



Solihull
Community Housing
Shaping our neighbourhoods

Board Member Welcome Pack

Welcome to Solihull Community Housing

The Board and I are very pleased that you are taking a look at this opportunity to join our team. My Solihull roots run deep and I can see how much things have changed, some definitely for the better, but like any other region we also have our issues. As the main provider of social housing in Solihull, SCH plays an important role across this landscape.

We are creating and responding to opportunity, but also focused on tackling challenges that impacts upon the wellbeing of customers, the neighbourhoods they live in and the communities they are a part of.

Our strong local presence means that we have a close relationship with our customers and our Council partner, as well as other key agencies and organisations. If you join our Board, which includes independent members, Council colleagues and customers, you will get to see and be a part of the impact that we make.

I find that really rewarding, and hope that you would too. It is important that we remain a Board which is not distant from the front-end of service delivery. So, if you believe in that principle hopefully you will be keen to join our Board. Prior Non-Executive Director experience is not strictly necessary for this post.



We operate in one of the most diverse regions of the UK, and I am keen to ensure our Board reflects the diversity of our staff, customer and community base. We are a Board team who welcome different perspectives and you can be assured on bringing your whole self to this Board. We are also a Board which works collaboratively. Our values are aligned, so debate is welcomed and we take joint responsibility for collective decision-making.

I also find the variety of what we do thought provoking. From assessing environmental sustainability in our business, to exploring how we can further improve digital and financial inclusion for our customers; and from thinking about investing in the development of our staff, to investing in the development of new homes. So if you like variety, but with purpose and impact, then we could be the right place for your talent and contributions.

Warm regards

Richard Hyde

Chair of the Board
Solihull Community Housing

About Us

Solihull Community Housing (SCH) is the Arm's Length Management Organisation (ALMO) set up in April 2004 to run the housing service on behalf of Solihull Council, which retains ownership of the property portfolio.

We manage just under 10,000 tenanted homes, around 1,000 leasehold homes, 5,000 garages and a small number of shared ownership properties. We also manage around 100 temporary accommodation units, supplemented by private sector leasing properties.

The Council is the company's single shareholder, and the Board takes oversight to ensure SCH works to deliver our strategic vision for creating better homes and thriving communities.

Our values are ***honesty, excellence, achieving together, respect and transparency.***



You can find out more by reading our Strategic vision 2020-25, Annual report 2020-21 and 2021 Financial statements.

You will be able to get a strong sense that we are not just concerned with what we do, but also how we do things.

Our Board and Executive team lead our organisation and keep us focused on our strategic aims which are:

- Creating homes,
- More than bricks and mortar,
- Strengthening communities,
- Excellent customer service, and
- Passion in people.

We care deeply about Solihull, and play a crucial role in supporting the Solihull Council Plan which includes five building blocks for sustainable inclusive growth:

1. Building a vibrant economy,
2. Promoting and delivering social value,
3. Enabling communities to thrive,
4. Actioning our climate change declaration,
5. Improving skills and access to good work.

The SCH Board has a membership of 10 Non-Executive Directors appointed from three constituent groups:

- Independent chair – appointed to the role following competitive recruitment process
- Three further independent members appointed for specific skill profile following recruitment process
- Three Tenant members (can include a maximum of 1 leaseholder) appointed following interview process
- Three Councillors appointed by Full Council.

Role profile - Board member

Role purpose:

Board members have ultimate responsibility for directing the affairs of SCH ensuring it is solvent, well run and delivering the outcomes for which it has been set up.

Key responsibilities:

1. Set and oversee the long-term strategic direction for SCH.

- 1.1 Collectively set the mission, vision, values, strategic objectives and high-level policies for SCH.
- 1.2 Contribute to establishing a framework for approving policies and plans to achieve those objectives.
- 1.3 Uphold and promote the core policies, purpose, values and objectives of SCH.
- 1.4 Keep abreast of current developments and thinking in the sector including matters relating to housing, social policy, regulation and investment.

2. Set the risk appetite and monitor risk.

- 2.1 Set and keep under review the Board's appetite for risk.
- 2.2 Ensure major risks are reviewed regularly and an effective risk management framework is maintained.

3. Ensure an effective business plan and budget is in place and that the business remains financially viable.

- 3.1 Satisfy yourself as to the integrity of financial information and ensure that all loan

covenants are complied with.

- 3.2 Approve each year's accounts prior to publication and approve each year's budget and business plan.



4. Ensure that performance is monitored and managed through internal controls and delegation.

- 4.1 Ensure there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how SCH is performing.
- 4.2 Ensure that internal controls and systems are audited and reviewed regularly.
- 4.3 Monitor performance at a strategic level in relation to plans, budgets, controls and decisions.
- 4.4 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.

Role profile - Board member

5. Approve key policies and take decisions about matters reserved to the Board.

5.1 Review, challenge appropriately and approve key policies and other decisions about reserved matters brought to the Board

6. Ensure that the Board fulfils its duties and responsibilities for the proper governance of SCH including compliance.

6.1 Act reasonably and always in the best interests of SCH and comply with its code of conduct; to ensure your behaviour as a Board Member models the values of SCH.

