



Disability Sheffield
Centre for Independent Living

Chair of Trustees
October 2015



Disability Sheffield

Centre for Independent Living

Role Reference Number: DS/CHAIR

Dear Applicant,

Thank you for your interest in becoming a Chairperson for **Disability Sheffield Centre for Independent Living**.

Please find enclosed an application pack, including a role description, person specification, and an equal opportunities monitoring form.

Disability Sheffield Centre for Independent Living is looking for Directors with knowledge/experience of disabled peoples' issues, have an interest in providing effective governance at board level and be able to represent the organisation to both internal and external audiences.

Disclosure and Barring Service (*formerly CRB*) checks may be required for the Directors. If these raise issues about suitability, the interview panel may take them into account when deciding whether to confirm an appointment.

Disability Sheffield Centre for Independent Living is an equal opportunities employer. Applications are particularly welcome from disabled people.

Should you decide that you would like to apply, please return a covering letter and current Curriculum Vitae with a completed recruitment monitoring form to:

Kate Whittaker, marked Private and Confidential
via either email to: Kate Whittaker - recruitment@disabilitysheffield.org.uk
Or via post to: Kate Whittaker, The Circle, 33 Rockingham Lane, SHEFFIELD, S1 4FW

DISABILITY SHEFFIELD CENTRE FOR INDEPENDENT LIVING DIRECTORS INFORMATION PACK

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1. INTRODUCTION

A new Chair is required for Disability Sheffield to lead a group of ten trustees with a wide range of experience and support the work of nine members of part time staff managed by two Directors.

Disability Sheffield Centre for Independent Living (CIL) is a pan disability organisation, managed by disabled people. Established in 2003, we exist to promote independent living by helping disabled people across Sheffield. Our vision is that all disabled people in Sheffield can take control of their own lives and that they will feel empowered, valued and have the same life chances as everyone else, whatever their impairment.

This is an exciting time for Disability Sheffield and the new Chair will take a lead in developing an enterprising culture within the organisation with the support from a talented staff group with many ideas to generate income. The Chair will steer the organisation to think about the broader opportunities to support disabled people. As an organisation we need to think about how we can maximise income from services or products and develop exciting ideas which will attract funding and make the most of our current assets and resources to improve our financial sustainability.

The organisation has had five Chairs since 2003. The previous Chair, Sandra Marshall, served the organisation from 2011-2015 and took a 'hands on' approach to managing change within Disability Sheffield. Sandra was passionate about the future development of the organisation but struggled to maintain her role after securing a new post with national charity earlier this year and she has offered to mentor and support the new Chair. The interim Chair is Kate Whittaker. Disability Sheffield has recently (February 2015) appointed an Honorary Treasurer, Matt Gibson, Partner with PwC who served with the organisation for four weeks during 2011 Responsible Leadership Programme managed by CommonPurpose for PwC and voluntary sector partners. The Company Secretary is Anastasia Kelly, who is also the Director of Finance and Fundraising. The Director of Operations is Emily Morton.

The key strategic challenges are as follows:

- To build on the continuous improvement achieved since 2010-2011.
- To review and build capacity within Disability Sheffield operationally and to provide appropriate coaching and mentoring to a part-time leadership team.
- To review the governance arrangements of Disability Sheffield and recruit new Trustees.

- To support the growth of Disability Sheffield e.g. services, projects, volunteering, and build the profile of the organisation within Sheffield.
- To represent the organisation by giving an authentic voice to disability and disabled people with strategic partners, local Government, NHS Sheffield, community organisations/ charities, and business.
- A Finance Sub-Committee was established last summer but requires attention.

Disability Sheffield held an 'Away Day' during July 2015 to revise the strategy and business plan for the organisation. Furthermore, during the past year the senior management roles have been redesigned to provide stronger delegated leadership within the organisation. There are now two part-time Directors' (Director of Operations and Director Finance and Fundraising) to replace the one part-time Chief Officer post. Disability Sheffield recently secured the Customer First UK Customer Service accreditation that demonstrates a commitment by the small staff team employed within the organisation to continuously review and improve the delivery of services to disabled people in Sheffield. The trustees and senior management team wish to grow the services for disabled people in Sheffield and the new Chairperson will provide vision, leadership and strategic direction to enable the organisation realise this ambition.

