



Board Member Information

Recruiting for:

3 x Board Members/Trustees

Contents:

- A note from our Chair
- About us
- Job descriptions for Board Members
- Advert copy

Key dates:

Closing date	Monday 30th September 2019
Interview date	Monday 14th October 2019
Observe the way we work	Thursday 14th November 2019 @5pm

Contact:

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Welcome from the Chair of our Board

Thank you for your interest in joining the Board of New Outlook.

We are a housing association based in Birmingham, but our interest is people more than bricks and mortar. We support people with a range of needs, particularly sight loss. This reflects our historic origins as part of the Birmingham Royal Institute for the Blind (BRIB), but we have been a freestanding organisation for more than twenty years.

For the past few years New Outlook has grown and evolved, with a philosophy based on valuing and engaging every individual Customer. We have an ambitious but realistic plan for further development and growth.

New Outlook's Board is the governing body of the organisation. We make sure that we comply with legislation and regulations, set the strategic direction, and support – and occasionally challenge – the excellent staff team led by our Chief Executive.

Our Board is a strong team of people with different backgrounds and a shared commitment to what New Outlook is trying to achieve. We are looking to fill forthcoming vacancies and strengthen the skills and experience of our Board.

The role description for Board roles is included in this pack. Above all we are looking for people who share our commitment to a person-centred approach and who want to work with others to help New Outlook go from strength to strength.

Please look through this pack. If you think that you could help us achieve our ambitions, please put in an application. I look forward to hearing from you.

Best wishes

Simon

Simon Wilson
Chair of New Outlook

About us

New Outlook has been providing services to people with a sight loss for over 170 years. Starting out in 1846 as the Birmingham Royal Institute of the Blind (BRIB), New Outlook has undergone several transformations to become what it is today – a professional, reliable and committed provider that strives to promote independent living to people with a sensory or specialist need.

New Outlook was created in its present form in 1997 and has established itself as one of the key providers of services for both older and younger adults with sight loss.

New Outlook's business over the years has grown slowly and whilst the majority of our service users continue to have a sight loss, we have developed expertise in working with adults with other specialist needs including acquired brain injury, learning disabilities and autism.

Today we support more than 180 people in a range of services including Care Homes; Sheltered Accommodation; Extra Care and Supported Living as well as people who live in their own homes.

Our Vision and Mission

Making a difference to people's lives through the provision of aspirational services for people with sensory and other specialist needs.

Our **core values** summarise what we ASPIRE to achieve:



A pproachable	→	<i>friendly and easy to talk to</i>
S upportive	→	<i>understanding and encouraging</i>
P rofessional	→	<i>capable and skilful</i>
I nnovative	→	<i>inventive and adaptable</i>
R eliable	→	<i>consistent quality and performance</i>
E mpowering	→	<i>confident and strong</i>

Our Strategic Priorities

Quality

- Continue to provide high quality care and support services recognised by Customers and families, staff and commissioners
- Maintain the quality of our services as we develop and grow

People

- Recruit people who share our values
- Value, develop and sustain our staff
- Enable our staff to use their individual skills and experiences to make a difference

Sustainability

- Maintain a prudent level of reserves
- Produce a surplus to reinvest in innovation and in assets which support our business model

Partnerships

- Embed partnership working in all our activities
- Identify partners who can help us grow and improve services

