**

* To uphold and promote the core policies, values and objectives of The Group.
* To act in accordance with the Articles of Association of Hyelm and Arthur West House Limited and the Trust Deed of The Ames House Trust.
* To attend induction, training and performance review sessions.
* To represent The Group, as appropriate.
* To declare any relevant interests as and when they present themselves.
* To respect confidentiality of information.
* To comply with the most recent NHF Code of Conduct.

**Competencies**

From time to time, for example when next recruiting to this role, The Group will determine which of the competencies listed below are essential to the performance of the role of a Board Member and which are desirable.

Applying Specialist Knowledge

* Applies specialist knowledge and experience in a range of contexts and explains concepts and issues relating to specialist knowledge and experience to others.

Team-Working

* Supports the Board’s aims and goals and respects the roles of others, inside and outside of the Board.
* Challenges constructively and compromises, when appropriate.
* Does not let personal relationships interfere with fulfilling the Board’s purpose.
* Maintains an effective relationship with members of the Executive Management Team.

Directing Strategy

* Takes a broad overview and sees the long-term implications and offers creative ideas or perspectives.
* Contributes to planning, controlling and monitoring including spotting any relevant opportunities and managing risks.
* Contributes to setting and prioritising objectives.
* Ensures Diversity and Equality issues are considered.

Self-Management

* Prepares for meetings and clarifies points before a meeting, as necessary.
* Attends meetings and is punctual.
* Governs - does not manage (avoids acting operationally).
* Shows enthusiasm and commitment to the Board’s work.
* Respects confidences.
* Shows respect to other Board Members by communicating in a way that is inclusive and allows others to contribute.

Networking

* Attends events in addition to Board meetings.
* Acts responsibly and appropriately.
* Makes contact with people inside and outside of the organisation, through appropriate channels.
* Is loyal and creates or maintains a good image of the organisation.

Analysing and Scrutinising

* Analyses data to determine key issues.
* Explores the implications of a proposal or action.
* Offers appropriate and relevant comparisons or parallels.
* Keeps to the appropriate level of detail.
* Considers social and commercial aspects.
* Weighs up the pros and cons.

Role Profile/Competencies – Chair

**Purpose of the Role**

The Chair of the Board has particular duties and responsibilities, which are set out below.

He or she must act in accordance with the governing instruments of Hyelm, Arthur West House Limited and Ames House and should always remember that he or she is acting on behalf of the Board and not in isolation.

**Duties and Responsibilities**

In accordance with the NHF Code of Governance, the duties and responsibilities of the Chair are to:

* Ensure the efficient conduct of the business of Board and general meetings.
* Ensure that all members of the Board are given the opportunity to express their views and that appropriate standards of behaviour are maintained in accordance with the Code of Conduct approved by the Board.
* Establish a constructive working relationship with, and provide support for, the Chief Executive and ensure that the Board as a whole acts in partnership with the Executive Management Team.
* Ensure that the Board delegates sufficient authority to its Committees (where necessary), the Chair, the Chief Executive and others to enable the business of The Group to be carried on effectively between meetings of the Board and also to ensure that the Board monitors the use of these delegated powers.
* Ensure that the Board receives professional advice when it is needed, either from its senior staff or from external sources.
* Ensure that The Group follows the recommendations of the NHF Code of Governance, which are appropriate to its circumstances.
* Ensure Diversity and Equality issues are considered.
* Represent The Group on appropriate occasions.
* Take decisions that are delegated to the Chair.

And, working in consultation with other Non-executive Members of the Board, for instance with a small Committee, to:

* Ensure that the Board makes proper arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive.
* Ensure, when necessary, that the Chief Executive is replaced in a timely and orderly fashion.
* Ensure that the Board makes proper and appropriate arrangements for its own appraisal and that of Board Members, including the Chair’s own appraisal, and for implementing a succession plan for future Board membership.
* Ensure that The Group provides appropriate role profiles and competency frameworks for all Board Members.
* Ensure the Board agrees the role of the Deputy Chair, where there is one.

**Competencies**

Organisational Leadership

* Senior level organisational experience (e.g. Chief Executive or Executive Director).
* Experience of leading change management.
* Leadership roles in other capacities (e.g. voluntary).
* Able to delegate and work through people by example and inspiration.