The organisation has had an average income of around £185,000 during the past five years with a heavy reliance on statutory income sources e.g. NHS Sheffield CCG, Sheffield City Council, Skills for Care (Department of Health and Department of Work and Pensions. Disability Sheffield recognises the need to grow new income streams and is working hard to draw upon new sources of funding. A review of the Fundraising Strategy is planned.

Disability Sheffield has a management committee currently of nine trustees, most of whom have personal experience of disability and the barriers that disabled people face in society. The trustees are committed to the concept of the Social Model of Disability and a rights-based approach to services and public policy. They are accountable to both Companies House and the Charity Commission and ensure that Disability Sheffield has systems in place to protect the interests of the organisation and its members.

2. VISION

Our Vision is for Sheffield to be a place where disabled people have freedom, equality and independence.

3. MISSION

Our mission is to help disabled people to overcome the barriers that prevent them from being fully included in society through the promotion of choice, control and independence.

4. VALUES

We are a grassroots, not for profit organisation driven by disabled people and we :

- Use the 'social approach'¹ to disability, working to dismantle the social and environmental barriers that disabled people can face.
- Adopt the '12 Pillars of Independent Living' or the '12 basic rights of disabled people' as a basis for developing services.
- Recognise that disabled people often have the solutions to the barriers they experience in accessing independent living and choice and control over their lives.
- Are accessible to all disabled people, carers and other people who use support either directly or via establishing links with other local organisations and networks.
- Are non-discriminatory and recognise and work with diversity in terms of race, religion and belief, gender, sexual orientation, disability and age.
- Work in effective partnership with the public, private and voluntary community and faith sectors.

¹ The social model of disability says that disability is caused by the way society is organised, rather than by a person's impairment or difference. It looks at ways of removing barriers that restrict life choices for disabled people.

5. AIMS

Our aims are to work in partnership with disabled people and the wider community to:

- Promote inclusive living.
- To campaign for equality and complete control.
- To co-produce innovative solutions to the barriers disabled people face.

6. STRATEGIC OBJECTIVES

We will achieve our aims by:

- Campaigning for change through strengthening the voice of disabled people.
- Widening our reach to disabled people through increasing our individual membership base and developing our networks with other organisations and disabled peoples groups.
- Developing and delivering services which promote independent living - and promote good practice across Sheffield and nationally.

7. OVERVIEW OF CURRENT SERVICES

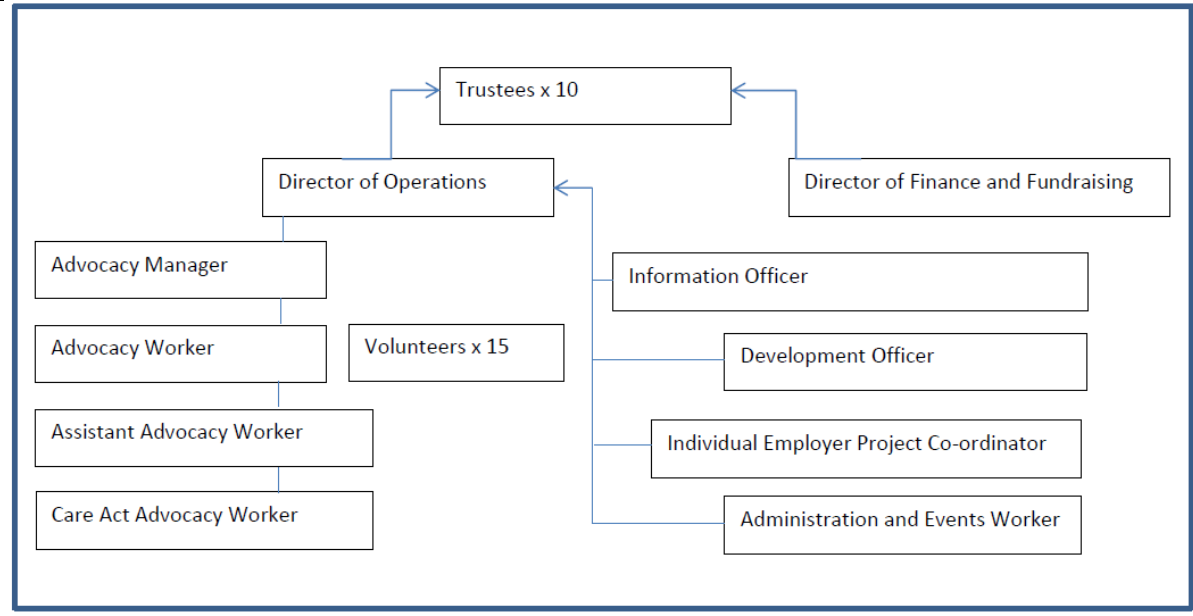
To achieve this we deliver a wide range of disability services in the following core areas:

