

Chair of the Board

Recruitment Pack



Framework
For your future

Contents

Advertisement.3

How to apply.4

Welcome note from the Board.5

A message from the Interim Chair.7

About us8

Role Description and Person Specification 10

The Board 13

The Senior Leadership Team 14

The Selection Process 15



Advertisement

Chair of the Board

Location: East Midlands
Remuneration: Expenses only
Organisation: Framework

Looking for a chance to 'give back' and make a difference? Looking for an opportunity to use your accumulated skills, experience and connections in a voluntary capacity to improve the life chances of homeless and vulnerable people?

Framework provides housing, health services and employment advice, as well as support and care, to around 18,000 people each year across Derbyshire, Leicestershire, Lincolnshire, North Lincolnshire, Nottinghamshire and Sheffield.

We have a Board of experienced, motivated and dedicated individuals which we are now strengthening with the recruitment of a new Chair.

We are looking for someone, resident in the East Midlands or nearby, who can commit about half a day a week to provide the non-executive leadership of this well-established, enterprising and effective registered charity and specialist housing association. Framework's head office is in Nottingham and we work across a range of geographies as specified above: we would particularly welcome applicants with local knowledge of the areas in which we operate.

We don't have a fixed view on the background or profession of our new Chair. We are focused on finding someone with a strong empathy for the purpose, culture and values of Framework; someone who will champion the right of service users to have influence, and access to services; and someone who has the contacts and capacity to fulfil an ambassadorial role – opening doors and making contacts that will have an impact on Framework's sustainability and development.

We are striving to create an organisation that reflects our society and the communities we serve. We are committed to continuing to improve our practice around Equality, Diversity, and Inclusion and very much welcome applications from minority groups and those underrepresented in our organisation. This especially includes people from Black, Asian and Minority Ethnic backgrounds, LGBTQ+ people, and disabled people.

Candidates will, ideally, have Chair experience; they will certainly have Board experience.

To find out more and to apply for this opportunity to make a significant difference to the lives of people in need at a particularly challenging time please go to www.frameworkha.org/joinourboard

The closing date for applications is 23:59 on Sunday 11 September.

Interviews Friday 16 September 2022.

You may contact Amy.Dransfield@networxrecruitment.net or Carla.Greenwood@networxrecruitment.net if you would like an informal conversation about the role.

NO AGENCIES PLEASE.

Framework is an Equal Opportunities Employer.
Registered charity No: 1060941.

How to Apply

Thank you for your interest in joining Framework's Board.

We are looking to recruit a new Chair of the Board.

On the following pages you will find information about Framework and the role of the Chair of the Board, along with details of the selection process.

You may contact **Amy.Dransfield@networxrecruitment.net** or **Carla.Greenwood@networxrecruitment.net** if you would like an informal conversation about the role.

You can apply for this role online.

Applications must be received by 23:59 on Sunday 11 September.

Interviews will take place on Friday 16 September 2022.

Every application will be acknowledged once it has been submitted. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any acknowledgement email going into spam.

A variety of supplementary information about us, such as our Annual Report, the Corporate Plan and Governance in Action document can be found at **www.frameworkha.org/hub/publications**

Watch a conversation about the role of Chair of the Board on Framework's YouTube channel at **www.youtube.com/user/FrameworkNottingham**



Welcome Note from the Board

We are delighted you are keen to find out more about this exciting opportunity at Framework.

We are a vibrant and ambitious charity delivering services to people with a diverse range of needs. We have strong social values and purpose and believe that we offer a network of services that blend together to suit the needs of the people we help – a safety net for some and for others a platform for real and lasting change.

To help us meet our goals we need a Board that is diverse, motivated and dedicated to help us address the significant challenges faced by our service users, and us as an organisation. We have a strong and committed Board to which we seek to appoint a Chair with the social conscience and commitment to make a difference. The reward is to be inspired by the changes that take place in people's lives as a result of our work.

Framework's Vision is

'People experiencing homelessness and related disadvantage are treated with dignity, respect and compassion and are empowered to meet their full potential.'

Framework's Mission is

'Working to tackle homelessness, ill-health, disadvantage and exclusion by:

- **Providing holistic, person-centred programmes of housing, health, employment and support.**
- **Challenging systems and influencing their design to deliver integrated services with better outcomes.**
- **Preventing homelessness and its causes.**
- **Advocating for service users and embedding their experience in our work.'**

Our work to fulfil the Mission rests on the Four Pillars of our service delivery:

Housing

We house and support people who are homeless, prevent others from losing their homes and help them sustain their own tenancies, because we all need a place to call home.

