

Non-executive Chair of the Board Candidate Pack

Remuneration £12,000 per annum

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A message from our existing Chair of the Board

Thank you for your interest in applying for the role of Chair of the Board for Acis Group.

The Chair of the Board is considered the single biggest factor determining a Board's effectiveness and has the primary role in defining the organisation's strategic focus.

I've had the pleasure of being the Chair of the Acis Group Board for the last three years and have been part of Acis' governance structures for around nine years. I will be stepping down from the Board in September 2025 and we are now currently searching for my successor.

The last few years have certainly brought about a number of challenges for the social housing sector, ranging from economic challenges due to rising inflation, higher borrowing costs and the cost-of-living crisis. On top of that, there is increased political focus, new regulation and scrutiny across multiple areas such as damp and mould and building safety compliance, and, of course, a focus on delivering net zero carbon by 2050.

But our focus remains on wanting to provide the best support for people in our communities and we strive to bring together difference services to help us do that. In addition to our core housing service, we want to help people to realise their potential by offering spaces which that enable people to think, learn, grow, and thrive. We also support people to build the confidence they need to move towards employment, learn new skills and achieve qualifications. We're ambitious and want to continue to develop our offer to meet the needs of even more people.



Our strategic objective is to ensure that we are there for our customers, to support them when they need us. Indeed, our new Corporate Strategy launched in December 2023 is entitled "2030 Getting There Together", the key themes of which are:-

[Read our strategy here.](#)





People First? – whilst we have always had a customer first approach, this definition sought to bring people together – employees, customers, partners, and other stakeholders – recognising that involvement, engagement, and buy-in from all of those people is essential for us to succeed.



Home – creating space where people can thrive. We wanted to distinguish between Home and the Homes that our core housing activity might provide to tenants. For our students, home might temporarily be in our accommodation; away from their family home and it was important for us to ensure that they feel “at home”. Similarly, for our people attending Clip and Riverside, they too need to feel comfortable in their environment if they are to thrive, whether educationally or from a wellbeing perspective.



Support – helping people with a wide range of challenges. In social housing, we have historically dealt with all sorts of people from all sorts of backgrounds, but our widening support services means that we can deliver pastoral support for our customers; helping them to overcome social anxiety and other wellbeing needs, seek employment opportunities or further their education to help them thrive. The principle is to have joined up services - with a challenge to identify requirements across our whole organisation and to ensure that customers with needs are properly signposted to where they can be helped. We also want to start to develop our wider care and support offering and look to establish some social enterprises that can help deliver some of the support that we want to.



Quality – embedding and exceeding service standards. We want to deliver the best services that we can and will strive to ensure that we challenge ourselves to always do better. We want to maintain our regulatory grading, ensure we consider sustainability issues on our path to net zero carbon by 2050 and report regularly on our Environmental, Social and Governance outcomes.

We are looking for a Chair of the Board who is strong, resilient, experienced and structured enough to be able to guide and lead the Board, and one that is able to offer the necessary commitment to deliver stability, through these changing times. You will most likely have strategic level experience within social housing, schools, further education, health, care and/or support environments. Alternatively, you'll be an entrepreneurial individual with the skills to adapt quickly, and with the gravitas to influence and lead others.

We are committed to being a truly diverse and inclusive organisation and are particularly keen to attract diverse applicants who reflect the makeup of the communities in which we operate. What we're looking for above all else is a genuine commitment to our purpose, our values and our goals.

So, this really is an exciting time to think about joining us as our new Chair of the Board!

I hope that you will find this information pack useful in preparing your application.

Katli



We're a housing charity, originally formed in 1999, that likes going beyond the bricks and mortar. We're committed to the communities in which we work so we deliver much more than you'd expect from a traditional landlord.

We offer low cost and affordable housing to meet multi-generational needs and continue to develop new homes every year to meet local demands and to expand the support on offer. We have around 7,000 social and affordable homes located across parts of Greater Lincolnshire, Nottinghamshire, North-East Derbyshire and South Yorkshire together with over 1,650 student bedspaces in Nottingham and Sheffield.

We support people to pick up new skills through education and employability activities as well as craft and well-being activities. We want the people we support to retain their independence

and to thrive in their communities. We know that people don't always need us to support them, but our goal is to be there if, and when, they should need us.