- Information Service – providing information on disability issues including rights, employment, direct payments, education and training. This is run by dedicated staff and volunteers with direct experience of disability and who understand the barriers that may be faced in accessing information.
- Advocacy Service – free, confidential and independent, one of our advocates works on a one-to-one basis with the client providing health or social care support. This may include accompanying the disabled person to appointments to interpret information or acting as their ‘voice’, writing letters on their behalf or accessing services for them. During 2015, Care Act Advocacy through a spot purchase arrangement with the Sheffield City Council is now being offered.
- Support to Individual Employers and PAs – offering advice, peer coaching and mentoring, training and resources. Disability Sheffield has recently been

awarded funding to develop a digital recruitment facility for disabled people employing PAs and funding to develop some innovative work looking at safe restraint practice.

- Sheffield Voices – self advocacy drop-in group every Thursday providing advice and training to disabled people, encouraging them to speak up for themselves and make the right choices.
- Talent Match – the project offers support to disabled young people who are NEETS to develop entrepreneurial skills.
- Equality Network and Disability Hub Funding to support the development of the Disability Hub and Equality Network, and convene some 'Have your say' events in the community. A wealth of information was collated from the roadshows to support this event. The work was funded by the Equality and Fairness Grant - Sheffield City Council until March 2016.
- Insight Training – Co-produced and co-delivered Autism Awareness training marketed to local organisations, for example, Museum Sheffield offered a commission to deliver training to all front-line workers at Museum Sheffield
- Accessible Sheffield Partnership between Sheffield City Council, DisabledGo, Nimbus consultancy and Disability Sheffield to work collaboratively to ensure Sheffield becomes a more accessible City. No direct funding is received for this work.
- Sheffield Cycling 4 All – support an accessible cycling project providing first point of contact for group.

8. OVERVIEW OF THE ORGANISATION STRUCTURE



9. CALENDAR OF BOARD MEETINGS AND IMPORTANT DATES 2015/2016

Board Meetings

November 2015 (tbc), February 2016 (tbc), April 2016 (tbc), July 2016 (tbc), September (tbc), December (tbc).

Other Important Dates

AGM 3rd December 2015 (also International Day of Disabled People).

8. CODE OF CONDUCT FOR BOARD MEMBERS

- Board Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.
- Board Members should make decisions on merit, including making appointments.
- Board Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities and should co-operate fully and honestly with any scrutiny processes.
- Board Members may take account of the views of others, but should reach their own conclusions on the issues before them and act in accordance with the Disability Sheffield Centre for Independent Living Strategic Plan.
- Board Members should uphold the law on all occasions.
- Board Members should do whatever they are able to ensure that resources are allocated prudently and in accordance with the law.
- Board Members should act in a way that secures or preserves public confidence.
- Board Members should be aware of their roles and responsibilities, and work in accordance with both to the best of their abilities.
- A board member may be asked to stand down if they are seriously failing in their role or in violation of this code of conduct.

- A board member must not use or attempt to use their position improperly to confer on or secure for themselves or any other person, an advantage or disadvantage.
- Board members should identify individual learning and development needs and participate fully in training opportunities provided.
- Board members should be open in their entire decision making and be prepared to give reasons for their decisions.

In addition Directors should pay regard to the seven Nolan Principles of public office:

1. Selflessness – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
2. Integrity – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
3. Objectivity – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. Accountability – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. Openness – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. Honesty – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. Leadership – Holders of public office should promote and support these principles by leadership and example.

