

**Passion**  
**+ Community minded**  
**+ Care and service**  
**+ Dedication**  
**+ Talent to bring**  
**× You**

It all adds up to

**Livability**



**Trustee**

**Livability**

Information pack for applicants

June 2019

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## Welcome Message from the Livability Chair

I am thrilled that you are interested in becoming a trustee of Livability.

When I became Livability's Chair I had two key imperatives. The first was that we should undertake a full review of our strategic purpose; the second was that we should show greater ambition, seeking and encouraging opportunity.

The Board has already made huge strides in this regard; we have a newly honed strategy and we have reviewed our governance framework. To support our strategy, we will be moving to a fresh committee structure later this year.

We now seek trustees to contribute to this future direction, and to replace those whose terms have reached an end.



### Position One

An individual with significant expertise in strategic finance, the experience gained from a mix of commercial and non-profit sectors. She or he will be highly experienced at executive team level with a demonstrable record of success within a transformation setting.

### Position Two

An individual with practical experience of audit, compliance and risk management who is able to bring a strategic and assurance-led focus. The added skills of being able to chair a committee comprising trustees and executives will further require strong and capable leadership.

### Position Three

We seek a trustee with extensive senior experience in a social care and/or special education environment, someone who is able to recognise contemporary threats and opportunities in either of these sectors and with the ability to bring scrutiny in safeguarding matters to our Safeguarding Board.

### Position Four

We seek corporate experience as a Chief Executive or Chair of a large, relevant organisation for this position - i.e., social care, special education, housing, or rehabilitation services (or another connected industry) who can bring that experience

to life within a Board environment. She or he will deliver challenge and advice in equal measure. A leader in every sense.

We acknowledge that in the care sector, in the special education sector, and beyond, we face a time of unprecedented challenge. As a result, my call is for individuals with a sense of self, who recognise when to stand firm and who also know when to take a more conciliatory (or a more radical) approach.

Here at Livability, please be assured that we are ambitious for our future and proud of our past.

It's a great time to be joining us. If you feel called to apply, I look forward to hearing more about you.

Kind regards,

A handwritten signature in black ink, reading "Sally Chivers". The signature is written in a cursive, flowing style.

Sally Chivers

Chair of the Board of Trustees



## About us

Our purpose as an organisation is to support disabled people to live a life that adds up for them.

### What motivates us to act

We are not satisfied with a world where disabled people face barriers to the life they wish to live. We find barriers continue to be present: to employment, to learning, to having safe places to live, to receiving appropriate care and support, to being able to access the world around them, to having opportunities to contribute and participate, to being highly valued. We believe everyone has the right to a life in which they have opportunities to use their talents, skills and gifts in fruitful ways and participate fully in their community.

