

Tenant Board Member Recruitment Pack



If you're passionate about our people and places, and believe you could be a force for positive change, **we want to hear from you!**

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1. Equalities Statement

Southway Housing Trust is committed to diversity and inclusion. We aspire to a governance structure that reflects our tenants and the wider communities in which we operate.

We encourage people from all backgrounds and experiences to apply for roles in our governance structure and welcome a diverse range of people.

We value difference of thought as we know this enhances our organisation. We particularly, though not exclusively, welcome applications from disabled people, people who identify as women, people who identify as LGBT+, and BIPOC.

2. Introduction from the Chief Executive

Thank you for expressing an interest in a position on Southway's Parent Board. This pack provides further information about the roles and explains how to apply.

This is an exciting time for the organisation. Our Financial Strength, planning and organisation, and the hard work and commitment of everyone involved with Southway helped us weather the disruption caused by Covid. We are now getting back to basics. Supporting our tenants and communities to achieve their potential in a challenging environment, while delivering the ambitious growth and development plans in our Futures Strategy.

The Parent Board has overall responsibility and accountability for Southway - what we do and how we do it. It sets our strategic objectives and then oversees our strategies, policies and budgets to ensure we achieve these objectives.

Being part of our Board is an excellent opportunity to be involved in making a real difference to your community. This is an exciting time for us as we play our part in tackling climate change by implementing our first Green Strategy and continuing to put customers at the heart of service delivery by implementing our new values and Customer Care Charter.

We want people who have a genuine passion for social housing and commitment to helping residents and communities of South Manchester. You should have an ability to actively participate and contribute their views on Board matters working as part of a strong team. You will be able to represent tenants and communities on the Board in relation to strategic issues.

Applicants should note that we also have two vacancies on our People and Places Committee and the successful candidate may be asked to join as a member. The Committee monitors the delivery of our core landlord services, and it sets policies and scrutinises performance. This Committee is responsible for ensuring the Trust understands the impact the landlord service has on local communities, and it will receive reports and feedback directly from tenant groups and consultations.

I wish you every success in your application.

Karen Mitchell

Chief Executive

3. About Southway

Southway Housing Trust is a community-based housing provider and social enterprise established in 2007. Working in and around South Manchester we are a trusted landlord and provide good quality affordable rented homes for around 6000 households and employ over 270 staff.

- Our interest is in People, Homes, and Neighbourhoods. We take our role as a key stakeholder seriously, working in partnership with others to achieve more than we can alone.
- We invest over £1m every year in strengthening our communities and supporting the people who live there.
- In the 10 years up to 2026 we will have built around 1600 new homes, the majority of which will be affordable homes for rent and low-cost home ownership.
- Over the next 5 years, we will create £3m profit in our commercial subsidiary Southway Plus, ring-fenced to subsidise the cost of new affordable homes in the higher value areas of South Manchester.

Southway's Vision, Values and Mission

Our long-term vision is of **Thriving Communities**

A thriving community is a place that people are proud of; homes are secure and of a good quality, and the neighbourhood is safe, clean, green and sustainable.

People choose to live in thriving communities because they have a sense of place and belonging. People of all ages can access what they need to have a healthy and fulfilled life; equality and diversity are valued; people look out for each other.

We will track our direction of travel towards this vision. Over the next 10 years, we expect our thriving communities to be characterised by:

- Levels of child poverty reducing
- Levels of loneliness and isolation in all age groups reducing
- Higher levels of employment and social connectedness
- A supply of homes that is closer to meeting needs
- A smaller carbon footprint
- Higher levels of satisfaction with our communities as a place to live.

The way we do things is determined by our values.

We are **Caring, Committed** and we will be **Successful Together**.

Southway Housing Trust has a clear sense of purpose:

- We provide and build homes that people on below-average incomes can afford. We understand our role as a "Steward" on behalf of our local communities.
- We are community-based. Our focus on South Manchester, and areas nearby, means we understand our neighbourhoods and, with our tenants and residents, we know what works.
- We care about the people who live in our homes. We build trust and confidence, and believe we can achieve success together.
- We use our skills and resources to address inequality, reduce poverty and improve lives in our diverse communities. We support, advise and enable people to achieve their potential and live well.
- Our services provide value for money. We are creative in solving problems and we use our financial strength effectively. We work with others to create greater outcomes.
- We will promote what we are good at, if that helps others, and make profit for the purpose of building more affordable homes in South Manchester.

