



Trustees
Candidates' information pack
March 2022



Candidate Brief for the positions of:

Trustees

Have you ever thought of joining the Board of a charity that is passionate about providing older people with supported independent living for companionship and social interaction to diminish the effects of loneliness and isolation?

Welcome from our Chair

Thank you for your interest in a Trustee role at Abbeyfield Southern Oaks.

When I first considered the possibility of joining Abbeyfield Southern Oaks as Chairman, three things stood out for me:

- ✓ *The vision of the then Board for developing the charity;*
- ✓ *The passion of those involved with an inherent belief and commitment to what they were doing;*
- ✓ *The quality of the Trustees.*

In particular, I was impressed with what that Board had achieved in conceiving, financing, planning, developing and building a £16m project, Nonsuch Abbeyfield, a wonderful community hub for local older people. So, I was persuaded. Then, within two weeks of the project being completed, the first lockdown hit. Again, the professionalism and quality of the Board, and the staff, has been proven and despite a challenging 18 months the building is now virtually full.

In addition to Nonsuch we also provide good quality supported accommodation for people who want to live in a small community with many of the day-to-day stresses of living taken away.

Abbeyfield Southern Oaks is at a critical stage of its evolution. We recognised some years ago that we needed to change from being almost entirely volunteer run to one with professional employed staff. To date the changes have been tentative; now with the opening of our new community we need to implement new ways of Trustees and staff working together. Most of the current Board have been involved for many years with the charity and, while still active, it is sensible to start building a Board which will take the charity through the next stage of its development.

We are looking for individuals who are enthusiastic about what we want to achieve, have good commercial experience and who can operate at both a strategic and executive capacity. However, this charity will not suit someone who only wants to attend a quarterly Board meeting. Although by no means a requirement, the person that will relish this challenge is someone who can't help but become involved and contribute to other aspects of our work.

I very much look forward to receiving your application.

Yours

Tim Howe, Chair



About us

Abbeyfield Southern Oaks is deeply interconnected with the local community on many levels in the spirit and practice of our vision and values. Residents, employees, trustees, volunteers and service professionals are all drawn from the local area.

Abbeyfield Southern Oaks is a not-for-profit organisation. We provide supported housing for people who are still able to care for themselves and wish to remain independent. Our residents generally don't want the responsibilities of maintaining a house or flat, or a garden, but they're not ready to go into a care home. We currently have four supported houses with between 7-10 residents in each at any one time

People may also like extra support for things like meals, cleaning and most of all they want the possibility of the company of others if they wish. Our supported housing offers that extra help: someone around to offer a bit of security in case they fall or feel unwell although supported housing isn't for people who need more dedicated care.

We also run Nonsuch Abbeyfield, a supportive and vibrant retirement village in Surrey, where active, independent living is at its heart. 36 of the flats are owned while the rest are rented, sometimes at an agreed affordable rent, for example when residents have been referred by the council.

Although our growth over recent years has been funded in part by donations and bequests we aim to cover the full cost of providing housing and support by the charges we make to residents. We do, however aim to raise funds in a structured way to support our growing our housing capacity and developing new services,

Abbeyfield Southern Oaks is affiliated to The Abbeyfield Society, but we are independent and run our own affairs. We pay an annual affiliation fee to The Abbeyfield Society and enjoys the benefits of a national brand and access to knowledge and networks of good practice.

Background to the roles

With the opening of Nonsuch Abbeyfield, and our plans to develop and grow our offer, we now have a need for two more Trustees to bring a broad range of expertise onto the Board. Current Trustees bring a wealth of experience in areas such as medical, finance and business to which we now want to add operations experience and marketing expertise. We recognise the need for our Board to have a broad knowledge and understanding of the needs of older people in order to ensure our operations and services are the best that they can be to meet these requirements. Therefore, experience in either role of design and/or delivery of older people's services would be particularly valuable although not an absolute requirement.



In addition to our quarterly Board meetings, trustees may be asked to sit on other committees and attend ad hoc meetings. The time commitment will be on average one to two days a month and can be delivered across the year in a flexible way.

Trustee with operations experience

We are keen to recruit a trustee with significant day to day operations experience, perhaps from working in a local government environment, the private sector or in housing associations. We run a portfolio of properties and it is essential that we have someone on the Board with the full working knowledge of standards, health and safety regulations, maintenance, fire drills, etc, in order to interrogate our practices, challenge and ask the right questions.

Trustee with experience of marketing

To date we have been effective at marketing both our rental provision and our purchase properties even with the recent challenges of the pandemic. However, with increasing competition and complexity in the housing sector, and a need for us to maintain a high occupancy level for all our properties, we recognise the need for additional marketing expertise at Board level. We need to ensure our accommodation and support services and their pricing are appropriate for our target market, and we would like to raise our profile across our catchment area covering Purley, Sutton, Ewell and beyond so that we are top of mind as a provider of high-quality wraparound housing provision.

Trustee Job Description

Location	Ewell, Surrey
Time Commitment	Quarterly Board meetings Quarterly Committee meetings (2-3 hours) Trustees with the capacity to do so also have the opportunity to support occasional projects working with the CEO and wider leadership team.
Duration	Trustees serve an initial term of five years with the option of a second term
Remuneration	Unpaid; expenses covered in line with policy

Trustee duties

Abbeyfield Southern Oaks is a registered charity and a company limited by guarantee. The Board are the Trustees and directors of the Charity. The Trustees are responsible for the overall governance and strategic direction of the Charity, in accordance with the terms of its constitution, legal and regulatory requirements and best practice.