### Our vision

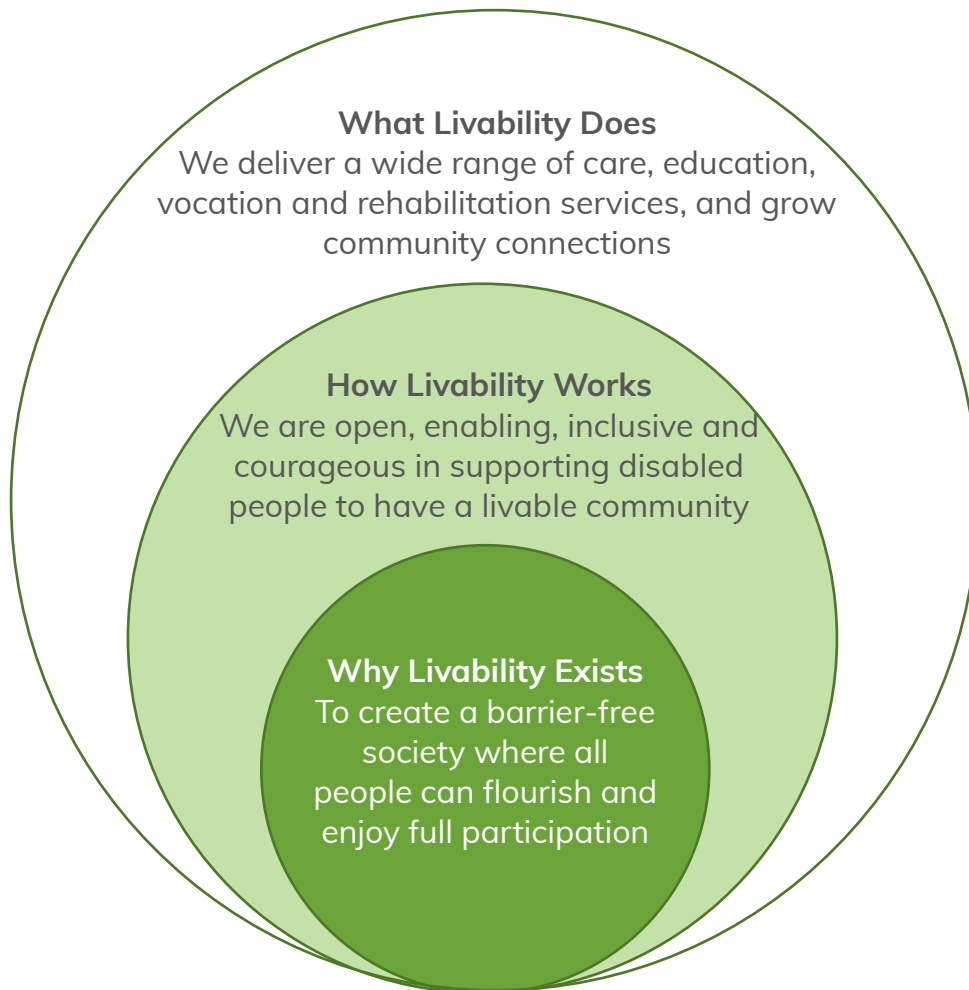
Inspired by the Christian faith, our vision is of a barrier-free society where all people can flourish and enjoy full participation.

### Who we are

Working with the people we support, we tackle barriers that impact disabled people, to enable better wellbeing and participation for all. We deliver a wide range of care, education, vocation and rehabilitation services, we strive to grow community connections that help people thrive

# Livability Strategy

We support disabled people to live a life that adds up for them.



At the heart of Livability is the disabled person we support. We meet that person through our services and we support them to create a livable community which adds up for them. We understand that what makes life add up is different for everyone.

# Our values

Our values underpin all that we do:

## Open

- We are warm-hearted, straight-forward and honest
- We create opportunities
- We accept feedback and learn from each other

## Enabling

- We give everyone an opportunity to grow and flourish
- We empower people
- We make things possible for people

## Inclusive

- We break down barriers for people
- We value everyone equally
- We want everyone to be treated fairly and be part of a community

## Courageous

- We speak up when we see something is wrong
- We overcome barriers and make things better for others
- We hold ourselves and others to account, we do what we say we will





## Our strategic aims

### **Wellbeing-focussed**

We will provide flexible, adaptive, exceptional services for the people we support as measured by how effectively we enable fulfilling life outcomes, promote positive wellbeing and form meaningful community connections.

### **Meaningful collaboration**

We will build mutually beneficial partnerships with those who share our values, particularly with the Christian church, in order to grow our combined impact in making community more livable for disabled people.

### **Going deep**

We will develop our services, programmes and relationships with the view that being deeply involved in a locality in multiple ways is better than being too thinly spread across disconnected geographical areas.

### **Well organised**

We will have robust systems and processes in place to be able to work in more agile and responsive ways in a rapidly changing environment.

