



## Red Kite Group Board Member

The Red Kite Group is a resident-led, not for profit, charitable housing organisation who manage around 6000 homes in areas such as High Wycombe, Princes Risborough, Marlow, Lane End, Stokenchurch and Bourne End. We have a team of 160 motivated and passionate employees who work across a number of different functions from our customer call centre, finance, property, marketing and repairs to name a few.



A number of subsidiary companies have recently been created as part of the Red Kite Group to allow us to offer a wider selection of homes in the community. These are;

**TWENTY 11**

An unregulated charitable social housing organisation offering a flexible rent model.



**EDENMEAD**

Our housing development company dealing with the outright sales of homes.

DevCo – A brand which is not public facing, created for the purpose of VAT efficiencies and invoicing.

Each of these subsidiaries have separate Boards, however membership of these Boards largely replicates the main Group Board.



### **The Role of a Board member**

Your role as a Board Members is to lead, direct, scrutinise and evaluate. You make strategic decisions on how our organisation is run.

Your primary responsibility is the well-being of the organisation and as Board Members, you have a duty to act in its best interests. You play a central role in the development of the Red Kite Group.



Volunteers choosing kitchen units for our new homes

The Executive Management Team, Senior Leadership Team and the rest of our staff carry out the day to day functions of Red Kite Group. There are also a committed band of volunteers who play a central role in making our organisation a success.

### **Your Contribution**

As a Board member you will have an exciting opportunity to help shape our organisation, which in turn will help to make real improvements to the local community.

In addition to all the 'on the job' development you will benefit from, we will also pay for you to attend conferences or training events tailored to your individual development needs.

Membership is currently a voluntary position. However, legitimate expenses incurred whilst undertaking your duties as a Board member will be reimbursed, for example, the cost of transport to and from meetings, childminding and care costs, conferences and training.

### **What we need you to do**

As a Board member you will have an understanding of the issues facing our communities, customers and organisation. All Board members need to be able to develop good working relationships with each other and have equal weight in any decisions. We take a collaborative approach when making decisions.



Employees at our annual community morning where we go out and help local



As a Board member you will be committed to:

- Supporting our mission, vision and values
- Acting as an ambassador for the organisation.
- Adhering to our behavior charter
- Regularly attending Board meetings
- Reading papers ahead of meetings, undertaking research and asking relevant questions
- Contributing to debates
- Participating constructively in decision-making
- Accepting collective responsibility for decisions taken
- Sitting on a minimum of one sub group (People Policy & Performance, Finance, Audit & Risk)
- Taking part in additional activities (tours of homes, special working groups, interview panels, training sessions)
- Upholding our policies
- Keeping abreast of developments in social housing and other related fields
- Upholding the principles of good governance

**What our Board is responsible for**

- Directing Red Kite's strategic affairs in accordance with the rules of the association (a copy of our rules can be found at [www.redkitehousing.org.uk/about-us](http://www.redkitehousing.org.uk/about-us))
- Defining and ensuring compliance with the mission, vision, values and objectives of Red Kite
- Approving business plans, financial plans and budgets to achieve those objectives
- Monitoring the organisation's performance in relation to these plans, budgets and decisions
- Approving accounts prior to publication
- Establishing and overseeing an appropriate framework of delegation and systems of control
- Satisfying itself that Red Kite's affairs are conducted lawfully and in accordance with accepted standards of performance and propriety
- Recruitment and selection of the Executive Management Team



**Your Commitment**

<b>Meeting</b>	<b>Frequency</b>	<b>Day / Time</b>
Board	6 Weekly	Wednesday 6-9pm
Subsidiary Board	6 Weekly	Wednesday 6-9pm
Sub Committees (dependent on subject)	Monthly / Bi-Monthly Quarterly	Weekday Evenings
Away Days	2 per year	Saturday

There is an expectation that you will fully prepare for meetings in a professional manner by reading your Board papers and doing any associated background research, which may be an additional couple of hours in advance of each meeting. You will be supported, throughout, by your fellow Board members and Executive Management Team.

**What skills you need**

Each Board member brings diverse skills, experiences and perspectives with them. However, we want all our Board members to be able to:

<b>1. Personal skills</b>	<b>2. Teamwork</b>	<b>3. Responding to diverse needs</b>	<b>4. Leadership &amp; motivation</b>
Communicate effectively, changing style and tone as required	Challenge constructively, with courtesy and respect for others	Act as a champion for diversity and challenge inappropriate behavior	Lead by example
Fully prepare for each meeting	Demonstrate commitment to the organisation	Recognise the needs of different social and cultural groups	Develop a culture of excellence
Have good interpersonal and listening skills	Accept the principle of collective responsibility		Show commitment and enthusiasm
Display effective time management	Demonstrate clear understanding and support of the relationship between the Board and the Executive Management Team		Set standards of behavior



<p><b>5. Data analysis and decision making</b> Understand the performance management framework</p> <p>Have the ability to weigh up the issues and make decisions</p> <p>Have an awareness of value for money</p> <p>Demonstrate an ability to assess risk when making decisions</p> <p>Value and use our customer views</p>	<p><b>6. Strategic thinking and setting business direction</b> Demonstrate vision</p> <p>See the longer-term implications/opportunities</p> <p>Maintain awareness of potential new business areas</p> <p>Be aware of the external environment and drivers for change</p> <p>Understand how we go about planning for the future</p>	<p><b>7. Service quality and customer focus</b> Understand affordability issues and value for money</p>
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**Specialist skills, knowledge & experience**

In addition to the skills that we expect all our Board members to have, we are also keen to have Board members with additional specialist skills, knowledge or experience in such areas as:

<p><b>Social Housing</b> First-hand current experience of being a Red Kite tenant or resident leaseholder</p>	<p><b>The landlord role</b> Tenancy management Construction and asset management</p> <p>Property management</p>	<p><b>Finance</b> Audit</p> <p>Internal control, risk and business assurance</p> <p>Compliance (property &amp; corporate)</p> <p>Strategic finance and wider, corporate financial issues</p> <p>Business planning</p> <p>Funding and treasury management</p>
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<p><b>Regulation</b> Relevant legal awareness</p> <p>Regulatory framework for the housing sector</p> <p>Knowledge of governance in a range of organisations</p> <p>Knowledge of company &amp; charity law/governance</p>	<p><b>Business development</b> Organisational change</p> <p>Commercial opportunities</p> <p>Commercial management</p> <p>Contractual entities and documents</p> <p>Property development Social Enterprise</p>	<p><b>Human Resources</b> Practical experience on employment matters across a range of organisations</p>
<p><b>Communities &amp; neighborhoods</b> First-hand knowledge of the communities in which our organisation works</p> <p>Understanding customer expectations and aspirations</p> <p>Regeneration</p> <p>Community development</p>	<p><b>External operating environment</b> A wide knowledge of local, regional and national issues</p> <p>Working with partners - Identifying common interests and creating shared value in delivering our corporate objectives</p>	<p><b>Communications and marketing</b> Experience of public relations and brand development</p> <p>Experience of dealing with the media</p> <p>Experience of acting as a spokesperson or 'fronting' a campaign</p>

**Board Member development**

You will be trained in the skills required to help you participate effectively as a Board member and training courses will be organised to fill any gaps.

Everyone who sits on the Board (including the Chairman) is appraised every other year. You will be expected to fully participate in this process which will also help identify any development needs. A Board development programme will then be put together for you which may include group and individual training, mentoring and coaching sessions.