6.2 Contribute to and share responsibility for decisions of the Board and any Committee of the Board of which you are a member.

6.3 Work in partnership with the Chief Executive and the Executive team; to challenge colleagues constructively.

6.4 Satisfy yourself that SCH's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity.

6.5 Make sure that equality, diversity and inclusion matters are considered and addressed appropriately.

6.6 Engage effectively with key stakeholders as required, particularly customers.

7. Summary of statutory duties (as set out in the Companies Act 2006).

7.1 Act within the powers of a Non-Executive Director.

7.2 Promote the success of the company.

7.3 Exercise independent judgement.

7.4 Exercise reasonable care, skill and diligence.

7.5 Avoid conflicts of interest.

7.6 Not accept benefits from third parties.

7.7 Declare interests in transactions or arrangements.

No leadership role profile can cover every eventuality, so the post holder is expected to be flexible in taking on other commensurate duties as required from time to time.



Person specification - Board member

Experience and knowledge:

1. Experience in leadership roles as an executive or Non-Executive Director.
2. Understands good governance principles.
3. Experience of the wider strategic context for the social housing sector, including regulation, with good insight into housing service delivery and customer needs.
4. Experience of supporting or designing/delivering organisational change.
5. Good financial acumen, can contribute to discussions about budget, expenditure etc.
6. Experience and understanding of risk management.
7. A track record of working in a team to deliver strategic objectives and high performance.

Skills and abilities:

8. Ability to contribute to giving a clear sense of strategic direction.
9. Skilled at listening to others' contributions and providing challenge where needed in a constructive way.
10. Ability to make balanced and informed decisions; supports responsibility for collective decision-making.

11. Excellent communication skills; able to read, understand and analyse written and numerical reports.

12. Builds positive relationships with colleagues that generate confidence and respect.

Personal qualities:

13. Aligns to the vision and values of SCH, motivated to make a positive impact in this role.

14. Committed to customers having access to high quality homes and services.

15. Actively demonstrates accountability, openness and transparency.

16. Champions equality, diversity and inclusion in all you do.

17. Has personal and professional integrity.

18. Considers learning for self and others, takes time to reflect to learn.

19. A collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners.

20. Has the necessary time commitment and visibility for the role.

Solihull Community Housing Board Committees – Scope of Responsibilities

Committee	Scope of Responsibility	Membership	Skills Required
Housing Operations	Monitor performance across all areas	5 Board members	Customer Experience Housing Management Asset Management Performance Management
Audit & Risk	Oversee programme of internal audits and actions arising from reports	Minimum of 3 Board members	Accountancy Procurement Audit Business Management
Human Resources, Equalities and Remuneration	<p>Make recommendations to the Board on the terms and conditions of employment of the Chief Executive Annual review of Chief Executive performance targets and remuneration Approve key Human Resource policies and strategies</p> <p>Oversight of significant changes to staff terms and conditions of employment or staffing restructures</p>	5 Board members	Human Resources Equalities Performance Management Finance



Meeting Dates 2022

The meeting dates generally follow a similar pattern each year with allowances made for Bank Holidays.

Full Board – Meetings commence at 6pm

- 14 February 2022
- 3 May 2022 (Tuesday due to Bank holiday)
- 25 July 2022
- 22 November 2022

Housing Operations Committee – Meetings commence at 6pm

- 21 February 2022
- 23 May 2022
- 12 September 2022
- 14 November 2022

Audit & Risk Committee – Meetings commence at 4.30pm

- 7 March 2022
- 27 June 2022
- 10 October 2022
- 12 December 2022

Human Resources, Equalities & Remuneration – Meetings Commence at 4.30pm

- 4 April 2022
- 11 July 2022
- 17 October 2022

Key terms and conditions

All Board members are registered at Companies House as Directors.

Remuneration:

Board member, £4,000 pa

The appointment:

The term of office is for three years but is subject to annual review by Full Council. In accordance with the National Housing Federation's Code of Governance which SCH has adopted Board members are not permitted to serve for longer than two consecutive terms of office (6 years) without a break in service equivalent to three years.

Time commitment:

All Board members will also be asked to join at least one of the three Committees in alignment to their skills, experience and interest.

There are typically four full Board meetings each year. The Committees meet quarterly. There is also an annual strategy day and there are likely to be ad hoc events, training sessions and working groups.

We estimate that the time commitment for the role is around 1-2 days per month. This is likely to feel busier at the beginning with induction.

Meetings are generally held early evening.

Location: The head office at Endeavour House, Meriden Drive, Solihull B37 6BX.

In the current environment, meetings have been taking place virtually and in-person. It is anticipated that we will continue to operate with this hybrid model, although the expectation is that Board members will normally be available to attend meetings in person.

Get in touch

Join us on social media:



Solihull Community Housing



@solihullhousing



solihullcommunityhousing



Solihull Community Housing

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Visit the contact us page on our website to complete an online form with details of your enquiry.

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