

Livability

Chair

**Candidate Brief
December 2012**



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Welcome

Thank you for your interest in the role of Chair of Livability. Livability is the UK's largest Christian disability charity and has for over 160 years been at the forefront of empowering disabled and disadvantaged people to live life to the full, rather than existing on the periphery.

These are unprecedented times and we find ourselves working in a time of large scale change in the social care, health and welfare arenas. Against this backdrop Livability continues to serve and yet in order to thrive we need to have a board able to respond to change and ensure our future success.

One key part of this team is the Chair and as you will see, we are looking for someone who not only lives our Christian values but for someone who is adept at chairing an organisation of our complexity through uncertain times. I'm delighted that you are considering applying for this role and I wish you every success.

Yours sincerely

Chris Carr
Acting Chair

About Livability

HISTORY

Although Livability is a relatively new name in the charity sector, the organisation has been hard at work among the UK's most marginalised people for over 160 years. The story begins with two visionary Victorians; John Groom, a young apprentice silversmith dedicated to changing the future for impoverished disabled people, and The seventh Earl of Shaftesbury, one of Britain's greatest social reformers. Coming from different social positions, both men found inspiration in their Christian faith and applied all their energy, thought and resources to creating innovative, radical solutions to the problems of their day. The men inspired organisations which bore their name: John Grooms and the Shaftesbury Society.

In 2007 these two organisations merged to form Livability. Although 160 years has passed since their founding, UK society is still in need of creative, passionate and inspired solutions for disabled and disadvantaged people.

WHO WE ARE

Livability aims to create choices for disabled and disadvantaged people rather than making choices for them and was founded on the principle that everyone should have the freedom to live their lives and use their abilities. With the emphasis on choice, independence and control, Livability supports around 8,000 disabled people and their families each year through a range of residential, support, education, holidays and lifestyle services.

The Charity works tirelessly with such people to achieve real choice, independence and opportunity through specialist expertise and the following range of specialist services:

- Residential and nursing care for people with physical disabilities and learning difficulties. Services are renowned for their high quality of care. The charity operates 30 residential care homes and a number of specialist day units as well as providing housing and supported living services, accessible holidays and a whole range of lifestyle projects.
- An enterprise agency enabling disabled people to set up their own businesses.
- Two colleges and a school. The education facilities cater for young people with profound and multiple learning difficulties, with residential facilities available on-site. Each school or college has a multi-disciplinary staff team which gives young people access to nursing and care support, physiotherapy, speech and language therapy, transitions coordinators and even wheelchair mechanics, without having to leave the campus.
- A community mission team leads on community development work primarily engaging with churches on disability and inclusiveness issues and equipping Christian groups and individuals to work for change in their communities.

- A lobbying and campaigning arm; fighting for change on equality issues and exerting influence on how government policy impacts on the lives of disabled people.

VALUES

Livability retains its strong ethos of putting the Christian faith into action, demonstrating the unique value of every individual and challenging the systems which deny people justice. The Charity derives its inspiration and values from the Christian faith and many staff and volunteers are motivated accordingly. However, Livability is an inclusive and vibrant organisation that works with people from all faiths or none: beliefs are no barrier to accessing services.

INCOME

Livability has an income of just under £40m, approximately 90% of which is statutory funding for the provision of health and social care services. The Charity's balance sheet is strong with some £49m of property included at valuation. General reserves remain at the target level. Around £4m is raised every year by a fundraising team.

How we are organised

The Charity is governed by a Board of Trustees and led by the Chief Executive.

There is a senior management team of six Directors; Operations, HR, Finance, Company Secretary & Estates, Community Mission & Fundraising & Marketing.

Livability has operations in diverse locations across England, managed by over 1700 staff and with the extraordinary support of over a hundred volunteers.