Governance

* Non-Executive Board member experience.
* Chairing experience.
* Understanding of good governance.
* Ability to focus on strategic issues while leaving operational matters to the Executive Management Team.
* Ability to manage Board relationships effectively.
* Ability to maintain effective working relations with the Chief Executive and the Executive Management Team.
* Able to facilitate learning and higher levels of performance from Board members.

Strategy

* Able to understand detail but take the bigger points from that detail.
* Track record of leading on organisational strategy at a high level.
* Experience of strategic performance monitoring.

Sector

* Demonstrates understanding of key issues in charitable, property, housing and young people sectors.

Approach

* Can demonstrate high level of EQ in a work setting.
* Demonstrates understanding of diversity and equal opportunities issues and their implications for a voluntary sector board.
* Inclusive and transparent.

Team Working

* Demonstrates track record of valuing in team working and intelligence and need to invest in team performance.
* Able to challenge constructively and compromise when necessary.
* Experience of maintaining effective relationships with staff.

Commitment

* Staying power - history of commitment to what he or she undertakes.
* Leads in a manner that is consistent to The Group’s vision and values.
* Energy and enthusiasm.

Networking

* Experience of media and public facing duties.
* Able to communicate effectively and build relationships with all Hyelm’s stakeholders.

**Board Terms of Reference**

**Introduction**

The Board has responsibility for overall control of The Hyelm Group.

It is responsible for setting the strategic framework, managing resources and risk, overseeing performance and the achievement of the organisation’s objectives whilst ensuring effective governance.

**Composition**

The Board shall consist of at least 5 but not more than 12 Board Members, including a Chair.

Currently, the Chief Executive by virtue of his/her post is eligible for appointment as a Member of the Company and as an Ordinary Member of the Board.

Only members of the Company are eligible to hold office as a Member of the Board.

**Quorum**

The quorum for Board meetings is 5 members of the Board.

**Frequency of Meetings**

The Board shall meet at least quarterly. Unless otherwise determined by the Board.

**Essential Functions of the Board**

The Board is responsible for the following:

* Setting and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success.
* Setting a positive culture, with strong customer focus.
* Ensuring that the organisation operates effectively, efficiently and economically.
* Providing oversight, direction and constructive challenge to the organisation’s Chief Executive and other Executives.
* The appointment and, if necessary, the dismissal of the Chief Executive.
* Satisfying itself as to the integrity of financial information, approving each year’s budget, business plan and annual accounts prior to publication.
* Reviewing the performance of the organisation against its business plans, budgets and targets and ensure plans are in place for continuous improvement.
* Establishing, overseeing and reviewing a framework of delegation and systems of internal control.
* Establishing and overseeing a risk management framework in order to safeguard the assets and reputation of the organisation.
* Promoting the highest standards of corporate governance and ensuring compliance with the NHF Code of Governance.

**Matters Reserved for the Board**

The following matters are specifically reserved for the Board’s decision and cannot be delegated to The Group’s Executive Management Team, staff or Committees.

* **Companies Act Requirements**
* Recommendations to General Meetings on the approval of Annual Reports and Accounts.
* Approval of accounting policies and procedures.
* Recommendations to General Meetings on the appointment and/or removal of the Company Secretary.
* Remuneration of the Auditors and recommendations in respect of their appointment and/or removal.
* Recommendations on resolutions and corresponding documentation to be put forward for consideration at General Meetings.
* **Board Membership and Board Sub-Committees**
* Performance evaluations of the Board and its Committees.
* Recommendations to General Meetings on Board appointments and/or removals and any special terms and conditions attached to such appointments.
* Any conflicts of interest arising for individual Board Members.
* Terms of reference and membership of Board Sub-Committees.
* **Finance**
* Contractual agreements or expenditure above the level outlined in the Financial Standing Orders.
* Setting and approving financial and treasury policies including any material changes to current banking covenants.
* Approval of borrowing facilities, loans, overdrafts and other forms of indebtness.
* Overseeing major capital projects with a value of over £100,000.
* **Management**
* Establishing and reviewing governance arrangements.
* Approval of the business plan and strategy.
* Approval of risk management policies.
* Approval and monitoring of the annual operating and capital expenditure budgets.
* Changes relating to the capital structure.
* Terms & Conditions of Board Members and the Chief Executive.
* Material changes to the management and control structure.
* The scope and extent of delegations to the Chair and Chief Executive.
* Ensuring adequate succession planning for Board and Executive Management Team appointments.
* Approval of, and significant changes to, the internal control procedures and systems of internal control.
* Any contract not in the course of ordinary business.
* **Miscellaneous**
* Approval of principal professional advisors.
* Prosecution, defence or settlement of material litigation.
* Approval of the provision of a guarantee, indemnity or security.
* Approval of Health & Safety and other policy statements.
* Directors’ & Officers’ liability insurance and the insurance programme.
* This schedule of matters reserved for Board decision.