Health

We offer specialist health and clinical services to people with all kinds of health issues, because physical and emotional wellbeing is fundamental to living a stable, independent, fulfilling life.

Employment

Our employment services, including volunteering, build skills and employability, because people need financial stability, a sense of self-worth, and control over their own future.

Support and Care

Our support and care services add to quality of life, nurturing confidence, building esteem and engaging people as part of a community, because this makes us all stronger.

In 2021 we supported more than 18,000 people across Derbyshire, Leicester, Lincolnshire, North Lincolnshire, Nottinghamshire, and Sheffield and we manage 1,105 units of supported accommodation. Our work spans the provision of accommodation; community-based support; street outreach; specialist treatment services; and training and work skills. The Board is proud to say that Framework helps in crisis, empowers people and changes lives. Our website www.frameworkha.org includes inspiring case studies of how Framework and our fantastic staff continue to make an impact in our communities.

We are looking for a new Chair who can lead the strategic direction of our successful and expanding organisation. Your contribution will also make a real difference to the life chances of the people we support each year.

You will join the Board at an exciting time:

- We have a new Corporate Plan centred around our six Corporate Objectives, each with measurable targets focused on fulfilling our mission.
- In 2019 Framework had its first in-depth assessment by the Regulator of Social Housing resulting in a Governance and Viability Standard rating of V2/G1.
- We are celebrating achieving Investors in People Gold – reflecting the value and investment in our staff.

Enhancing our operating margin is a challenge and one which is a focus for the Board as part of maintaining financial viability and generating capacity to fulfil our growth ambitions.

We work in an external environment where the landscape is continually changing and is challenging. Budgets for support services have been drastically cut so we have had to think carefully about how we create efficiency without compromising on quality. Austerity measures continue and this is likely to mean that vulnerable people continue to fall through the gaps as both statutory and voluntary agencies seek to deal with reduced funding. By becoming Chair of the Framework Board you will be part of a new team that will help the organisation navigate a path that presents new challenges and opportunities.

We are keen to attract applicants who share the values and ethos of Framework and who are committed to helping to make a real difference to the life chances of the vulnerable and homeless people we support. Energy, vision, commitment and enthusiasm will be key attributes for this exciting and challenging role.

We are striving to create an organisation that reflects our society and the communities we serve. We are committed to continuing to improve our practice around Equality, Diversity, and Inclusion and very much welcome applications from minority groups and those under-represented in our organisation. This especially includes people from Black, Asian and Minority Ethnic backgrounds, LGBTQ+ people, and disabled people.

We are specifically looking for a Chair with experience and skills in the following areas:

- Strategic thinker with a focus on the delivery of the corporate objectives, with the ability to lead complex decision making in a challenging environment
- Chairing Board meetings effectively; encouraging all Board members to participate and to feel free to challenge constructively
- Board level governance experience in a large/complex entity
- To contribute to the sustainability of the organisation so as to provide the best service to our service users and stakeholders
- Acts as an ambassador and advocate for Framework and its service users
- To work in partnership with the Board and the Senior Leadership Team to maximise the outcomes for service users.

Framework's head office is in Nottingham and we work across a range of geographies as specified above. We would particularly welcome applicants with local knowledge of the areas in which we operate.

Thank you for taking an interest in this role.

Framework's Board

A message from the Interim Chair

Last year we celebrated our 20th anniversary. We hope our new Chair will be with us for at least five years to take Framework on the next stage of its exciting journey. This is a very significant opportunity and I sincerely hope that people will want to come and work with the Board, with the Senior Leadership Team and particularly with the Chief Executive to take Framework forward.

The ambassadorial role of the Chair and Board members should not be underestimated. It's an opportunity to explain the valuable work that Framework does, and its importance, and to increase the charity's visibility. It's also an opportunity to articulate the voice of the service user since we look after some of the most marginalised people in society and somebody needs to speak out for them.

So I would like a Chair who stands with our Chief Executive and bangs the drum for Framework locally, regionally and nationally and also gives a voice to our service users: they can't lobby our MPs or government ministers for instance but we hope that our new Chair, working with our Chief Executive, will have the confidence to knock on those doors and the networks which give access to places we might not otherwise reach.

In addition to that external facing role the job is to chair the Board and lead the Board members: we have a particularly strong group of Board members from a wide range of backgrounds and professions. The Chair also works with the Senior Management Team and especially the Chief Executive to do the best for our staff as well as our service users. The relationship between the Chair and Chief Executive is so important for the effectiveness of the Board and Senior Leadership Team and it is vital that this relationship works well.