About the role

OVERALL PURPOSE

The Chair of Trustees provides effective leadership and management to the Board of Trustees as a first amongst equals, being part of a team in which all Trustees are collectively responsible for the decisions and management of the charity, and jointly and severally liable for their actions. This enables the Board to fulfil its responsibilities for the overall governance and strategic direction of the charity and ensure that appropriate decisions are made with integrity and objectivity (including developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines) and are in line with its Christian foundations and ethos.

The Chair also leads and facilitates Trustee discussions on the manner in which the charity continues to provide public benefit, and how such provision is continuously monitored by the Board. The Chair works in partnership with the Chief Executive Officer and Charity Secretary to ensure that Trustee decisions are acted upon and the charity is managed effectively. The Chair and Chief Executive Officer particularly should have a clear understanding of the difference



between the role the Board of Trustees play in developing and agreeing the strategic direction of the charity and that of the senior management team in applying that strategy to the day-to-day operations of the charity.

The time commitment is likely to be 24 days with an upper limit of 30 per annum; to prepare and chair for 5 Board meetings and an AGM, plus strategy development and other days for meetings with the CEO and other stakeholders. Most meetings are in London.

ROLE DESCRIPTION

The core duties and responsibilities of the Chair of Trustees include:

Main responsibilities

- Undertake a leadership role in ensuring that the Board of Trustees fulfils its responsibilities for the governance of the charity, and that the organization acts in accordance with its constitution.
- Work in partnership with the Chief Executive to help him/her to achieve the mission of the organisation
- Monitor the progress of the organization in the light of its objectives and plans.

Strategic development

- Lead the Trustees, in partnership with the CEO and members of the senior management team, in the development of strategic plans, policies and objectives for the charity.
- Ensure that the Board has a vision of the future as well as an understanding of the external environment and the charity's risks and opportunities and that these are implemented in a formal strategic plan, with progress reviewed and monitored regularly.

Mission, Values and Ethos

- Ensure that the Mission and Values are reviewed regularly so that they remain valid and take account of legal, political and economic changes external to the organisation.
- Safeguard the Christian ethos of the organisation, contributing to its development and promoting Livability's core values in a positive way.
- Represent the charity on occasions in the Chair's role as a Christian leader.

Board matters

- Lead on the development and implementation of procedures for Board induction, development, training, and appraisal, with the assistance of the Charity Secretary, Director of HR and Chief Executive Officer where appropriate.
- Ensure the Board delegates sufficient authority to its Committees, Chairs, Chief Executive and others to enable the effective conduct of business between meetings of the Board; ensure that the Board monitors the use of these delegated powers.
- Maintain the Trustees' commitment to Board renewal and succession management, in line with the charity's governing document and/or current best practice.
- Develop and support the Board as individuals and as a team to ensure the best contribution from each Trustee and work with the Board to achieve consensus on difficult areas.
- Ensure the efficiency of the Board, working through its sub-committees as appropriate, and that the performance of the Board as a whole, and the Trustees individually, is reviewed on an annual basis, along with its composition, structure, selection and performance criteria, and that action is taken in consultation with the Chief Executive to remedy any known deficiencies
- Act between full meetings of the Board in authorizing action to be taken *intra vires*, e.g. banking transactions and legal documents in accordance with relevant mandates and the agreed urgency arrangements.
- Liaise with the charity Secretary, and Chief Executive Officer over the drafting of agendas and supporting papers for Trustee meetings and AGMs, ensuring that the business is covered efficiently and effectively in those meetings.

- In consultation with the chief executive, agree a rolling calendar of meetings of the Board members and major events for the charity
- Ensure Trustee decisions are acted upon through monitoring of the implementation of those decisions.