## Our strategic objectives

### People

Develop a motivated, values-led and skilled workforce, committed to continuous improvement and contributing to Livability's cause

Measures:

- Halve the number of vacancies
- Reduce sickness absence to under 5%
- Reduce agency spend

### Quality

Build a continuous improvement quality system that reflects what people we support say is important for enabling them to live full and flourishing lives regardless of the barriers they face

Measures:

- Embed a continuous improvement quality system that actively supports the delivery of 100% of services at 'good'
- Development of the delivery of services towards 'outstanding'
- Defined and measured according to what people say is important for enabling them to live full and flourishing lives

### Engagement and Stakeholder Relationships

Develop collaborative relationships with key stakeholders, particularly the Christian church, to increase our impact, raise our profile, increase financial support and build mutually beneficial partnerships

Measures:

- Growth in fundraised income to exceed £5m per annum
- Meaningful and ongoing engagement with at least 50 organisations and 5000 individuals

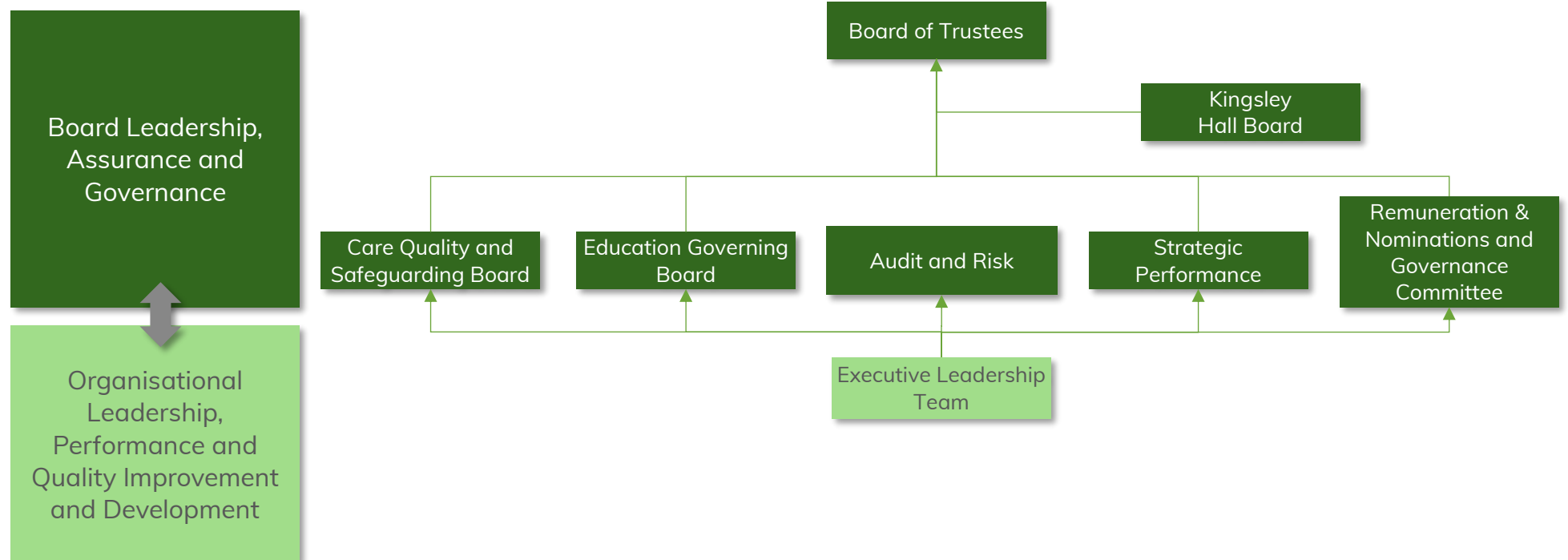
### Resources and assets

Implementing systems and process changes that ensure we have a robust infrastructure that supports the business to be sustainable, efficient and agile

Measures:

- Digitally enabled charity
- Improved business and commercial model that contains overheads of less than 13%
- Reform estate through collaborating with housing partners and targeted capital developments
- Reduce overheads and costs

## Governance





## Trustee role description

The Board of Trustees is a strategic leadership team in which all Trustees are collectively responsible for the decisions and management of the charity, and jointly and severally liable for their actions. The Board has both a strategic and assurance function: it is responsible for the overall governance and strategic direction of Livability, ensuring that it is solvent, well-run, and meeting the needs for which it was established.

