



Candidate Information Pack

Board Member Recruitment

2026

The background of the page is a photograph of a well-maintained garden. In the foreground, there is a wooden slatted bench. To the right, a hanging basket of orange and red flowers is suspended from a tree. In the background, a brick building with windows is visible, suggesting a residential or community setting.

About Us

- Muircroft Housing Association Limited registered office is Muir House, Beaulieu Road, Dibden Purlieu, Southampton, SO45 4NY.
- Muircroft is authorised and regulated by the Regulator of Social Housing under the Housing and Regeneration Act 2008 Num: L1253.
- Muircroft is registered under the Co-operative and Community Benefit Societies Act 2014 Num: IP19876R and was first registered on 5th July 1971.

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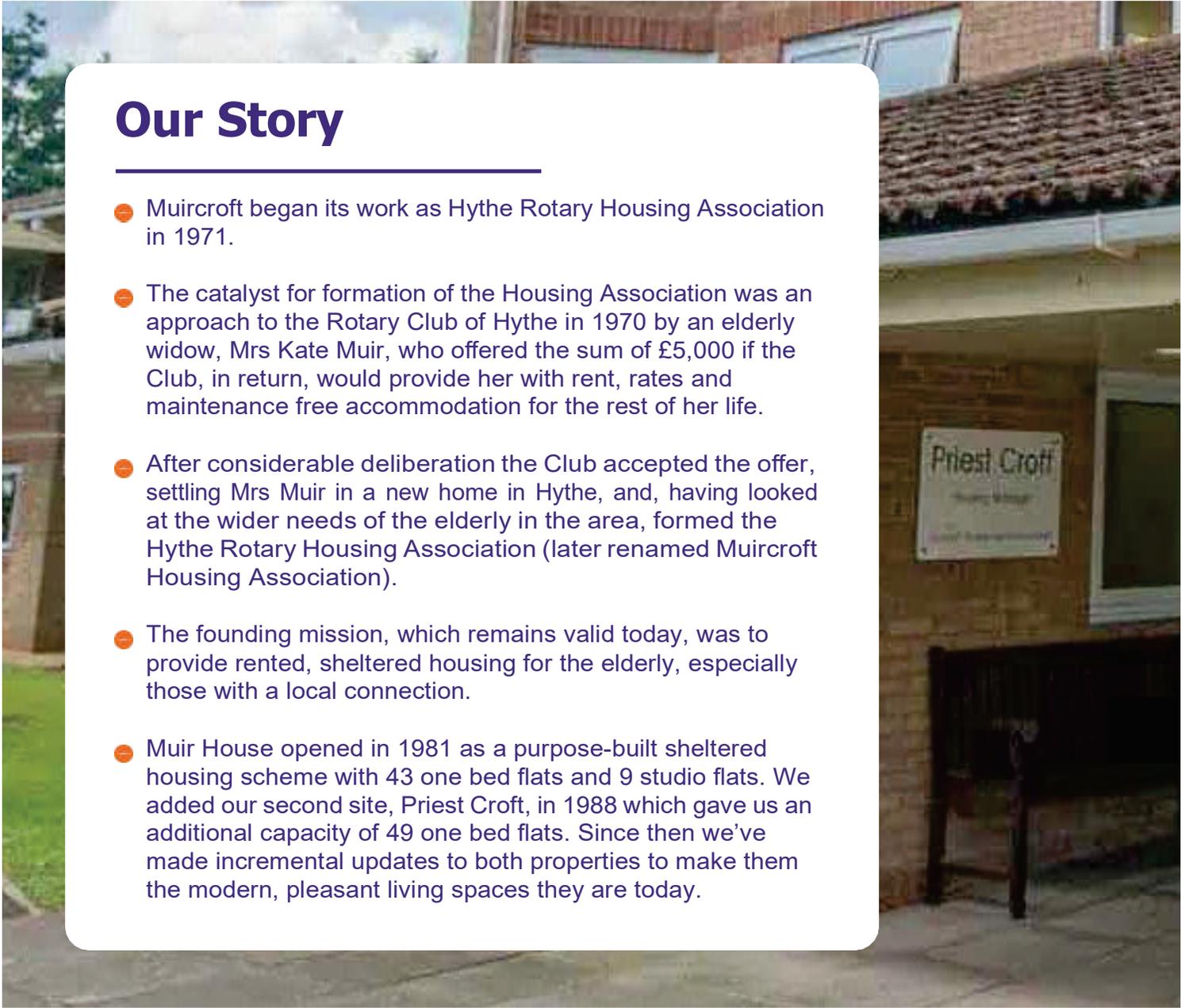
Welcome

Thank you for your interest in joining the Muircroft Housing Association Board of Management. This recruitment process is for new Board Members to join our board at our AGM in May 2026.

At Muircroft we know how important a safe and secure home is. It's the basis for a rewarding, independent life.

We aim to provide current and future tenants with a good quality home where they can thrive, in a safe and happy environment.

By serving as a Board Member you will help ensure we meet our obligations to both current and future tenants - as well as meet our regulatory responsibilities.



Our Story

- Muircroft began its work as Hythe Rotary Housing Association in 1971.
- The catalyst for formation of the Housing Association was an approach to the Rotary Club of Hythe in 1970 by an elderly widow, Mrs Kate Muir, who offered the sum of £5,000 if the Club, in return, would provide her with rent, rates and maintenance free accommodation for the rest of her life.
- After considerable deliberation the Club accepted the offer, settling Mrs Muir in a new home in Hythe, and, having looked at the wider needs of the elderly in the area, formed the Hythe Rotary Housing Association (later renamed Muircroft Housing Association).
- The founding mission, which remains valid today, was to provide rented, sheltered housing for the elderly, especially those with a local connection.
- Muir House opened in 1981 as a purpose-built sheltered housing scheme with 43 one bed flats and 9 studio flats. We added our second site, Priest Croft, in 1988 which gave us an additional capacity of 49 one bed flats. Since then we've made incremental updates to both properties to make them the modern, pleasant living spaces they are today.

