



Appointment of Chair
Candidate Information
October 2024

A message from David Williams, current Chair of Trustees

Thank you for your interest in becoming Chair of Trustees at Haig Housing.

Haig and its antecedents have a long and proud history of supporting veterans and their families in need through the provision of quality homes and now has over 1,500 homes across the UK.

Housing is fundamental to building thriving communities. There are strategic challenges across the sector and Haig is not immune from them. The charity is well led by a strong trustee board and management team. We have a robust financial base and are confident about our future.

Leading Haig's Board is an immensely rewarding experience, drawing on a wide set of skills that could have been gained in a broad range of sectors and backgrounds. We are looking for a collaborative leader to work with fellow trustees and the senior leadership team in meeting the changing needs of veterans and their families and responding successfully to the growing challenges in the housing sector.

If you share our passion for helping those who have served in the Armed Forces and their families, and want to play your part in delivering a better future for them, we'd love to hear from you.

David Williams

Chair of Board of Trustees



A message from Tim Stockings, Chief Executive

I value a collaborative Chair who will be a critical friend. As a veteran I know what service means in the Armed Forces. As a trustee of a charity that notion of service is just as relevant, indeed it is vital if we are to build a better society. We save lives, offering a decent home to those who need it. Seeing our success in the faces of those who we help is inspirational, and we aim to grow that impact.

My four years with Haig have been a deeply rewarding experience, and we have achieved a great deal as a team. That success spurs me to do even more. Housing in the UK is in crisis and our beneficiaries are not immune from the impact of that dynamic. That is why the Prime Minister made a special point of naming veterans as a key group needing help. We deliver support, day in and day out, quietly and without fuss. Haig Housing is not as well-known as we should be. The Chair and Trustees are key partners in helping us to grow recognition of our work.

We are financially robust and have an ambitious modernisation programme. We weathered the Covid storm and successfully navigated the cost-of-living crisis, freezing rents to help our beneficiaries – a tangible example of living in a charitable home. We are immensely proud of what we do, helping over 4,000 people live rewarding and fulfilling lives. But we aspire to do more and want you to help us.

Tim Stockings

Chief Executive





What we do

Haig Housing is proud to have served the British veteran community for over 100 years. As the leading housing provider for ex-Service personnel in the UK, the charity now owns over 1,500 properties across 50 locations.

The Trust assists eligible veterans and their families in housing need, whether they are transitioning into civilian life or are simply in need of a helping hand.

Located across the UK, properties are a mix of family-sized and smaller houses, flats and maisonettes on small well-managed estates. These estates range in size from as small as six properties to our largest estate in Morden with 360 homes. Properties are available to qualifying beneficiaries at an affordable, charitable rent. In addition, we offer advice, guidance and signposting to other veterans charities and other organisations to assist those in housing need.

The Current Environment

The post-Covid recovery has proved challenging for housing and military charities. High levels of inflation have put pressure on our costs and see many of our beneficiaries struggling financially. We have a range of measures to support the most vulnerable, ranging from financial help from our hardship fund to accessing assistance from partner service charities.

Thanks to the tireless efforts of our staff, along with our robust financial position, we have been able to accelerate investment in our properties through a five-year estate improvement project. We also froze rents in 2022, allowing us to keep rent increases to below inflation over the last four years.

Assisted in part by the Social Housing Decarbonisation Fund, we have embarked on an ambitious programme of improving the energy efficiency of our homes, reducing both our carbon footprint and beneficiaries' running costs.

Our Strategy

Haig Housing has also been on an important journey around defining our mission and profile as a forward-looking and agile charity, with the ability to think creatively about the needs of the veteran community and on how to leverage and develop our resources for their ongoing benefit.

This year the Board refreshed Haig's strategic plan with a view to 2033. Our next Chair will be joining at an exciting strategic juncture for the organisation. They will work with the Board of Trustees to realise a new set of strategic goals for the organisation, ensuring that we continue to deliver housing that is fit for the future.

Our focus now is on rationalising and enhancing the estate to make it more sustainable, investing in our staff and infrastructure, and growing our active participation in the housing, charitable and veterans' sectors. Diversification of income (including fundraising),

developing new products and services, and evolving our geographical footprint, are all expected to be features of our next strategic phase.