The duties of a Livability trustee board member are to:

- Ensure that the organisation complies with the provisions of the Memorandum and Articles of Association, charity law, company law and any other relevant legislation or regulations.
- Ensure Livability has a clear purpose, mission, vision and values which are understood by beneficiaries and stakeholders and reflected in the organisation's strategic objectives.
- Give strategic direction to the organisation, setting overall policy, approving and regularly reviewing the strategic goals and strategic plan to achieve them and setting targets and evaluating performance against those targets.
- Ensure the financial stability of the organisation and act as guardians of the Charity's assets ensuring that resources are applied exclusively in pursuance of the agreed charitable objects.
- Ensure that all decisions taken are in the best interests of Livability and its beneficiaries.
- Be aware of, and respond to, the strategic context within which the organisation is operating, proactively reviewing risks and seeking assurance from the Executive Leadership Team that appropriate mitigations are being taken.
- Be prepared to devote the necessary time and effort to perform the role effectively (15 - 20 days per annum including attendance at one or more residential weekends each year; several full day commitments and ordinary trustee meetings) both in terms of attending meetings and preparing for them.
- To take a whole organisation view of governance oversight and performance monitoring.
- Undertake visits to Livability's services (at least one per year) to gain an understanding and appreciation of the quality of the work, the challenges faced by staff and volunteers and the views and aspirations of service users, providing feedback using the appropriate template.



## Person specification

An individual wishing to be a member of the Board of Trustees should possess the following key qualities:

1. Be committed to the purpose, objects, Christian ethos, faith basis and values of the organisation and have a personal commitment to the Christian faith.
2. Abide by the Nolan Principles of public life.
3. Think widely and achieve a good balance between support and challenge.
4. Contribute actively to the Board's role in setting overall strategy, defining corporate goals and evaluating performance against agreed target.
5. Recognise the boundaries between operational management and strategic leadership; i.e. management and oversight.
6. Prepare for meetings adequately and attend regularly.
7. Listen carefully to others' opinions in open discussion recognising the value of each contribution.
8. Be able to ensure confidentiality on sensitive and confidential information.
9. To act as a faithful advocate and representative of Livability at all times.
10. Be aware of potential conflicts of interest and matters that lead to disqualification as a Trustee (to comply with the Charity Governance Code).
11. Be able to support the Charity's Equality and Diversity Policy.
12. Be a 'Fit and Proper Person' as detailed in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 5.

In addition, having prior experience of serving on a Board or Committee and operating and contributing at a strategic level would be an advantage.

## Skills & experience required

Across its membership the Board of Trustees requires a broad range of high-level knowledge, skills and experience. We seek balance in relation to the following areas: safeguarding of children and adults; strategic finance and organisational management; clinical care and service delivery relating to disabilities; special needs education; communication and engagement and, personal knowledge or experience of disability.

In building and renewing its membership the Board of Trustees should also seek to ensure that it reflects so far as is reasonably practical the breadth of the communities with which the organisation is engaged and from which it draws its support.

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Livability on this appointment.

Candidates should apply for this role through our website at **[www.saxbam.com/appointments](http://www.saxbam.com/appointments)**, using code **UAGAHA**

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter. Cover letter should be no longer than 2 A4 pages and should describe why you would like to join the Board of Livability.

The closing date for applications is noon on **Thursday 1<sup>st</sup> August 2019**.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

What makes life livable is never down to just one thing. It's the sum of many things: from friendship to fun; from companionship to community; from a great chat to a challenge overcome.

**It all adds up – to Livability.**

It all adds up to

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**Livability**