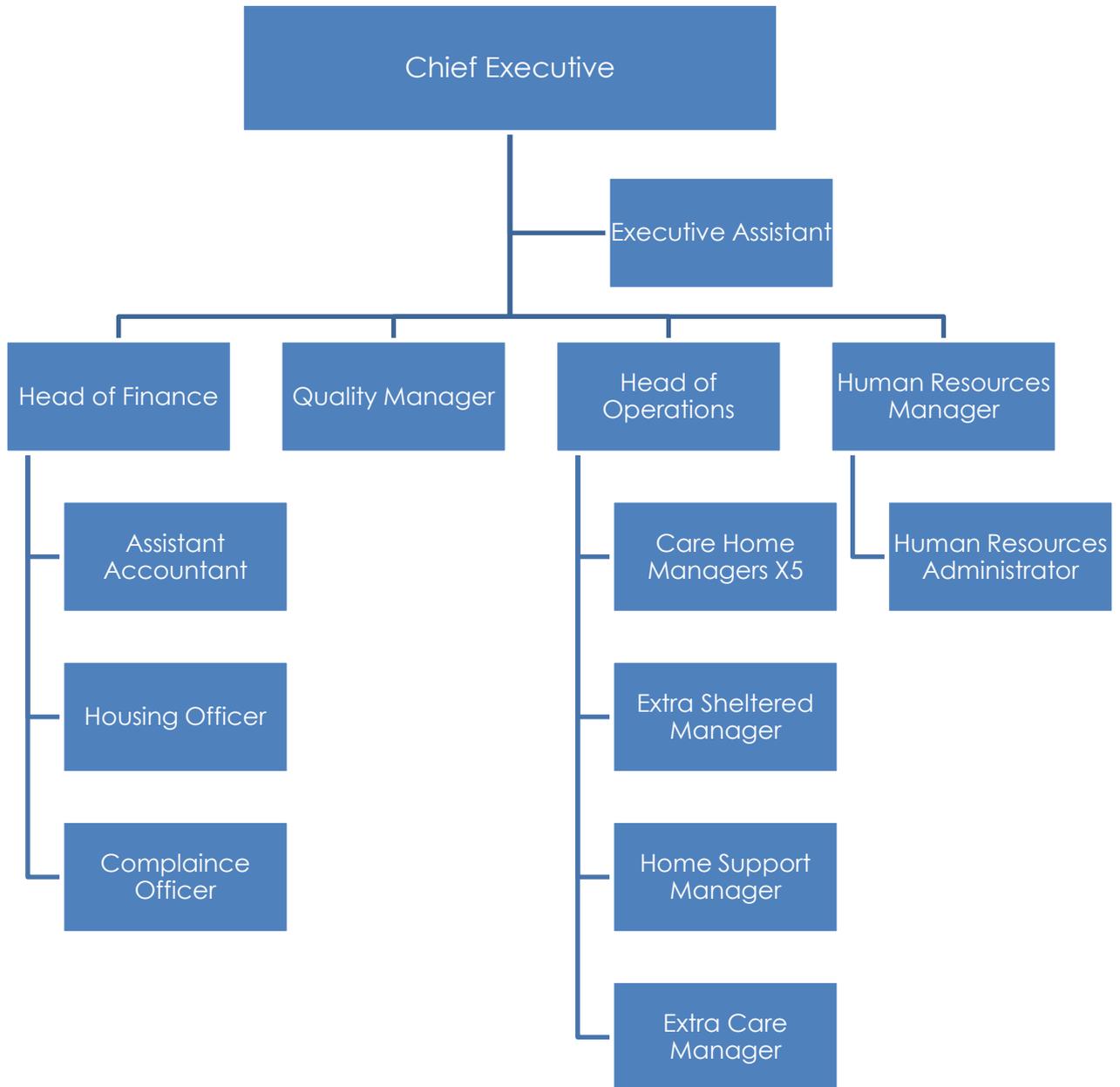
Communication

- Build our reputation further through effective communication with all our partners and stakeholders

Growth

- Grow our Supported Housing and Supported Living services
- Expand geographically in the West Midlands

Structure of the Association





Summary of Performance 2018/19

New Outlook Housing Association is proud of what it has achieved and the services it delivers. However, it recognises the need for ongoing improvement and to continually reassess its performance and ensure that new risks are identified and mitigated.

2018/19 has been a successful year with a real improvement in key performance and good financial management resulting in us exceeding our surplus target. Although we acknowledge that some of this budgetary success was due to one-off savings we believe that we have the governance in place to ensure that the moving forward savings will be maintained.

Quality

We recognise that quality is an ongoing process and we continually strive to deliver the best possible outcomes for people who use our services. The development of the new post of Quality Manager has greatly improved our governance and ensured that services are safe and compliant.