General Trustee Duties

- To lead collectively and ensure that the vision and purpose of the Charity is developed, shared and achieved
- To ensure that the Charity complies with legal and regulatory requirements and acts in accordance with the terms of its constitution
- To act in the best interests of the Charity at all times and to the benefit of present and future beneficiaries of the Charity
- To develop, protect and preserve the ethos of the Charity
- To ensure the solvent and efficient running of the Charity through the monitoring and control of its finance and administrative systems and investment policy
- To manage the strategic direction of the Charity
- To protect the property, reputation and resources of the Charity through ongoing identification, monitoring and management of risks to the Charity and its assets
- To appoint and give support to the Charity's professional staff

Additional Duties Trustee with operations experience

The additional functions that a Trustee with experience of operations should bring to the Board are:

- Provide strategic awareness and expert advice for the CEO and leadership team on operational requirements including standards and regulations
- Play a key part in the oversight of the executive in the performance of their duties
- Provide thought leadership on developing current and new services, quality assurance and continuous improvement
- Encourage a culture of quality, transparency and striving for excellence
- Analyse risks, and opportunities for improved operations, and provide assurance to the Board, whilst taking a balanced approach to both

Additional Duties Trustee with experience of marketing:

The additional functions that a Trustee with experience of marketing should bring to the Board are:

- Provide guidance and support as Abbeyfield Southern Oaks seeks to grow and reach more clients from the surrounding areas and beyond.
- Play a key part in the oversight of the executive in the marketing, sale, resale and letting of its leasehold and rental accommodation
- Provide strategic awareness and expert advice for the CEO and leadership team on effective profile raising opportunities
- Work with trustees, staff and external advisors to develop and execute the Charity's plans for developing and delivering services to its targeted beneficiaries
- Develop and oversee execution of plans to enhance the Charity's profile in the community, with local government and with potential donors
- Work with fellow Trustees to help advise and shape the organisation's marketing & PR: advise



the organisation on the development of its marketing & PR strategy, support our digital marketing efforts and contribute to building our brand and raising awareness of our work

Person Specification

The person specification sets out the qualities, skills and experience needed to fill both Trustee roles. All Trustees need certain qualities such as integrity and commitment. However, not every Trustee will have the full range of skills and experience ideally required by the Board as a whole.

Abbeyfield Southern Oak Trustees will have:

- Experience of organisational management
- A commitment to being an effective and responsible advocate for the organisation
- An understanding of the importance of effective governance of voluntary sector organisations, including the respective roles and responsibilities of the Chair, the Board and the Chief Executive
- An understanding of the social and political environment within which Abbeyfield Southern Oaks operates
- The ability to think strategically and understand the importance of Abbeyfield Southern Oaks' role
- An understanding of the demands, and operational challenges, inherent in Abbeyfield Southern Oaks' role as a housing provider for older people in the community
- An understanding of the financial and funding environment in which charitable organisations operate
- The ability to work effectively as a team member and demonstrating a willingness to learn and develop

Qualities, Skills & Experience of Trustee with operations experience

Essential

- Significant operations experience, possibly including provision of older people's services
- Knowledge of the relevant standards and regulations and how they apply to Abbeyfield Southern Oaks
- An understanding of the challenges facing organisations such as Abbeyfield Southern Oaks working in the current climate
- Experience of effective operational delivery of a service portfolio and understanding of importance of ensuring services are responsive to the needs of users and delivered to a high standard.
- An understanding of the challenges facing organisations such as Abbeyfield Southern Oaks in delivering high standard services within limited budgets
- A strong commitment to quality and a constant striving for excellence
- Sound, independent judgement and ability to think creatively



Qualities, Skills & Experience of Trustee with marketing experience

Essential

- Experience of strategic leadership within a large organisation
- An understanding of the operating environment for a charity in the UK
- Senior experience in the marketing and/or PR sector
- Proven track record of successful marketing/PR initiatives
- Possess a strong network of PR, digital media, creative and design contacts
- Ability to generate creative ideas about how to build, leverage & communicate our brand

Desirable

- Experience of working in the UK voluntary sector
- Experience of older people's services in the statutory or voluntary sectors

How to apply?

Eastside Primetimers is supporting Abbeyfield Southern Oaks in the recruitment of this role. Application is by CV and a covering letter, which should indicate why you are interested in applying for the particular role and how you meet the role requirements. Please send this to Lucinda Shaw, lucinda@ep-uk.org. If you would like a call to discuss the role in more detail, please email Lucinda to arrange a convenient time.

Trustee - operations

The closing date for applications is Monday 28 March. Shortlisting interviews will take place the week after. Shortlisted candidates will have an interview with Abbeyfield Southern Oaks on 7 April.

Trustees - marketing

The closing date for applications is Monday 28 March. Shortlisting interviews will take place the week after. Shortlisted candidates will have an interview with Abbeyfield Southern Oaks on 11 April.

We want you to have every opportunity to demonstrate your skills, ability and potential; please contact us if you require any assistance or adjustment so that we can help with making the application process work for you.

Abbeyfield Southern Oaks is fully committed to equality of opportunity and diversity to ensure that we reflect the full breadth of the people we aim to support. We work within an increasingly diverse area, and it is important that the Board is representative of the communities that we serve. We would particularly welcome applications from women and people from an ethnic minority background who are currently under-represented on the Board and warmly welcome applications from all suitably qualified candidates.