We don't have a fixed view on the background or profession of our new Chair: we are more concerned to find somebody who will fit in and ideally has Chair experience, but definitely Board experience. It may be somebody with experience of working in a regulatory environment: they will at least understand what that means for an organisation. Some charity experience would be useful but not essential however it is important that the Chair has an appreciation of the service users we work with and is accustomed to working in a complex and uncertain environment.

We are looking for someone with the time and capacity to perform the role of Chair which will require a commitment of about half a day a week. This is certainly something that can be done on top of other roles and responsibilities however the person we are looking for will recognise the times when they need to be available during the day.

The new Chair will be well supported. In the short time that I have been Interim Chair the support I have received from the Chief Executive, from the Senior Leadership Team and from other colleagues has been impressive.

We look forward to receiving your application to become Framework's new Chair.

Ruth Hawkins

Interim Chair

About Us

We are a Registered Charity and Registered Provider delivering housing, health, employment and support and care services to people with a diverse range of care needs. Regardless of their pasts or the challenges they face we empower people to make a better, more independent future.

Our Vision

'People experiencing homelessness and related disadvantage are treated with dignity, respect and compassion and are empowered to meet their full potential.'

Our Mission

'Working to tackle homelessness, ill-health, disadvantage and exclusion by:

- **Providing holistic, person-centred programmes of housing, health, employment and support.**
- **Challenging systems and influencing their design to deliver integrated services with better outcomes.**
- **Preventing homelessness and its causes.**
- **Advocating for service users and embedding their experience in our work.'**

Our Values

Respond, Respect, Empower

Our values reflect the spirit and the ambition of our work, they remind us how we should behave to each other and to the people we support:

- We respond to people whatever the challenges they face
- We respond to each other because our unity and teamwork allows us to achieve
- We respect people whatever problems they bring
- We respect each other – our choices, our differences, our expertise and experience
- We empower the people we help to know better futures
- We empower each other to make those futures a reality.

The people we help

- We work with more than 18,000 people every year – people who are homeless or at risk of becoming homeless. Broadly speaking they can be divided into the following groups:
- young people
- people with mental health difficulties
- people who misuse alcohol and illegal substances
- people with multiple and complex needs
- offenders
- ex-service personnel
- vulnerable women and families.

Our history

On 1 July 2001 two Nottingham homelessness charities – Macedon and Nottingham Help the Homeless Association (NHHA) – merged. The merged organisation later became Framework. The two organisations shared similar values and had complementary areas of expertise. Macedon had an extensive head office infrastructure while NHHA had virtually none: the combined management team and central resources were of an appropriate size to run the combined operation. Macedon's registered social landlord status provided the new organisation with potential funding to expand its accommodation portfolio and Macedon's links with churches provided the base for building strong community support.

In the years since, Framework has become one of the largest organisations of its type in the country, helping more than 18,000 people each year to overcome crisis and improve their lives.

Framework changes and, it is no exaggeration to say, saves people's lives. Everything we do is centred on the needs of the people we exist to support.

Find out more about Framework by visiting our website www.frameworkha.org

Role Description and Person Specification

Personal Qualities of Board Members

To provide leadership to the Board in its responsibilities for setting the strategic vision and culture of Framework and ensuring proper governance. To ensure that Framework's ethos and objectives continue to focus on the most vulnerable members in our community, including people who are homeless and/or have multiple needs. To support the Chief Executive and act as an ambassador and advocate for the organisation.

Key Responsibilities

1. To contribute to the sustainability of the organisation to provide the best service to our service users and stakeholders ensuring that:

- A supporting statement explaining why you are interested in this role detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than one page; and,
- The declaration form – but completion of the equalities section is not mandatory (this is requested for monitoring purposes in line with our commitment to equality and diversity).

2. To promote excellence in governance by ensuring that:

- Framework has a governance structure that is appropriate to a charity of its size/ complexity, stage of development and charitable objects.
- The Board delegates sufficient authority to its sub-committees, the Chair, the Chief Executive, Senior Leadership team and others to enable effective management of the organisation.
- The Board has on it the skills it requires to govern Framework well and these skills are utilised. Provide leadership on and oversight of the renewal, recruitment, induction, appraisal and development of the Board, working with the Governance, Remuneration and Appraisal Committee.
- The Board leads on the delivery of the Equality, Diversity and Inclusion Policy, including the promotion of a diverse membership which is reflective of the communities it serves and having governance processes which are inclusive and fair.
- The Board has access to relevant external professional advice and expertise when it is needed, giving it proper consideration.