We recognise that being small can be a real positive, enabling us to remain focused on our customers and staff and to adapt quickly to changes in need, demand or new opportunities.

People

Our workforce remains our largest asset and is key to us being able to deliver good quality services. Our emphasis continues to be on valuing our staff and providing the best terms and conditions possible with the funding available. Last year demonstrated that this approach is delivering, with reduced staff turnover and low sickness levels both of which resulted in minimal use of agency staff. This is not only excellent for our staff but provides consistency and quality for the people who use our services and has allowed us to reinvest more money into staff with the introduction of an enhanced sickness policy.

We are now focusing on ensuring we get the right staff first time and that our training and support enables staff to gain new skills. For our managers and those who wish to progress into management positions, we have introduced a leadership programme

Sustainability

External influences have continued to have a large impact on what we can achieve and how our services are commissioned and delivered. The main issues continue to be the reduced funding available to local authorities alongside the increased demands from commissioners to do more for less. However, our approach to valuing staff has enabled us to continue to offer good value for money and deliver excellent outcomes to the people who use our services.

Partnerships

We continue to see the real value that can be achieved by working in partnership with others. Whether this is to deliver excellent services or to expand opportunities for new service delivery.

We have maintained our partnerships with other housing providers to deliver our asset management plan and to maximise our opportunities for acquiring housing stock. We have also worked with the Housing LIN to ensure that our strategic plan remains relevant and that we are able to deliver growth and remain sustainable over the coming years.

We have also maintained and strengthened our partnerships with other organisations supporting people with sensory needs to ensure that our staff remain knowledgeable and that our services reflect contemporary best practice.

Communication

Building on our previous work to update our website and improve information and communication for staff and customers, this year we have proactively engaged with them to ensure that we continue to deliver what they need and want. We will continue with this approach using the feedback to provide continual improvement.

We also continued with the move to cloud based storage to ensure that staff can access information wherever they are working. This has been supported by the introduction of electronic care planning, which not only improves the recording of information and results in less paperwork but is also easier and more accessible for staff.

We have continued to deliver a range of user engagement events which are fun activities where people who use our services can input into the design and delivery of the Association in whatever way is appropriate for them.

Growth

We remain a small organisation and this was especially true during 2018/19 with the absence of the Head of Operations due to maternity leave. This reduced our capacity for growth but enabled us to consolidate and ensure that we had the right structure, governance and skills to be able to manage fluctuations in contracts and growth in the future.

During the year we commissioned work with the Housing LIN to review our strategic objectives and we are now ready to grow the Association in line with the strategic plan over the coming years.

Prospects

New Outlook is committed to remaining a specialist provider supporting people with sensory and other specialist needs across the West Midlands. To maintain and develop this specialism the Association needs a stronger focus on sensory needs and ensuring this is embedded across services.

We have set a stretching growth target but recognise that this needs to be sustainable and not threaten the quality of current services or damage our reputation. Therefore, all new service development needs to fit with our current mission and vision and be achievable without overstretching our limited resources.

We have, therefore, identified developments which would focus on our current strengths:

- To remodel our two Sheltered Schemes to deliver contemporary best practice based around delivering a holistic wellbeing service.
- To develop a new Supported Living service of between 8 and 12 units either in Birmingham or surrounding areas where we are confident that we could support from our current infrastructure.

Given the commitment to remain a registered social landlord we are always looking at opportunities to increase our housing portfolio. This could include new developments, transfers from other providers or managing properties on their behalf.

There is recognition that a strategic partner (or partners) could help us to deliver our objectives. This could be a housing partner who could increase our access to a wider range of housing (including development opportunities); a sensory care specialist who could enable us to become more specialist and further improve our reputation; or a partner with whom we could work within a formal agreement to deliver excellent holistic services.



Board Member - Role Description

As a member of the Board, each Member has the responsibility for agreeing the strategic objectives and key policies of NEW OUTLOOK and for the review of progress against business and corporate plans.

All Members must understand and share the values of NEW OUTLOOK.