Appendices

Chairperson`s Role Description

ROLE DETAILS	
Role Title:	Chairperson
Status:	Non-remunerated, but reasonable out of pocket expenses paid.
Hours:	It is estimated that the Chairperson will have to commit a minimum of 3-4 days per month in order to fulfil their role. Some of this may be in the evenings or weekends and will be spread over a number of meetings. Preparation and reading time may be additional.
Term:	The Chairperson will be appointed for a fixed term of three years, renewable for a further three years.
Support and Training	<p>The Chairperson will receive induction training along with further training and support throughout their appointment in order to enable them to fulfil their role to the best of their abilities. There will be a 3-month mentoring opportunity with the previous Chairperson Sandra Marshall. There will also be an opportunity to observe at a board meeting before any decision is required formally with regards to becoming a trustee of the organisation.</p> <p>The Chairperson will be expected to commit to undertaking regular training during their time on the Disability Sheffield Centre for Independent Living Board of Directors including a Charity Trustee Responsibilities Course. This may be in addition to the minimum commitment of 4 days per month requirement.</p>

To ensure the organisation has a clear vision, mission and strategic direction and other strategic direction is focused on achieving these.

To work in partnership with other Directors, senior staff to ensure that:-

- The organisation has a clear vision, mission and strategic plan that have been agreed by the board, and that there is a common understanding of these by the directors and staff.
- To give direction and drive the fundraising strategy within Disability Sheffield ensuring all trustees give to the charity at a level that is appropriate to them.
- The business, operational and other plans support the vision, mission and strategic priorities.
- The Director's annual and longer term objectives and targets support the achievement of the vision, mission and strategic priorities.
- The Board policies support the vision, mission and strategic priorities.
- There are effective mechanisms:

- To listen to the views of current and future beneficiaries;
- To review the external environment for changes that might affect the organisation;
- To re-assess the need for the organisation and for the services it provides, or could provide and
- To review regularly its strategic plans and priorities.

Being responsible with other Directors, for the performance of the organisation and for its “corporate” behavior.

- To agree the method for measuring objectively the progress of the organisation in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets, and to receive regular reports on the performance of the organisation.
- To ensure that the fundamental values and guiding principles of the organisation are articulated and reflected throughout the organisation.
- To ensure that views of beneficiaries on the performance of the organisation are regularly gathered and considered by the board.
- To appoint the Director's, to set his/her terms and conditions and to ensure that the Director's and the organisation invest in the Director's ongoing professional development.
- To receive regular reports from the Director's on progress towards agreed strategic priorities.
- To hold the Director's to account for the management and administration of the organisation.
- To ensure the Director's receives regular, constructive feedback on his /her performance in managing the organisation and in meeting his/her annual and long term targets and objectives.
- To ensure the Director's develops a learning organisation and that all staff, both paid and unpaid, review their performance and regularly receive feedback.
- To articulate the value of the organisation.
- To agree broad policies.
- To ensure that there are mechanisms for beneficiaries, employees, volunteers, other individuals, groups or organisations to bring to the attention of the Directors any activities that threatens the probity of the organisation.

Ensuring the organisation complies with all legal and regulatory requirements.

- To be aware of and to ensure the organisation complies with all legal, regulatory and statutory requirements.
- To maintain familiarity with the rules and constitution that governs the organisation, to ensure that the organisation complies with its governing instruments and to review the governing instruments regularly.

- If the organisation has powers to delegate, to agree the levels of delegated authority, to ensure that these are recorded in writing by means of minutes, terms of reference for board committees and sub committees, job descriptions for honorary officers, Directors and key staff, etc. and to ensure that there are clear reporting procedures which are also recorded in writing and complied with.
- To ensure that the responsibility delegated to the senior management team are clearly expressed and understood, and directions given to him/her come from the board as a whole.

Being guardian of all the organisations assets, both tangible and intangible, taking all due care over their security, deployment and proper application.

- Acting as guardians of the organisations assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- To ensure that the organisation has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and to ensure that monies are invested to the maximum benefit of the organisation within the constraints of the law and ethical and other policies laid down by the board.
- To ensure that the major risks to which the organisation is exposed are reviewed annually and that systems have been established to mitigate these risks.
- To ensure that the income and property of the organisation is applied for the purposes set out in the governing document and for no other purpose, and with complete fairness between persons who are properly qualified to benefit.
- To act reasonably, prudently and collectively in all matters relating to the organisation and always to act in the interests of the organisation.
- To be accountable for the solvency and continuing effectiveness of the organisation and the preservation of its endowments.
- To exercise effective overall control of the organisations financial affairs and to ensure that the way in which the organisation is administered is not open to abuse by unscrupulous associates, employee or volunteers, and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.
- To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, the organisations good name and reputation etc. are properly valued, utilised and safeguarded.
- If the organisation owns land, to know on a continuing basis what condition it is in, if its boundaries are being encroached upon, what can be done with it now and how it is or should be used. In particular, to ensure that any property which is a permanent endowment is preserved and invested in such a way as to produce a good income while at the same time safeguarding the real value of the capital.
- To ensure that all income due to the organisation is received and that all tax benefits are obtained and all rating relief due is claimed.