3. To ensure the proper and efficient conduct of Board meetings and Annual General Meeting by:

- Chairing Board meetings effectively; encouraging all Board members to participate and to feel free to challenge constructively, both the Chair and the Senior Leadership Team.
- Taking an active role in ensuring that Board agendas are well prepared, are meaningful and reflect the key responsibilities of Board members and the current needs of the organisation.
- Taking Chair's delegated actions so that urgent decisions can be made in between Board meetings; considering the advice of the Chief Executive and consulting with Board members as appropriate; and reporting back to the Board on outcomes and impacts.

4. To ensure the Board works in partnership with the Chief Executive, management, employees and service users by:

- Building effective relationships with Board members, the Chief Executive and with the Senior Leadership team, where support and challenge are an integral way of working.
- Developing a constructive relationship with the Chief Executive, providing advice, support and challenge as required, and ensuring their performance is annually appraised in accordance with the policies of the organisation.
- Ensuring through the Chief Executive, that the Senior Leadership Team understands the role of the Board and that the Chief Executive provides an effective link between the Board and the rest of Framework.
- In conjunction with the Board, determining the Chief Executive's remuneration and ensuring, when necessary, that the Chief Executive is replaced in a timely and orderly fashion. Be represented as needed in the appointment of other key staff.
- Ensuring that the Board understands the role of effective governance and its relationship to effective management/leadership in the context of Framework.
- Promoting the involvement of service users throughout the structures of the organisation including the involvement of service users in the governance of the organisation.

5. To ensure appropriate trustee and organisational representation of Framework by:

- Acting as an ambassador and advocate for the Board and organisation, and at all times upholding the reputation of Framework, its ethos and objectives.
- Maintaining a professional network that will add value at Framework.
- Being familiar and keeping up to date with matters in the social housing and charitable sectors and related areas of Framework's business.

Personal Qualities

- Demonstrates a strong empathy with, and commitment to, the purpose, culture and values of Framework.
- Has connections to, or roots within, the geographic regions in which Framework operates.
- Champions the right of service users to have influence, and campaigns to ensure that service users have access to excellent services.
- Works in a way that builds and maintains trust and credibility with a wide range of people, regardless of background.
- Proactively works to build inclusive networks and relationships, recognising and valuing difference and diversity.
- Is committed to building collaborative relationships that bring out the best in people.
- Has the time, availability, drive and commitment to discharge the responsibilities of the post of Chair effectively, including meeting the reasonable demands of Framework's Senior Leadership Team to attend urgent meetings.
- Is self-aware, open to feedback and prepared to develop.

Knowledge and Experience

- Governance experience, member or Chair of a board or similar, in a large/complex entity, with knowledge of good governance practice; experience in a regulatory environment would be advantageous.
- Empathy with the services and client groups that Framework seeks to serve; direct experience in housing and/or support services will be an advantage.
- Experience of successfully leading a board, or an organisation, through change would be an advantage.
- Experience of managing the nuances in relationships between board members, the Chief Executive, senior staff leaders and external stakeholders.
- Direct experience of taking tough, organisational decisions.

Skills and Abilities

- Strategic thinker with the ability to analyse complex information and guide rational decision making in a challenging environment.
- Able to support and build on the strategic vision.
- Able to act as an ambassador and advocate for Framework and its service users.
- Able to influence, engage and build strong working relationships.
- Skilled at chairing meetings effectively; bringing strong, conflicting views into the open and synthesising these in a way that builds collective agreement.
- Capable of balancing the bigger picture with more immediate needs; with a focus on performance management, outcomes and assurance.
- Able to build an inclusive, collaborative environment where everyone feels able to contribute and challenge when appropriate.
- Able to recognise the strengths and weaknesses of others, building on strengths to create strong, cohesive teams.
- Able to maintain the trust of the board.

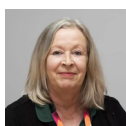
Terms and Conditions of Service

The Chair's role includes the requirement to:

- Attend and Chair approximately eight Board meetings a year (usually commence at 5.00pm including a pre-board session).
- Attend the Annual Board Conference (two days).
- Attend the Staff Council meetings on a quarterly basis.
- NB There is no remuneration for serving on the Board, as appointments are on a voluntary basis. All reasonable expenses including travel will be reimbursed.



The Board



Ruth Hawkins (Interim Chair)

Ruth is a retired Chief Executive at Nottinghamshire Healthcare NHS Foundation Trust; formerly an NHS Director of Finance for 22 years.



Patrick Mitchell (Vice Chair)

Patrick is a Director of Innovation and Transformation at Health Education England; with 35 years' management experience in the NHS and international healthcare consulting.



