

TWENTY 11

Tenant Board Member

Recruitment Pack

Introduction from the Chair

Thank you for your interest in joining the Twenty11 Board.

As you're already one of our tenants we hope you can see that Twenty11 is different to other housing providers. Twenty11 was specifically set up to respond to modern-day challenges and the desire to provide tenants with more than just a home. We're here to provide affordable options in a housing market which is out of the reach for many people, even when they're in employment; and **build stronger communities** where people are encouraged to look out for each other and give something back.

We are now excited to be able to offer one of our tenants the opportunity to sit on our Board for the first time. We are looking for someone who is able to contribute the relevant skills and experience to ensure that we always put our tenants first in every decision we make. We are looking for someone who has the confidence to speak out, do the right thing, and hold us to account to help make Twenty11 even better for tenants. We want someone who will bring a tenant perspective and ensure it is taken into consideration when decisions are made.

In return we offer you the opportunity to learn new skills and to make a real difference to your community. We think you'll find this role interesting and rewarding, so please take a look and find out more about it, we'd love to have you as part of the team!

We're on an exciting journey, could you be part of it?



Derek Cash
Twenty11 Chair

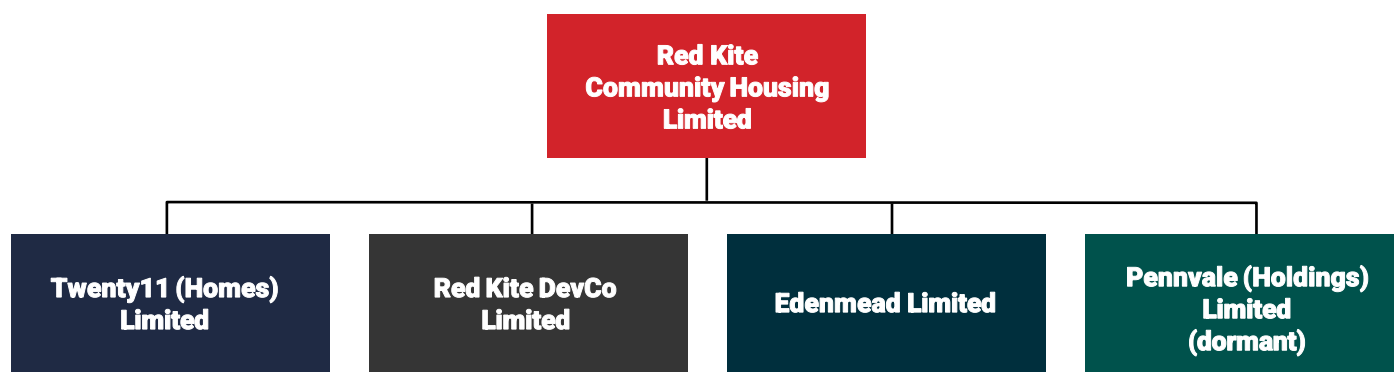
Scan the
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to find out
more about
Twenty11.



Twenty11 is part of The Red Kite Group which is comprised of the following companies:

- **Red Kite Community Housing** – owns and manages a range of social housing and shared ownership homes mainly in the Wycombe district and is our core housing business
- **Twenty11** – a charitable purpose company that allows us to offer a fair housing solution, by tailoring rents to individual affordability and providing a model that allows tenants at all income levels to develop and realise their own personal aspirations through dedicated help and support
- **Edenmead** – a limited company that allows us to develop private homes for sale and gift back surplus to support the delivery of greater amounts of affordable housing
- **Red Kite DevCo** – a limited company that allows us to develop new homes in a tax efficient manner
- **Pennvale** – a limited company that is currently dormant.

Our governance structure



Our Group's vision, mission and values

Our Vision for 2025-2030

“Creating homes as foundations that enable individuals and communities to thrive”

Our Mission for 2025-2030:

We will build a strong foundation for tenants and communities centred around safe, warm and affordable homes. This will be delivered through responsive, transparent, and cost-effective services, influenced and shaped by our diverse tenant voices. We will embrace innovative ways of working, recognising our responsibility to meet our wider challenges and ambitions to create sustainable communities and homes.

Our values



Partnership

We will work with our tenants, volunteers and other stakeholders to achieve successful outcomes, recognising the value and opportunities enabled by working together.



Respect

We will hear and value the diverse voices of our tenants and communities, and use this to shape and improve our services.



Pride

We will take pride in all that we do, and want everyone to be able to be proud of their homes and neighbourhoods.

Our Board

Twenty11 is governed by a skills-based Board who meet online or in person at least four times during the year.

Our current Board:

Chair – Derek Cash

Derek has worked in social housing for 32 years. He served for 14 years as a local councillor in his native Dorset.