Our group currently comprises of Acis Group Limited, the parent organisation, together with a number of subsidiaries including Acis Development Services Limited and Acis Communities Limited. A number of other subsidiaries fall below Acis Communities Limited including Riverside Access and Training Centre Gainsborough CIC ["Riverside"], Community Learning in Partnership CIC ["CLIP"] and Campus for Future Living Limited ["CFFLL"]. Our communities based activities are targeted to deliver 10% of our group's turnover from non-rental charitable purpose activities and we're still looking to grow in this area.



From a governance perspective, overall governance of the group sits with the Acis Group Board. The role of the Board is to set our overall strategic direction and our appetite to risk, to ensure it understands the financial and operating parameters we must work within, and importantly to understand our risk environment and what could change to adversely impact upon us.

The Board have established a number of standing committees that report into it as follows:

The Audit and Risk Committee

Our Audit and Risk Committee oversees the internal and external audit arrangements for the group, to review the effectiveness of risk management arrangements and the systems of internal controls assurance, and to review annual financial statements ahead of them being approved by the Board. The committee also looks at anti-fraud arrangements and oversees confidential reporting matters.

The Operations Committee

This committee reviews the operational performance of our primary housing activities with a particular focus on repairs performance, housing health and safety compliance, neighbourhood management and customer feedback. The committee also looks at our staffing performance looking at trends in staff turnover and absence management.

The Finance and Development Committee

With over £200m of debt funding, our finance and development committee regularly reviews our treasury management position to ensure we maintain operational liquidity and have sufficient funds at our disposal for the significant investments that we make annually. The committee also looks at our new homes' development activities including progress to achieving targeted sales of new shared ownership and outright sale homes and our overall income management activities.

The Enterprise Committee

This is our newest committee, set up in response to the changes that we have seen in recent years. The committee primarily focuses on the operational performance of our education and skills activities including occupancy and building compliance across our student portfolio and ensuring that educational quality and funder compliance is maintained at both CLIP and Riverside.

The Remuneration and Review Committee

Our remuneration and Review Committee has a relatively narrow remit to set and monitor the objectives of the chief executive, to review the performance and remuneration of the executive leadership team, and to make recommendations to Board as to Board members' remuneration.



Role Profile and Person Specification

Chair of the Board

Role Purpose

- Your responsibility will be to lead the Acis Group Board to ensure its effectiveness in all aspects of its role, and to facilitate constructive relationships between the executive leadership team and fellow board members as well as other key staff and customer groups.
- As an integral part of our Board, your role will be to contribute to setting our long-term strategic direction; setting the risk appetite and monitor risk; ensuring an effective business plan and budget is in place and remains viable; monitoring and managing performance through internal controls and delegation to committees and ensuring the Board fulfils its duties and responsibilities for proper governance.
- In this role you will be expected to bring forward your own specialist skills, knowledge and experience to lead the Board and help it navigate the highly complex and regulated environments in which we operate
- Ensure that we meet our legal and regulatory obligations and that our affairs are conducted in accordance with generally accepted standards of performance, probity, financial prudence and good practice;
- Develop a detailed understanding of the knowledge and capability of fellow board members and any areas for improvement or development;
- Manage and resolve any conflicts within the Board;
- Appraise the performance of all Board members on an annual basis and undertake reviews of Board performance and measures designed to develop the Board's capacity and effectiveness;
- Ensure that our Board is regularly refreshed and incorporates the right balance of skills, knowledge and experiences needed to govern and lead the organisation effectively;

Key Responsibilities and Accountabilities

As well as meeting the key responsibilities and accountabilities as a Board Member, the overall purpose of the Chair of the Board is to:

- Provide inclusive leadership to our Board, ensuring that Board members fulfil their duties and responsibilities for the effective governance of the organisation;
- Set a positive culture, with a strong people focus, a commitment to equality, diversity and inclusion, and an unshakeable drive for exemplary governance;
- Chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision making process;
- Provide oversight, direction and constructive challenge to our Chief Executive and Executive Leadership Team whilst maintaining an open and supportive relationship with them;
- Act as an external ambassador for us by positively promoting us amongst our stakeholders and peers and always acting as our advocate even when outside of the boardroom.