Futures Strategy 2020-2025

Southway was formed in 2007 when homes were transferred from Manchester City Council. For the first few years, our focus was on the delivery of the promises made to tenants prior to the transfer. This included making improvements to homes and

neighbourhoods, and building a strong landlord service. All Southway homes now exceed the Decent Homes Standard, and our core landlord services achieve above average performance and tenant satisfaction ratings.

In 2015, we published an updated Futures Strategy that set a new direction, while building on the foundations we established over the first 8 years. The current version of the Futures Strategy was launched in 2020. The Strategy seeks to make the best use of Southway's financial capacity to deliver our vision and purpose, and to ensure the business is diverse and resilient.

The Strategy sets priorities for the five years to 2025. It is available to view by clicking this [link](#).

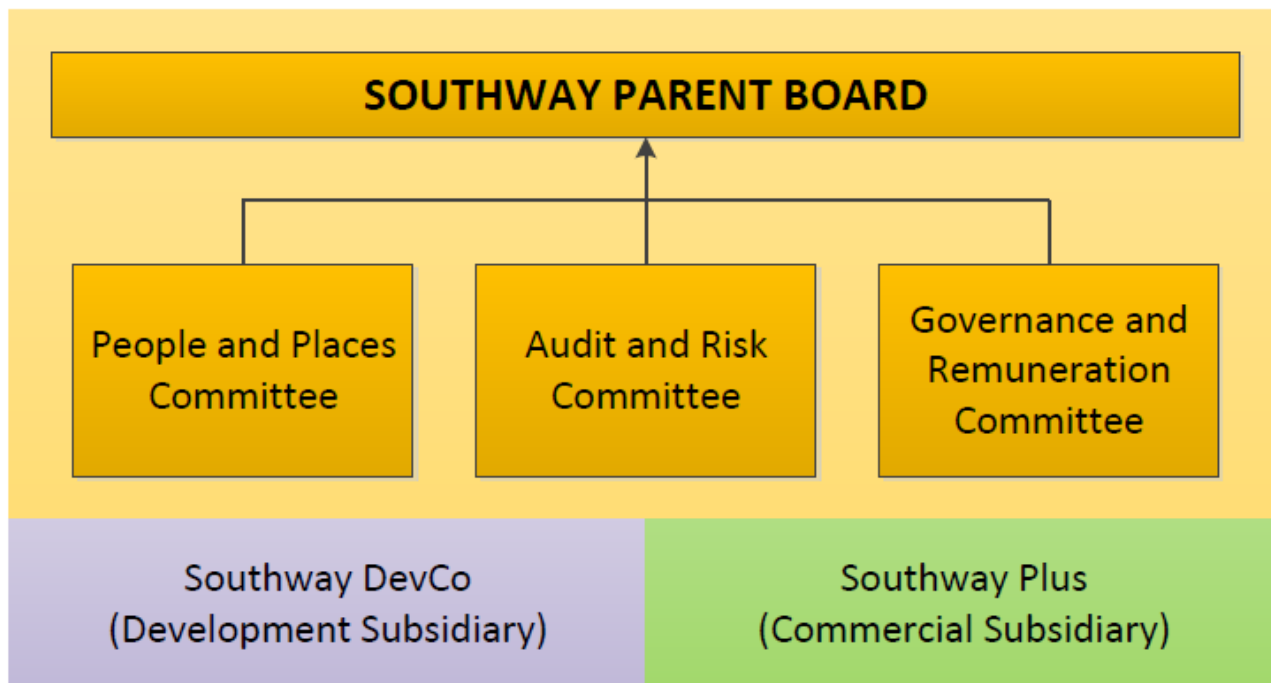
For 2022/23 we have set a corporate delivery plan with a Back to Basics focus. After two years of Covid, and feedback from our tenants about the importance of the services we offer and clear communication, we want to get the basics right. This means that:

- Our core landlord and community services are accessible
- Our homes are well maintained
- We communicate clearly and in good time with our customers and communities
- We are efficient and productive, making good use of our resources.