**Executive Staff Members of the Board**

In accordance with best governance practice:

* The roles of the Chair of the Board and the Chief Executive must not be exercised by the same individual.
* An Executive staff member of the Board cannot be a member of the Governance and Remuneration or Risk and Audit Committees.
* Where there is a personal conflict of interest between the duty of an Executive staff member as a member of the Board and/or a Committee and as an employee, the person must not take part in the decision making process or vote on a resolution.
* Executive staff members of the Board are obliged to withdraw from any part of a meeting that is discussing their own remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement.
* Executive staff members of the Board are not entitled to vote on the removal of a Chair.
* Executive staff members of the Board are not entitled to vote on the annual budgets.

Where Executive staff members are on the Board or a Committee, they must not be in a majority for a quorum to exist.

In the event that non-executive members are not in a majority, the Chair may request that an Executive member take on an observer role until such time as a quorum can be restored by the arrival of an additional Non-executive member.

**Urgent Matters**

Where an urgent decision is required between meetings on any issue within the Board’s Terms of Reference, the Chair, if appointed, may take the necessary decision.

The urgent decision will be taken on the basis of a written report from the Chief Executive, Director of Finance or the Director of Operations, which must be reported to the Board at the next meeting.

**Our Board**

|  |  |  |
| --- | --- | --- |
| **Name**  Graham Briscoe  Keith Douglas  Joanne Foster  Ruth Goldfeather  Joel Inbakumar  Rhiannon Meredith  Charlotte Paxton  Helen Taylor  Wayne Willis | **Role**  Ordinary member  Chief Executive & Co. Secretary  Ordinary member  Vice-chair  Ordinary member  Ordinary member  Chair  Ordinary member  Ordinary member | **Background**  Insurance, audit, governance.  Finance, development, governance.  Development, housing.  Development, housing.  Finance, housing, governance.  Development, housing.  Housing, risk, governance.  Finance, audit, risk, anti-fraud.  ICT, project management. |

The Board does not have any standing Sub-committees. Sub-committees are, however, formed for discrete pieces of work as and when required.

**Media Advertisement**

**Chair of Board**

Paid role; payment up to £5,000 per annum.

Reasonable Expenses Paid.

Offices in Central London.

The Hyelm Group provides high standards of affordable, rented accommodation and services for 125 young people in London who are in the early stages of their careers, have no support needs, cannot afford to rent or buy in the private sector and are unable to stay within the family network.

A very strong emphasis is placed on creating positive, stable, safe environments and strong communities in which lasting friendships can develop in an otherwise vibrant but challenging, and sometimes impersonal, capital city.

We are the only organisation in London that offers the type of accommodation and services that we do specifically for young people in this way.

In response to a considerable and growing demand, we have embarked on an exciting stage in the further development and progress of our organisation.

A new site has been acquired and planning permission secured to construct a high quality scheme that will provide much-needed accommodation, facilities and services for a further 156 young people in the vibrant and emerging regeneration area of Colindale, North London. Construction will begin in early 2020 and will take around two years to complete.

A new strategy for further development and growth beyond the successful opening of our Colindale scheme was also recently adopted by our Board.

To support us in the delivery of our plans and in the meeting the challenges that lie ahead, we are keen to appoint a new Chair by March 2020.

**The ideal candidate will be someone with:**

* **Commercial experience, in particular, in the wider property sector.**
* **Experience as Chair or Trustee/Non-Executive Director of a voluntary/charity board.**
* **An understanding of and experience of working in small charity/business environments.**
* **Full commitment to the values, aims, vision and mission of our charity and the work that is does.**
* **Drive, time and commitment to work with our very small team in further evolving and progressing our charity during a time of considerable challenge and change.**

Closing date: **Midday on 31st January 2020.** Interview dates: **During the daytime or evening on 11th, 12th and/or 13th February 2020.**

For more information and an application pack please email [**Kdouglas@hyelm.com**](mailto:Kdouglas@hyelm.com) and/or visit the Document Library section of our website.

**www.hyelm.com**