



# Islington & Shoreditch Housing Association

CANDIDATE PACK

## Chair-Property Investment Committee September 2021



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# About ISHA

Islington and Shoreditch Housing Association (ISHA) is a community and neighbourhood-based housing organisation, managing and developing quality affordable housing for people in North and East London. ISHA is a registered society under the Co-operative and Community Benefits Society Act 2014.

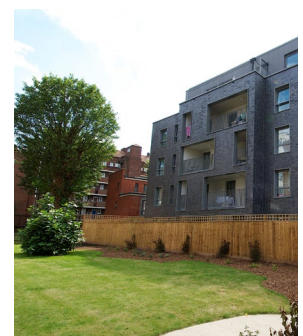
ISHA is smaller and more local than many other housing associations operating in London. The roots of ISHA go back to 1933 when we were involved with tackling slum clearance, poverty, overcrowding, ill health and high rents. Today we employ 73 staff and have 2,500 homes.

Our vision is to co-create homes and communities where everyone can flourish. We offer a wide range of housing choices: social rented, shared ownership, intermediate rent, market rent, supported housing and options for the elderly. We also provide homes and support for the Vietnamese, South East Asian and wider communities through our 2019 merger with the Lien Viet Housing Association. This epitomises our work in a multi-cultural and diverse society and our commitment to ensure that no person should suffer disadvantage in terms of access to affordable housing.

We work in close co-operation with our local authorities, the Regulator of Social Housing, the Greater London Authority and other local housing associations, including Black and Minority Ethnic, special needs Housing Associations and co-operatives. Investment in development is provided by the Homes England. ISHA leads the North River Alliance (NRA), which is a consortium of North and East London community-based housing associations.

We have a G1 Governance rating and V2 Financial Viability rating from the Regulator of Social Housing.

The three main Board committees are Audit & Risk, Remuneration and a newly formed Property Investment Committee. They focus on supervision and monitoring, policy, risk and financial control. Currently all Board Members sit on at least one committee as well as the Board.



# ISHA's Values

**Our Values** are to conduct our business by consistently demonstrating trust and respect. We have developed these into our 4 values and behaviours:

- Passionate commitment to Customers
- Pride in Team ISHA
- Respect for everyone
- Trusted to make the difference



<ul style="list-style-type: none"> <li>😊 Go the extra mile</li> <li>😊 Willing to adapt in response to feedback,</li> <li>😊 Open to learn</li> <li>😊 Listen to understand what customers need</li> </ul>	<ul style="list-style-type: none"> <li>◆ Aim to get it right first time, learn from mistakes</li> <li>◆ Share skills, knowledge, encourage and support others</li> <li>◆ Celebrate success</li> </ul>	<ul style="list-style-type: none"> <li>♥ Take ownership and responsibility ; do what we say we'll do</li> <li>♥ Take control of our own personal development</li> </ul>	<ul style="list-style-type: none"> <li>👍 Considerate and honest</li> <li>👍 Work well with diversity</li> <li>👍 Punctual, prepared, polite</li> <li>👍 Ask questions, want to learn more</li> </ul>
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## Useful Information Links

[Financial Statements 2020-21](#)  
[Strategic Plan](#)  
[ISHA Board members](#)

## Property Investment Committee

We are seeking to recruit a Board Member who will Chair our newly formed Property Investment Committee. This Committee was formally established in September 2021 and replaces our Development Committee. It will have a wider remit, including asset management, building safety, development and sustainability.

The Committee's role is to support the Board to deliver the following pillars of its Strategy through property investment:

- Safety First
- Somewhere
- Supply
- Sustainability

It will focus on investments in new and existing stock and provide expert opinions and recommendations to the Board.

The Committee's role includes to:

- Approve investments where the contract value is between £1m and up to £5.5m.
- Advise the Board on investments over £5.5m
- Recommend the Development strategy and investment aspects of the Building Safety, Asset Management and Decarbonisation Strategies to the Board
- Advise on the development of a decarbonisation strategy
- Monitor progress against the above strategies
- Recommend investment appraisal assumptions to the Board
- Monitor the investment and disposal programmes
- Approve standard designs, construction contract specifications, employer's requirements, design guide and environmental standards.
- The development work of subsidiary Urban Style Ltd (currently dormant) is covered by this Committee
- Promote VFM in ISHA's investment programmes

Under its terms of reference, the Committee will have 7 members, with a minimum of 4 board members, and include co-opted committee members with professional specialisations. It will meet four times a financial year plus ad hoc meetings if required. The lead officers for the Committee are the Director of Development and the Director of Housing and Neighbourhoods.

## Chair-Property Investment Committee

First and foremost, like all Board Members, you will have a passion for vision and our mission to be viewed as a brilliant housing association by our residents, stakeholders and staff.

### General Role and duties of Board members

The Board leads by example, promoting and upholding values and standards of behaviour for the whole organisation. Individual Board Member behaviour has a significant influence on the reputation of the organisation, the confidence and trust that its residents, funders and other stakeholders have in it and the working relationships and morale within it.

### Responsibilities:

- a) uphold the values and objectives of the organisation;
- b) uphold the organisation's core policies including code of conduct, standing orders and financial regulations;
- c) ensure that you understand the constitutional and legislative framework as it applies to the organisation, and act within its powers;
- d) contribute to and share responsibility for the board's decisions, including its duty to exercise reasonable care, skill and independent judgement;
- e) prepare for and attend meetings, training sessions and other events;
- f) attend and participate in reviews linked to individual performance and that of the whole board;
- g) represent the organisation as appropriate;
- h) declare any relevant interests and avoid conflicts of interest;
- i) respect confidentiality of information; and
- j) uphold our Code of Governance – the NHF Code of Governance 2020

### Induction and training

To support you in your role, ISHA provides a Board Member induction and offers continuous opportunities for learning and development. We also provide site visits and invitations to social events to learn more about the organisation and its work.