Debbie Maitland*

(Chair, Governance, Remuneration and Appraisal Committee) Debbie, a senior civil servant with a specialism in leadership and talent development, was previously an international HR Director in a global speciality chemical company.



Catherine Arkley*

Catherine is a charity management consultant specialising in strategic planning, operational management, and fundraising. Formerly CEO of Children's Liver Disease Foundation.



Tim Gallimore*

Tim is a retired Organisational Development Consultant with 30 years' management experience including Bristol-Myers Squibb, Boots, Dixons Retail and Halfords. Former OD Lead with South Yorkshire Housing Association and multi-academy trust Chair.



Jane Geraghty*

Jane is a former Head of Probation for Nottinghamshire with 40 years' experience in the service. Holds diverse non-executive leadership roles in the public and voluntary sectors.



Louise Harris**

Louise is a strategic leader with over 15 years' experience in senior management roles within the non-profit sector. A qualified accountant with a MA in People and OD.



Dr Vinay Shankar

Vinay is a GP and Digital Lead in Nottinghamshire. Works within the NHS Time For Care team & former GP Fellow for Nottingham City CCG.



Nigel Turner**

Nigel held senior finance positions at Next, Northern Foods, British Midland Airways; now a Chairman for Trunord and Aircraft Lessor.

*Member, Governance, Remuneration and Appraisal Committee

**Member, Audit and Risk Management Committee

The Senior Leadership Team



Andrew Redfern – Chief Executive

Andrew left the University of Oxford with a degree in Politics, Philosophy and Economics but rejected a career in politics and entered the third sector.

Andrew then spent five years working for one of Europe's largest homeless men's hostels at Arlington House in Camden, and then he moved north to be Director of Nottingham Help the Homeless Association.

Andrew helped engineer a merger between Nottingham Help the Homeless Association and Macedon and the two charities became Framework in 2001. He took up the chief executive's job the following year.



Apollos Clifton-Brown – Director of Health and Social Care

Apollos (Polo) joined in 2008 to help develop Framework's substance misuse treatment services, having previously worked in a range of hospital and community settings as a Clinical Nurse Specialist in substance misuse treatment.

Polo is responsible for Framework's health and social care services, including substance misuse treatment, mental health support and registered care activities. He is the responsible individual for CQC registered services and is the organisations Caldecott Guardian.



Claire McGonigle – Operations Director

Claire McGonigle joined Framework in early 2019 having previously worked in roles including Chief Operating Officer and CEO of a smaller charity and housing association providing similar services to those provided by Framework. Originally Framework's Corporate Services Director, Claire moved on to become Operations Director responsible for delivering our frontline services, safety and business development.

Claire studied Social Policy, Criminal Justice and Strategic Human Resources Management at a postgraduate level.



Dave Newmarch – Corporate Services Director

Dave Newmarch is responsible for strategic oversight of Framework's HR, IT, and Property and Development Departments. Dave has worked in social and supported housing for over 27 years, 21 of which were with Nottingham Help the Homeless Association and Framework.

Dave re-joined Framework in June 2020 after five years as a senior manager at a council-owned housing management company where he was responsible for the strategic leadership of housing management, supported housing, responsive repairs and customer access.

Dave has been a Chartered Member of the Institute of Housing since 2007.



Dave Smith – Service Director

Dave Smith is responsible for many of Framework's homelessness-focused services including much of the work with rough sleepers – street outreach, emergency accommodation and support to find and secure stable housing options. He also has responsibility for a number of other areas including service user participation and Framework's social work education through local universities.

Dave has worked in the areas of homelessness and supported housing for more than 30 years. Before Framework he led a small housing agency with a focus on people living with HIV. Before that he worked for 12 years for a housing organisation that was primarily run by its service users.



Suzanne Williamson – Director of Finance, Governance and Risk

Suzanne is a CIPFA member and has worked in social housing both in a limited company and local government setting for more than 18 years.

Suzanne joined Framework in June 2019 and her responsibilities include Finance, Risk, Governance, Fundraising, Communications and Company Secretary.

The Selection Process

The closing date for applications is 23:59 on Sunday 11 September 2022.

All applications will be acknowledged.

Interviews will be scheduled for Friday 16 September 2022.

Interviews will be held in Nottingham at Framework's Head Office:
Val Roberts House, 25 Gregory Boulevard, Nottingham, NG7 6NX.



www.frameworkha.org

Central Office, Val Roberts House, 25 Gregory Boulevard, Nottingham NG7 6NX
Registered Charity Number 1060941. Registered Provider of Social Housing No LH4184.

August 2022