He played a leading role in setting up three housing associations from scratch in Dorset, Somerset and South Africa. He has acted as executive and non-executive director for several housing providers, helped achieve continuous improvement as an Audit Commission Housing Inspector, headed up the National Housing Federation's Southern Regions, and more recently has been a self-employed consultant, advising housing associations and major charities on business sustainability and governance improvements.



Red Kite's Chair – Lucy Weston

Lucy is a Chartered Accountant with many years' senior management experience working in the housing, health, and international development sectors.

She is currently a non-executive director of Oxford Health NHS Foundation Trust and was formerly Chair of Soha Housing, a mutual community housing association based in Oxfordshire.



Board Member - David Carroll

David has lived in the Wycombe area all of his life and was brought up in council accommodation. He attended Wycombe college, training in the furniture industry, and went on to work for various companies before starting his own. David was appointed as a magistrate some years ago and is currently a serving Buckinghamshire Councillor.



Board Member - Lesley Clarke OBE

Lesley was first elected as a Councillor in 1991 and has been a member of Wycombe District Council, Buckinghamshire County Council and now the unitary Buckinghamshire Council, representing, Abbey Ward. She was also High Wycombe Town Mayor in 1994/5 and was Deputy Mayor in 2021/22.

Lesley, who is married with three daughters and four grandchildren, was awarded an OBE in the Queen's Birthday Honours in May 2013, of which she is immensely proud.



Chair of People, Remuneration & Nominations Committee - Tracey Faraday-Drake

Tracey has spent most of her career in the housing and charitable sectors, starting off as a frontline worker supporting homeless ex-offenders in London.

She is currently Director for Children and Young People with NHS Frimley Integrated Care Board. Tracey has previously been a housing association chief executive and non-executive director with the NHS in both commissioning and provider organisations.



Chair of the Operational Performance and Tenant Services Committee – Diana Green

Diana has spent half her career working for a large American corporation, and half working for a major UK charity. She has worked in logistics, manufacturing and employee communications.



Chair of the Audit and Risk Committee – Afzal Ismail

Afzal has experience as a non-executive director in the public sector, namely housing and the NHS. Currently on the Board (and also chair of their Audit Committee) of a large hospital in the Midlands, Afzal's particular expertise is risk, audit and governance which is underpinned by his accountancy qualification.

His day job is as Chief Regulatory & Governance Officer on the Executive Team of a large national housing association.

Afzal, who has three children, enjoys watching football and supports Liverpool FC.



Chair of the Development Committee – Tim Mulvenna

Tim has worked in housing for nearly 20 years and is currently Chief Executive at Future Housing Group, which provides affordable homes across the East Midlands.

Tim was previously Chief Executive at The Barnet Group a local authority trading company which has responsibility for all aspects of housing and homelessness in Barnet.



Our Executive Team

Information about our Executive and Senior Leadership team, who are responsible for managing the day-to-day operations of Twenty11 can be found on our website

www.twenty11.co.uk/our-team

Recruitment process

We will operate a two-stage recruitment and selection process.

First stage:

You will have the opportunity to have an informal chat to discuss the role in further detail with our Head of Governance and Head of Operations – Twenty11. You will be able to ask questions about what the role entails, and it will also provide us with an opportunity to find out more about you, and discuss your motivations for applying for this position. This stage will be undertaken virtually via Microsoft Teams.

Second stage:

The second stage of the process will involve a panel interview with the Chief Executive Alan Keers and our Board Chair, Derek Cash. This stage will be a meeting via Microsoft Teams.

Recruitment timeline – Board Member

Applications close
Friday 30th January

First stage interview
Throughout January

Second stage
Early February

What does the Twenty11 Board do?

The overall purpose of the Board is:

- 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 a strong tenant focus
- Ensuring that the organisation operates effectively, efficiently, fairly and economically
- Providing oversight, direction and constructive challenge to the organisation's Chief Executive and Executive Leadership Team
- Overseeing the appointment and, if necessary, the dismissal of the Chief Executive
- Ensuring Twenty11 proceeds in accordance with its Business Strategy
- Satisfying itself as to the integrity of financial information, approving each year's budget, business plan and annual accounts prior to publication; 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
- Ensuring Twenty11 meets legal obligations, regulatory requirements and that their activities are conducted in accordance with generally accepted standards of performance, probity, financial prudence and good practice.

Duties and responsibilities:

- To oversee and set the long-term strategic direction for the organisation
- To collectively set the strategic objectives and high-level policies for the organisation
- To contribute to establishing a framework for approving strategies, policies and plans to achieve those objectives
- To uphold and promote our culture, values, core policies, purposes, and objectives.

Tenant Board Member Accountable to: The Chair of the Board

Remuneration: £6,000 per annum. You will also be able to claim for any out of pocket expenses.

Role purpose:

The Board of Twenty11 is corporately responsible for the success of the organisation and ensuring its compliance with all legal and regulatory obligations.