## ROLE PROFILE – PROPERTY INVESTMENT COMMITTEE CHAIR

### Purpose of the role

To effectively chair ISHA's Property Investment Committee, upholding the values of the organisation, contributing to the work of the Board and the delivery of ISHA's strategic objectives

### Key role relationships

- Establish a constructive working relationship with the lead member of staff for the committee and other members of staff, as appropriate
- Encourage constructive relationships and good communication between the committee and other parts of the governance structure

### Core tasks and responsibilities

#### 1. Governance

1. Ensure that the committee operates within its terms of reference
2. Liaise with the Remuneration Committee to make sure that the committee comprises suitably skilled and experienced members
3. Report to the Board on the business transacted at meetings, including recommendations for approval by the Board and current issues under consideration by the committee but not yet resolved
4. Ensure that any matters of concern are raised with the Chair or Chief Executive, as appropriate, in a timely manner
5. Oversee the annual committee effectiveness review
6. Undertake annual appraisals of committee members who are not on the board
7. Ensure that appropriate learning and development opportunities are available to all committee members
8. Promptly respond to emails – usually 2-3 working days

#### 2. Chairing meetings

1. Agree workplans and agendas for committee meetings in consultation with the lead member of staff and/or other senior staff to whom this task has been delegated and taking account of issues and concerns raised by committee members
2. Responsible for the efficient conduct of the committee's business
3. Lead the committee in assessing compliance with the board's risk appetite for areas within the committee's remit

Reference	Version	Created	Author	Review	Board Approved
Role profile – property investment Committee Chair	2	August 2021	Laura Hopper, Company Secretary	Sept 2024	15.09.2021

4. Provide all members with the opportunity to express their views and manage meetings so that appropriate standards of behaviour are maintained in accordance with the Code of Conduct
5. Maintain the focus of discussion and questions and apply challenge in a constructive manner
6. Arrange for the committee to receive adequate information and advice from executives or external sources
7. Ensure that Committee decisions are clear and made as a result of good quality information
8. Review and sign off Committee meeting minutes in a timely manner

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### **3. Added Value**

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1. Apply personal expertise, skills and knowledge with due regard to the Committee's business
2. Have knowledge of, and keep up to date with, sector issues relevant to the Committee's remit
3. Role model good governance practices and behaviours
4. Act as an ambassador for ISHA with stakeholders, local government and local communities

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### **Payment**

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This position is currently unpaid and voluntary consistent with the overriding ethos of the Association's values., The Board is reviewing remuneration in 2021-22. Reasonable expenses will be reimbursed.

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### **Time commitment**

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4 evening meetings per year for Committee meetings, 6 evening meetings per year for Board meetings, 2 Board away days and time to prepare for the meetings. You will also be invited to attend special events such as opening ceremonies at new developments.

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### **Meeting attendance**

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- ISHA Board meetings
- Committee meetings
- Attend a meeting of any other committee at the request of the Chair of that Committee
- Participate in 'task & finish' groups as appointed by the Board
- Annual General Meeting (AGM)

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### **Term of Office**

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The Committee Chair will serve for a maximum of 6 years and will be appointed each year at the first meeting following the Annual General Meeting.

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Role profile – property investment Committee Chair	2	August 2021	Laura Hopper, Company Secretary	Sept 2024	15.09.2021

# Person specification

## Core competencies

- Able to lead and inspire the committee
- Able to guide rational decision making
- Support for ISHA's values and its vision to co-create homes and communities where everyone can flourish

## Knowledge and experience

- Excellent or good working knowledge of the issues which fall within the committee's remit such as knowledge of:
  - asset management, ideally in the social housing sector and/or
  - development and the delivery process, ideally in the social housing sector
  - financial and risk appraisal of projects
  - building safety issues and the current regulatory environment
  - procurement and contract management
  - the housing market and sales
  - performance monitoring and quality assurance systems
  - corporate governance-including the operation and control of subsidiaries in a group structure
  - working in strategic partnerships
  - regeneration
- A strong track record of professional achievement with previous Board or Committee experience
- Prior experience of chairing meetings, or willing to undertake training

### *Desirable:*

- Relevant professional qualification such as RICS, CIOB, RIBA or equivalent
- Knowledge of Residential Construction including sustainable construction and retrofitting

## Skills and abilities

- Excellent interpersonal, communication and listening skills
- Independent, reasoned judgement
- Effective decision maker
- Ability to analyse, interpret and absorb information and evidence effectively and quickly and to draw out pertinent points for discussion

## Personal behaviour and style

- Actively role models the professional conduct expected of committee members
- Proactively demonstrates strong commitment to equality and diversity
- Ability to focus on key issues and make them clear to others
- Listens to others in an open-minded and impartial manner
- Demonstrates resilience and remains positive during difficult times or when challenged

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Role profile – property investment Committee Chair	2	August 2021	Laura Hopper, Company Secretary	Sept 2024	15.09.2021



## Application Process

To apply for this role please do so via the current vacancies page of our website at <https://www.isha.co.uk>. This allows you to attach a copy of your CV and a supporting cover letter addressed to Laura Hopper, Company Secretary. If you have any questions about the recruitment process, please contact [laurah@isha.co.uk](mailto:laurah@isha.co.uk).

**The application deadline is Monday 25 October 2021 10am**

Interview dates: 4<sup>th</sup> and/or 9<sup>th</sup> November 2021