As Chair of the Board you also have a personal responsibility to:

- Prepare for and attend Board and committee meetings, strategy events, training and development events and other external events as required;
- Always act in a fair and professional manner and in our best interests;
- Uphold our values and our principles through high standards of ethical conduct and behaviour and by complying with our articles, standing orders, code of conduct and financial regulations;
- Contribute to, and share responsibility for, the Board's decisions, including its duty to exercise reasonable care, skill and independent judgement;
- Challenge and question in a constructive manner;
- Establish and maintain a strong positive working relationship between the Board, the Chief Executive and Executive Leadership Team, other key staff and customer groups.
- Positively promote Acis amongst its stakeholders and peers always acting as our advocate even when outside of the boardroom.

Person Specification

We know that we're not all superhuman and we recognise that it takes all sorts of people, with differing experience and skills, to create a strong governance culture. We value the contribution that all of our Board members can make but when it comes to our Chair, what we're looking for from individuals is a good mix of the following competencies:

- Honesty and Integrity – essential in maintaining ethical standards;
- Leadership – we want you to inspire

others and motivate them to secure commitment;

- Be Positive – we want you to set a positive culture for the whole Board;
- Team working – the Board is a collective after all;
- Good Interpersonal Skills – we want excellent communication and listening skills
- Respecting other – we value constructive challenge but expect you to respect others point of view, particularly when decisions may not reflect your preferred approach;
- Able to see the 'big picture' – we know you won't have a crystal ball but ask you to think big;
- Analysis and Interpretation – we want you to see the wood for the trees;
- Decision making – an ability to process facts, consider options and reach decisions;
- Handle conflict and difficult situations – we don't expect them to arise very often;
- Inclusive – we aim to adopt and maintain an inclusive approach that values others for the contributions they can make.
- Personal commitment – we want you to help us succeed but we need your commitment to ensure you prepare for meetings, read the papers and make an effective contribution;

Remuneration

Chair of the Board and Board Member remuneration is reviewed triennially as part of our independent governance review. It was last reviewed in December 2023.

The remuneration level for our Chair of the Board is set at £12,000 per annum.

Recruitment Timetable

FRIDAY
14
MARCH
2025

1. Advertisement Closes –
Friday 14 March 2025

WEDNESDAY
26
MARCH
2025

2. Interviews –
Wednesday 26 March 2025

MONDAY
31
MARCH
2025

3. Board meeting to approve appointments –
Monday 31 March 2025

MONDAY
2
JUNE
2025

4. Co-option to Board as Chair Designate and
observer at meetings
Monday 2 June and Monday 28 July 2025

MONDAY
28
JULY
2025

5. Appointment to full Board
Member status at AGM on
Monday 29 September and
appointment to Chair of the
Board immediately after

MONDAY
29
SEPTEMBER
2025

welcome



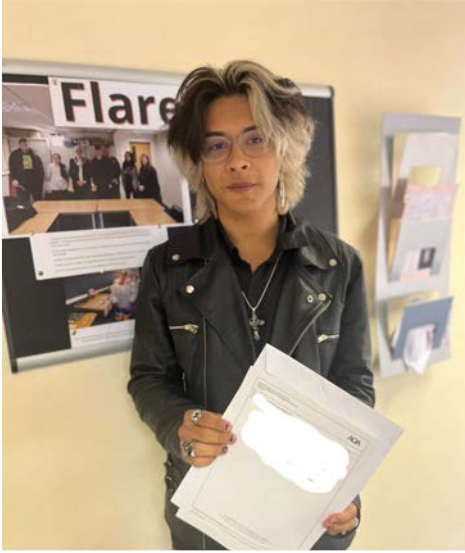
How to Apply

To apply please:

- Provide an up-to-date CV which shows your full career history with any breaks explained, please include details of all roles that are currently held – we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this should be no more than three pages;
- Please indicate if you are unable to attend the interview dates.
- Applications should be received by 18:00hrs on Friday 14 March 2025

*For a confidential discussion about this role, please contact Greg Bacon, our Chief Executive, on **07776 152072** or via email at **greg.bacon@acisgroup.co.uk***





Get in touch

0800 027 2057

info@acisgroup.co.uk

www.acisgroup.co.uk