Relationship with CEO and senior management team

- Develop a constructive relationship with the Chief Executive Officer, providing leadership and support, and ensure that the charity is run in accordance with the decisions of the Trustees, the charity's governing document, and appropriate legislation.
- Support and appraise the performance of the Chief Executive and as appropriate, other members of the senior management team.
- Lead disciplinary and appointment committees, where appropriate and in line with the charity's agreed procedures.
- Receive regular informal progress reports of the charity's work through the Chief Executive
- Ensure effective communication between the Board, the senior managers and the staff group, through the Chief Executive.
- Take a lead role in the process of advertising, interviewing and selecting the CEO, and, as appropriate, other director level staff, in line with agreed procedures

Resource oversight

- With the Chief Executive, the Treasurer and other Board members, set the financial strategy of the charity and ensure it is adhered to.
- Ensure that the financial dealings are prudently and systematically accounted for, audited and publicly available
- Ensure that where appropriate monies are invested, this is to the greatest possible benefit of the charity within the constraints of the law.
- Review organisational capacity and ensure that appropriate resources (personnel, financial, material) are secured with which to achieve agreed goals

Other responsibilities

- Be a supportive presence to staff at Central Office; take part in planned visits to units each year, and encourage other Trustees to do so also.
- Take a leadership role, with the CEO, in liaising with service users and beneficiaries as well as promoting the charity and representing it effectively to other stakeholders, including donors, partner organizations, volunteers and other external agencies.
- Contribute specific interest and contacts in support of the charity's fundraising capabilities.
- Represent the charity at functions, meetings and in the press and broadcasting media, in line with the charity's agreed media strategy.
- Ensure that the Chief Executive's advice is considered on all actions delegated to the Chair.

Some of the duties listed above may be delegated to individual Board members, or sub-committees of the Board. In these cases, the Chair should ensure that delegation is made only to those with appropriate skills, and that all delegation is managed effectively.

CHAIR PERSON SPECIFICATION

Key behaviours and aptitudes:

- Able and willing to devote the necessary time and commitment to fulfil the role effectively
- Good independent judgement and ability to think creatively
- Have the leadership qualities and ability to help shape the future
- Have the insight gained from leading an operation through a period of change
- Be able to support the Charity's Equality and Diversity Policy
- Be able to demonstrate an ability to optimise the skills, knowledge and expertise of the trustees in furthering effective governance
- Be able to represent influentially the needs of disabled people and those marginalized through poverty to government and society
- Have an understanding, empathy and compassion that leads to a personal commitment to the Charity's mission
- Personal commitment to the Christian faith
- Ability to demonstrate Christian care and concern whilst fulfilling role
- Have a good network of people and organisations that would be valuable in supporting the work of the Charity
- Be able to work closely with the Chief Executive and the Board
- Be committed to the Charity's Mission and to upholding the Values and Christian ethos
- Be able to commit to a 3 year term of office
- Strive to foster the unity of the Board

Key skills:

- confident leadership
- personal integrity
- incisive thinker
- excellent interpersonal skills
- good communication and listening
- efficient organization of self and others
- inclusive management style
- impartiality
- ability to maintain confidentiality
- flexible delegation skills
- good time management
- chairing meetings

The timetable

The closing date for applications is **Friday 11th January 2013**

Please also note the following dates:

Preliminary interviews Trustees Unlimited – Tuesday 29th & Wednesday 30th January

Interviews with nominations committee of Livability – w/c 11th February

Visit to service, informal meetings with acting Chair and Partnership Board – w/c 18th February

Meeting with entire board – w/c 25th February

How to apply

To apply for this post, please provide the following:

- a supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the person specification,
- a short introductory statement demonstrating your motivation for this role,
- a comprehensive CV including details of your achievements in each role, and including details of two referees, one of whom should be your current or most recent employer.

Just to be clear, like most trustee roles, this is an unpaid voluntary post.

Please note that there is an occupational requirement for a practicing Christian for this role under the Equality Act 2010.

Please let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.

All of these documents should be forwarded by email to ian.joseph@russam-gms.co.uk with the reference Livability as the subject title.

For an informal and confidential discussion about the role, please contact: Ian Joseph 07825 267500 ian.joseph@russam-gms.co.uk or Melissa Baxter 07789 985229 Melissa.baxter@russam-gms.co.uk

Please note if you are successful in being appointed to the role a CRB check would be carried out.

Disabled candidates who meet the core criteria will be offered an interview with Trustees Unlimited.