Our Wider Influence

Beyond our own work, Haig Housing has a leading role in the ex-Service housing sector, including being on the executive of COBSEO (Confederation of Service Charities). The Chief Executive co-chairs the COBSEO Housing Cluster, promoting co-ordination and cooperation throughout the sector for the benefit of the veteran community and those transitioning from Service.

With other charities and the public and private sectors, and through our work with the Housing Cluster, we are growing our partnerships to ensure more accommodation is available to the ex-Service community. This requires an integrated veterans' housing sector, with clear pathways for veterans and their families in need into permanent homes.





Our Finances

Haig Housing is in a robust position financially. Our total annual rents and income in the 2023/24 financial year were £11.6m. Total resources expended were £20.1m, with the key items being direct property costs (including repairs) of £14.1m, staff costs of £3.0m, support costs of £1.5m and depreciation of £1.3m.

The Trust is debt-free and has net balance sheet assets of £83m (including £14.3m of long-term cash deposits and funds). The trust owns its c.1,500 properties, which have been depreciated down to £64m, significantly below the current market value.

Sufficient operating reserves are held to enable the trust to operate and meet its charitable objects. As of March 2024, reserves of £8.4m were held equating to five months of cash operating expenses.

In recent years, fundraising has not been a major activity at Haig, but we intend to change that as we seek to broaden and grow our income streams. The success of that work will underpin our drive to modernise our homes and expand our reach, thereby increasing our impact. We are looking for a Chair who can help us on that journey.

Our People

Haig Housing is served by an experienced and motivated group of people, dedicated to our mission.

Our Board of Trustees

Haig Housing is governed by a diverse Board of independent, non-executive trustees with a wealth of professional, charity and Armed Forces experience. Trustees meet formally every quarter and delegate specific issues to three committees (which also meet quarterly) that report to the Board. The current committees consist of Finance and Risk, Estates and People.

Our Executive team

We have c.60 staff, headquartered in Victoria. The Chief Executive leads a Senior Leadership Team (SLT) comprising a Chief Operating Officer and Directors covering Corporate Services, Finance and Communication & Customer Service.

Biographical details of our Board and executive team can be found [here](#):

For over 100 years we have provided quality homes to improve the lives of Veterans and their families in need

Haig Housing Trust in numbers 2022-23

Haig Housing rents are subsidised as part of the charitable objectives and are an estimated 47% of the equivalent private rental sector (PRS) rates

Haig Internal Research
(based on 750 homes)

Estate visits 2022-23

27 Chief Executive visits to Haig estates



Number of homes for Veterans and their families in housing need

80

Locations across the UK



79%

Tenant satisfaction

Tenant satisfaction survey 2022 run by Acuity



Applications 2022-23

97

New beneficiaries welcomed to Haig Housing

Over 1000
Enquiries about housing

730

Contacts signposted to other charities



Sustainability

750

Properties in England targeted for retrofit measures under SHDF (Social Housing Decarbonisation Fund) Wave 2.1 from April 2023

17%

Estimated savings on household energy bills using Switcher smart thermostat (roll out to all Haig properties starts 01/09/2023)



*Energy Performance Certificate



Repairs & maintenance

12,000

Emails 2022/23

7,000

Phonecalls 2022/23

5,141

Repair orders raised 2022/23 (748 Emergency)

89%

Satisfaction with the repairs service
Haig Housing Internal Survey



Improvement

372

Homes across the UK improved on the planned maintenance and cyclical decoration programme 2022/23

£8.3 Million

Spent on planned maintenance 2022-23





Our History

Douglas Haig Memorial Homes, known as Haig Homes, was established as a Charitable Trust in 1929 as a memorial to Field Marshal Earl Haig of Bemersyde KT GCB OM GCVO KCIE in recognition of his work to help ex-Service people and their families. He was particularly concerned with the plight of those disabled during their war service and the difficulties this created in their civilian lives.

The Trust expanded in the 1930s and 50s with further housing added in the 1990s and 2000s. The most recent new development in Morden was opened by the Trust's Patron, Her Majesty The Queen, in 2019, creating eco-friendly houses designed for the future.