4. Southway's Governance Structure

There are nine members of the Parent Board; two Southway tenants, two nominees from Manchester City Council, and five independent members appointed for their specific expertise. Appointments to the governance structure are based on the knowledge and skills that individuals can bring to the overall mix, and commitment to the vision and values of the Trust.

Our full governance structure is below:



The Southway Parent Board has overall responsibility for Southway's direction and activities, and for high-level strategic direction, financial and business planning and management, plus development and investment decisions. It sets Southway's vision and objectives, and establishes strategies and frameworks for their delivery of the annual corporate plan. The Parent Board delegates powers and activities to its committees and sets the frameworks within which they operate.

The Audit and Risk Committee is responsible for overseeing corporate and legal compliance and establishing control frameworks. This includes liaising with auditors, reviewing their reports and scrutinising officer responses. The Committee oversees the effective management of key issues such as risk management, health and safety and compliance with property safety requirements and advises and guides the Parent Board on areas within its remit. There are 6 members.

The People and Places Committee is responsible for our core affordable landlord and community investment services. It sets policies and scrutinises performance,

always keeping a focus on tenant and community experience and perspective. It receives reports and feedback directly from the Tenant Scrutiny Panel, and other tenant and resident groups. Local people who know our communities make up most of the membership, with five tenants and two local councillors amongst the current eight members.

The Governance and Remuneration Committee resolves the remuneration of the Executive Directors and carries out the annual appraisal of the Chief Executive.

The two subsidiaries are private companies, wholly owned by Southway that have specific purposes:

Southway Plus leads on profit-making activities outside of our affordable homes service, focusing on commercial property development.

Southway DevCo ensures there are efficient tax arrangements for Southway's development activity.

The Boards of these subsidiaries are made up of members of the Parent Board, with two Executive Directors also serving on Southway Plus. The Parent Board retains ultimate decision-making powers.

5. About the Role

What you will bring to the role

- You will understand what it's like to live in South Manchester's diverse neighbourhoods.
- You will be passionate about making positive changes for our residents and communities.
- You will be willing to share their valuable insights into tenant needs and issues.
- You will be a team player and a good listener with an open mind.
- You will be happy to contribute to Board discussions and decisions.
- You will have the confidence to ask questions.

What you will do in the role

- You will help shape what we do by using your experience as a Southway resident.
- You will work with other Board members to set objectives and agree how to meet them.
- You will complete an induction and training, and read Board papers to gain a thorough understanding of Southway and the role.
- You will monitor Southway's performance and ensure we meet our obligations to residents and the local community.

What will you get out of the role?

- All your reasonable expenses will be covered, including childcare.
- You will gain valuable experience about how a housing association is run.
- You will get the benefit of high-quality training, enhancing your skills and knowledge.
- You will have the satisfaction of knowing that you're helping make a positive difference to local communities in South Manchester.

6 How to Apply

Applications can be made online at www.southwayhousing.co.uk/board-vacancy or you can email governance@southwayhousing.co.uk for a Word or paper copy of the form.

You will be asked to:

- Complete a short section with your personal details
- Complete a Diversity Monitoring form
- Upload a current CV
- Complete a short statement (ideally no more than 1000 words) explaining why you are interested in the role and why you think you would be a good candidate.

If you need support with your application, including applying in an alternative format, please contact the governance team who can advise on the requirements.

The deadline for applications is 23.59 on Monday 29 August. We will not accept applications submitted after this.

Recruitment Timetable

Monday 29 August	Deadline for application
w/c 5 September	Applicant Interviews
Thursday 15 September	Successful applicants informed and induction begins
Tuesday 20 September	Formal appointment made at Southway AGM

Interviews

Shortlisted applicants will be invited for an interview, which will be with the Chief Executive, Karen Mitchell, and a representative from the Parent Board.

Further Information

If you would like to learn more about the role or to discuss what is involved, please get in touch and Karen Mitchell, Southway's Chief Executive will arrange to meet you either in person, by video conference or telephone, depending on your preference.

For further information on the contents of this pack, additional background information, or more detail on the recruitment process, please contact Southway's Governance Team. They can also assist if you need reasonable adjustments for any part of the recruitment process.

All enquiries should be sent to governance@southwayhousing.co.uk