Could you be our next Tenant Board Member?

To be a Board member you need to declare that:

- You are not disqualified from acting as a director of a company, as a Board Member of another registered society or as a charity trustee for any reason
- You have not been convicted of an indictable offence which is not, or cannot be, spent
- If you have debts, a composition is made with your creditors in satisfaction of them
- You are not a Shareholder (unless you are a co-optee or employee of Twenty11 or any other Group Member)
- A registered medical practitioner who is treating you and gives a written opinion stating you have become physically or mentally incapable of acting as a Board Member and may remain so for more than three months
- You are a tenant and in the opinion of the Board are in material or serious breach of their tenancy agreement or lease or are subject to a possession order or are in breach of a suspended possession order, or are subject to any of the following types of court order: anti-social behaviour order, anti-social behaviour injunction, demoted tenancy, or closure order
- You are a tenant and Twenty11 has obtained an order of a competent court or tribunal against you for recovery of monies due to Twenty11 provided that if the order is suspended or is an order for payment in instalments and you will only cease to be a Board Member, upon failing to meet the terms of the order
- are an employee and your contract of employment is terminated.

Any Board Member who at any time ceases to qualify under these rules shall immediately cease to be a Board Member.

Person specification

We welcome applications from tenants of Twenty11 who:

- have a passion to ensure the tenant perspective is heard at the highest level of decision-making
- want to make a real difference in the community
- understand what is important to tenants.

A Board Member has a personal responsibility to:

- always act in the organisation's best interests
- uphold the organisation's purpose, objectives and policies
- uphold the values of the organisation through high standards of conduct and behaviour and by complying with the organisation's code of conduct, rules and financial regulations
- contribute to, and share responsibility for, the Board's decisions, including its duty to exercise reasonable care, skill and independent judgement
- act in a fair and professional manner
- challenge and question in a constructive manner
- prepare for and attend Board meetings, away days, training/development events and other external events as required
- participate in reviews of individual and Board performance and measures designed to develop individual and Board capacity and effectiveness
- establish and maintain a strong positive working relationship with the Board, Chief Executive, and key staff
- observe and comply with organisational aims, objectives, policies and procedures in relation to health and safety, and observe and continually promote equality and customer service
- positively represent the organisation with external stakeholders, including tenants, ensuring that the objectives of each are maintained.

To ensure that the Board fulfils its duties and responsibilities for the proper governance of the organisation, including compliance

- To act reasonably and always in the best interests of the organisation, and comply with our code of conduct to ensure your behaviour as a Board member adheres to our values
- To provide oversight and direction to the Chief Executive and senior officers and to challenge colleagues constructively
- To satisfy yourself that the organisation's affairs are conducted lawfully and in accordance with any regulatory requirements and generally accepted standards of performance and probity
- To engage effectively with key stakeholders as required
- To ensure the organisation complies fully with the organisation's adopted code of governance, policies, procedures and delegated authorities
- Declare any conflicts of interest that may influence your work as a Board member in any way.

To ensure the integrity of the financial information and that an effective business plan and budget are in place

- To satisfy yourself as to the appropriateness of and progress against the Business Strategy

- To satisfy yourself as to the integrity of financial information
- To agree new or restructured borrowing facilities and ensure that all loan covenants are complied with
- To approve each year the financial statements and annual report prior to publication
- To ensure suitable budgets, annual business plans, mitigation strategies and long-term financial plans are in place.

To ensure that performance is monitored and managed through internal controls and delegation

- To ensure there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how the organisation is performing
- To ensure that internal controls and systems are audited and reviewed regularly
- To participate in regular reviews of Board performance and in Board member appraisal, to participate in Board development and training, and in other learning activities as required
- To declare any relevant interests and avoid conflicts of interest
- To respect the confidentiality of information
- To ensure your skills and sector awareness are kept up to date and that you participate in learning and development sessions and events.

All Board members share the same legal status and have equal responsibility for ensuring that the Board fulfils its collective role.

Practical considerations

- The estimated time commitment is four common purpose (group) meetings per year, plus time for reading and preparation before meetings, training and development, etc. There will also be the AGM, two strategy away days.
- Access to email and the internet are required to access our paperless Board portal
- Out-of-pocket expenses are paid in accordance with the relevant policies
- Our Board meetings are either virtual via Microsoft Teams or in person, generally from 5-7pm four times a year.

Training

We will be offering training and mentoring/coaching, as required, including training on the housing sector regulatory environment.

How to apply

Please submit a current CV, or a statement if you don't have a CV, highlighting your knowledge and experience relevant to the position you are interested in, together with a supporting statement (no more than three pages) explaining why you are interested in the role with Twenty11.

You can find further information about us on our website:

www.twenty11.co.uk

If you would like to discuss this opportunity, please email Sue Fryer at contact@twenty11.co.uk