Ensuring that the organisation's governance is of the highest possible standard.

- To ensure that the organisation has a governance structure that is appropriate to an organisation of its size/complexity, stage of development, and its organisational objectives, and that enables the directors to fulfil their responsibilities.
- To reflect annually on the board's performance and your own performance as a Director.
- To ensure that the Board of Directors has the skills required to govern the organisation well, and has access to relevant external professional advice and expertise.
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of Directors.
- To ensure that there are succession plans for the Chair and Director's.
- To participate in individual and collective development and training of Directors.
- To abide by the code of conduct for Directors.
- To ensure that major decisions and board policies are made by the Directors acting collectively.



PERSON SPECIFICATION

CRITERIA	ESSENTIAL	DESIRABLE	ASSESSED BY
Qualifications / Experience	<ul style="list-style-type: none"> Experience of working collaboratively at Board level. Experience of, or good understanding of, working with customer focused organisations and a commitment to high standards of customer care. An understanding and experience of voluntary sector organisations and communities. Experience of representing an organisation on a Board or committee and works collaboratively with others. Strong, credible leadership style with experience of leading, managing and delivering to achieve positive outcomes. 	<ul style="list-style-type: none"> Experience of 'voice based' organisations 	<p>A, I</p> <p>A, I</p> <p>A, I</p> <p>A, I</p>
Knowledge	<ul style="list-style-type: none"> Clear understanding and experience of governance and the associated legal responsibilities. Good understanding of health and social care challenges facing the NHS and Local Authorities and disabled people. 	<ul style="list-style-type: none"> 	<p>A, I</p> <p>A, I</p>
Skills/Abilities	<ul style="list-style-type: none"> Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences. Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making. Able to demonstrate good awareness and understanding of the current political and financial environment. Ability to plan strategically and with vision. 	<ul style="list-style-type: none"> IT literate. 	<p>A, I</p> <p>A, I</p> <p>A, I</p> <p>A, I</p>
Other	<ul style="list-style-type: none"> Support the values, ethos and objectives of Disability Sheffield Centre for Independent Living and commitment to the Social Model of Disability. Personal experience as a disabled person or professional experience through working with disabled people, of the barriers disabled people face. Proactively demonstrate strong commitment to equality and diversity. 		<p>A, I</p> <p>A, I</p> <p>A, I</p>



	<ul style="list-style-type: none">• Time and commitment to effectively discharge the responsibilities of the post.		A,I
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RECRUITMENT MONITORING FORM

This recruitment monitoring form will be separated from your application upon receipt, or can be returned separately from your application, and does not form part of the selection process. It will be retained by the organisation purely for monitoring purposes.

Role applied for:

Chairperson

Disability Sheffield Centre for Independent Living can then compare the success rates of different groups at both the short listing and appointment stages to ensure our Equal Opportunities Policy is fully and fairly implemented in line with the Equality Act 2010 (and for no other reason) please **complete this section.**

Gender

Male Female **Information Refused**

Disability

Yes No

Do you consider yourself to be a disabled person?
(*in line with the Social Model of Disability*)

Age Range

16-25 26-35 36-45 46-55 56-65 66-70 Over 70
 Information Refused

Ethnic Origin

White:

White UK
Irish
White non-UK
Any other White background

Mixed:

White and Black Caribbean
White and Black African
White and Asian
Any other Mixed background:

Asian or Asian British:

Indian
Pakistani
Bangladeshi
Any other Asian background:

Black or Black British:

Black Caribbean
Black African
Any other Black background

Chinese or other Ethnic Group:

Chinese
Vietnamese
Any other ethnic background

Information Refused

How would you define your sexual orientation?

Gay Lesbian Heterosexual (straight) Bisexual
Information Refused

Do you have a religion or faith?

Yes

No

Information Refused

If yes please select:

Baha'i

Buddhist

Christian

Hindu

Jain

Jewish

Muslim

Sikh

Other religion or faith (please specify)