The Trust incorporates the Housing Association for Officers' Families (HAOF), established in 1916 by Mrs Willie James. HAOF and Haig Homes amalgamated in 1995. Haig Housing Trust was formed in 2008 as a 'sister' charity to Douglas Haig Memorial Homes. The two Trusts were amalgamated in October 2013.





The role of Chair

David Williams reaches the end of his term in 2025, and will have served as Chair for six years (ten as a trustee). The new Chair will join Haig Housing at an exciting time as we embark on a new strategic phase for the charity. This is an opportunity to

support and contribute to an organisation which makes a significant and tangible difference to the lives of ex-service men and women and their families every day, and an opportunity to champion the wider veterans' sector.

Key Responsibilities

Leadership

- Lead the Board in developing Haig Housing's vision for the future, contributing to its strategic leadership, sound management and proactive progression, with a focus on ensuring long-term sustainability and the development and diversification of income streams.
- Work closely with and support the CE, SLT and staff.
- Safeguard the charitable mission and reputation of Haig Housing, acting in the best interests of the organisation at all times.
- Conduct the annual appraisal of the CEO and participate in annual appraisals of board members where appropriate.

External advocacy and stakeholder management

- Support and manage relationships with key stakeholders e.g. COBSEO, Lord Lieutenants, government and sector contacts, and donors.
- Contribute to fundraising efforts and build networks on behalf of Haig Housing.
- Act as a positive and passionate ambassador for Haig Housing, advocating on its behalf, and representing its mission.

Governance

- Ensure principles of good governance are met and the Board is well run, working collaboratively with other board members and staff.
- Effectively chair Board meetings.
- Ensure that Haig Housing maintains its

organisational resilience through the development and regular monitoring of robust policies, risk management, charitable accounting practices and internal controls.

- Support the development of the Trustees, ensuring that they understand fully their role and responsibilities and drawing on their particular expertise to the benefit of the Board as a whole.
- Ensure that the Trustees have the appropriate blend of skills, lived experience and diversity of voice to enable the Board to deliver its objectives and ensuring that any gaps are addressed through development of individuals or recruitment.
- Ensure the sustainability of the Board through regular performance review of Trustees and succession planning.
- Oversee risk management including regular review of the risk register.





The Person

Essential

- Clear and demonstrable empathy for Armed Forces veterans and their families, and a passion for our mission to support those in need through the provision of quality, affordable housing.
- A track record of strategic leadership and achievement within organisations of at least a comparable scale and complexity to Haig, whether in the commercial, public or third sectors.
- A strong understanding of governance and board leadership and development, ideally gained through prior non-executive and chairing experience.
- An outward looking approach; high-level networks and a willingness to play a leading role in fundraising activities, using professional and personal contacts for the benefit of Haig Housing and to advance the organisation externally.
- High-level stakeholder management experience with the ability to enhance Haig Housing's standing with public, private and civil society organisations.
- Clear understanding of strategic financial management.
- Clear experience of identifying and managing risk.

Desirable

- Experience of operating in the charitable sector.
- Previous involvement with a major fundraising campaign.
- Connections within the military and veterans' sectors.

Personal Attributes

- A collaborative style that engages at all levels and promotes positive relationships throughout Haig and with our partners.
- A personal and professional credibility that will command confidence at all levels.
- The highest levels of personal and professional integrity.



Terms of Appointment

- The Board typically meets four times a year, with the Chair expected to commit further time in engaging with the Trustees, SLT and external stakeholders. The overall time commitment is expected to be in the region of around 2-3 days a month on average.
- Trustee are appointed for renewable terms of office of three years. It is envisaged that the incoming Chair will serve for two terms.
- The role is unremunerated, although expenses are reimbursed.
- Haig would ideally like the new Chair to attend the December board meeting as an observer, before being appointed as a Trustee at the March Board, and taking over as Chair of Trustees over the Summer ahead of the September board and AGM.



How to apply

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

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **XALAIB**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Thursday 7th November**.

Preliminary interviews with Saxton Bampfylde will be held from 18th – 29th November. Interviews with Haig will take place in early December, ahead of the Board meeting on Wednesday 18th December.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

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.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