The key responsibilities of Board Members are as follows:

Promoting and Protecting NEW OUTLOOK

- To act as custodian of NEW OUTLOOK's values
- To ensure that the customers' voice is heard in the decision-making process
- To monitor compliance with statutory and regulatory requirements
- To support and uphold the Code of Governance and the NHF Model Rules (2015)
- To be an ambassador for NEW OUTLOOK as appropriate

Setting Strategy

- To consider and, if appropriate, agree a vision for NEW OUTLOOK and a strategy to work towards that vision
- To assist the Executive Team in the setting of plans and strategies
- To support the work and the role of the Chair of the Board and the chairs of other Committees
- To support the work of the Chief Executive and all colleagues; constructively challenging proposals as appropriate

Managing Performance

- To agree key policies
- To take an individual and collective responsibility in monitoring performance against plans, budgets and decisions through regular critical appraisal of operational and financial information
- To ensure appropriate action is taken if expected standards of performance or results are not or are unlikely to be achieved
- To request further information or professional advice when required

Managing Risk

To exercise control over NEW OUTLOOK's activities and financial affairs, deciding on all matters which have significant financial or other risks

- To be satisfied that financial information is accurate and that financial controls and systems of risk management are robust and defensible
- To approve the annual accounts prior to the AGM

Developing as an Individual

- To prepare for and attend Board and/or relevant Committee meetings
- To contribute and participate in other meetings, events and work as appropriate and practicable
- To comply with NEW OUTLOOK's Code of Conduct at all times
- To maintain constructive and productive working relationships with other Board members and with the Chief Executive, colleagues and customers
- To attend appropriate training events to ensure required knowledge and skills are developed
- To participate in own individual performance appraisal
- To uphold the confidentiality policies and procedures

All Board Members share responsibility for the decisions of the Board. Each should act only in the interests of NEW OUTLOOK and not on behalf of any constituency or interest group. All Board Members should ensure that any concerns about Board Members, Executive Team members or other colleagues are raised with the relevant Chair or Chief Executive (as appropriate)

Induction

An induction process will be arranged for all new Board Members. Any additional information, briefing or documents will be supplied on request.

Register of Interests/Code of Conduct

Board Members are required, on an annual basis to declare any interests, financial or personal, which they or their spouse/partner or close relative have which may relate to their position as a Member or which could be perceived to relate to it.



Advert Copy

Board Members/Trustees Halesowen, West Midlands

Can you support us, share your skills and knowledge to help us to keep growing?

New Outlook is a well-respected West Midlands based Housing Association specialising in Housing, care and support for people with visual impairments, and other specialist needs. We have a team of 140 dedicated, empowered and motivated staff and a £4m+ turnover.

Our aim is to enable people to live fulfilled lives in good quality accommodation and our whole philosophy is based around person-centred principles. We strive to deliver innovative services in which people can have choice and control over their care and support.

The Trustee Board plays a vital role, steering and supporting the Association. They achieve this by giving strategic direction; ensuring we meet regulatory requirements; and overseeing the work of the staff team, thus ensuring New Outlook's effective, efficient administration and financial stability.

We are now seeking to appoint new Board Members/Trustees. We are seeking committed people with a range of experience ideally in finance and treasury, housing management and development or Marketing and PR.

Board meetings are held four times a year in Halesowen with two being longer 'away day' sessions and you may also be asked to join a Committee or time limited task group.

We wish to have a wide range of people on the Board and seek to be representative of the diverse population in the West Midlands. The role of Trustee is non-executive, providing a rewarding opportunity to use your expertise and



experience to support and shape our future.

There is no need to have trustee experience to apply as long as you are committed to our values.

These are voluntary roles, although to cover expenses we pay £50 per Board meeting or actual expenses incurred.

We are proud of the work we do and if you feel you have the commitment and experience to contribute to our good governance, we would really like to hear from you.

For more information please visit our website www.newoutlook.org.uk

Please send your CV and covering letter stating what qualities and experience you can bring to the role to Stan Stevens, HR Manager stans@newoutlook.org.uk

Closing date Monday 30th September 2019