Our Future

- We want to ensure that we continue to provide a great service to our tenants. We are committed to delivering excellent services and using tenant engagement to help improve what we do.
- Muircroft is open to, but realistic about, new development opportunities. We will continue to look at ways of developing our current buildings and land to improve our offer - as well as looking at other local opportunities to grow, to help meet housing need in our local community.
- We believe that strong governance underpins the success of everything we do. As a small organisation this requires a one team approach between the Board and employees.
- We are keen to recruit new Board members who will bring diversity of thought and experience, who will challenge and support our work, and ensure that the Board fulfils its duties and responsibilities for the proper governance of Muircroft Housing Association. We really value people who bring unique perspectives and fresh knowledge to our team and are able to offer training and mentoring for applicants who may be looking to take on their first Board position.

Recruitment

If you are passionate about our social purpose and have the skills and expertise to help us, we would love to hear from you.

If you have any questions about the application process, please email our Chief Executive Officer, Duncan Clark at duncan@muircroft.co.uk to arrange an informal chat.

We look forward to receiving your application and wish you the best of luck.



Duncan Clark
Chief Executive Officer



Jean Adams
Chairman of the Board

About Muircroft

Our Purpose

Our purpose is to meet housing need by providing safe, high-quality, affordable homes where people truly love to live.

Our Values

We are committed to the principles of openness and transparency, and all our decisions and actions are underpinned by our values:

- H Honesty** We are open about what we can do and transparent about how decisions are made.
- E Excellence** We set out to be the best in everything we do, focusing on providing sustainable and good value services.
- A Active** We play an active role in our community to build strong neighbourhoods.
- R Respectful** We listen and learn from others and place our customers, colleagues and partners at the heart of all we do.
- T Trust** We deliver on our promises. People trust us to do what we say we will do.



Strategic Objectives For 2026

Objective 1: Safe, Quality Homes Where People Love to Live

1.1. Safe, Quality Homes

- Ensure all existing homes are safe, secure, and meet high-quality standards.
- Prioritise building safety works.
- Maintain compliance with the Decent Homes Standard.
- Carry out Decent Homes works on empty properties if due within 5 years, or where internal quality standards would otherwise not be met.

1.2. Homes People Love to Live In

- Invest in comfortable, attractive communal areas and grounds that foster pride and belonging.
- Actively involve tenants in decisions about work to their homes, ensuring transparency and mutual agreement.

1.3. Customer Service Excellence

- Exceptional customer service is at the HEART of everything we do.
- Adopt the Mary Guber International (MGI) Customer Service Excellence Programme to transform service culture.
- Become more customer-led in governance and decision-making, using Tenant Satisfaction Measures (TSMs) to drive improvement.

1.4. Tenant Engagement and Influence

- Recognise tenant engagement as essential to delivering homes people love to live in.
- Continue involving tenants in service design.
- Communicate openly about proposed changes, seeking feedback and demonstrating how we have listened.

1.5. Independent Benchmarking

- Work with EROSH to assess and achieve Independent Living Services Standard accreditation to provide assurance to our tenants.

1.6. Energy Efficiency and Sustainability

- Commit to achieving EPC Band C for all homes by 2030, where feasible.
- Review retrofit options for heating and hot water systems, especially in communal settings.
- Balance carbon reduction goals with affordability for tenants, recognising responsibilities as a heat network operator.
- Ensure meaningful tenant consultation on any changes to heating and hot water systems.
- Support the Net Zero agenda and act responsibly to meet obligations.

1.7. Working with Trusted Suppliers

- Value long-term partnerships and the social value of supporting local businesses.
- Ensure all contractors meet regulatory and compliance standards and deliver quality outcomes.
- Apply a “60% Quality / 40% Cost” model when procuring new contracts.

Objective 2: Provide and Manage 100 Additional Affordable and Sustainable Homes Over the Next Decade

2.1. Our Purpose: Helping People in Housing Need

- Honour our founding vision from Hythe & District Rotary (1971) to support older people in housing need.
- Embrace the challenge to tackle broader housing needs and ensure Muircroft remains a viable and responsive social landlord.

2.2. Future Business Growth

- Take a pragmatic, sustainable, robust approach to new development options appraisal.
- Explore new opportunities that can be efficiently managed from our SO45 location (no further than one hour's travel) to ensure operations remain responsive and sustainable.
- Explore options to develop and /or manage new homes that meet local housing needs.
- Explore regeneration opportunities to provide new homes where our existing buildings are no longer viable or as part of major work.

2.3. Funding Additional Homes Development

- Explore funding sources such as Government Grants and institutional borrowing based on equity and future income.
- Protect financial viability while using reserves and income to conduct feasibility studies for potential projects.

Objective 3: A Viable Social Landlord

3.1. Financial Viability

- Review our 30-year financial plan in 2026 to inform strategic planning and risk management.
- Continue to deliver value for money by:
 - Benchmarking costs and performance against similar providers via the Acuity Benchmarking Club.
 - Maximising the impact of every pound spent by reviewing contracts and service models for efficiency and affordability.
 - Using procurement frameworks or specialist procurement advisors to secure compliant contracts, competitive pricing, and social value.
 - Engaging tenants in value-for-money discussions as part of service reviews.
 - Explore how we measure our social impact and look to maximise our impact in the communities we operate.

3.2. Strategic Direction

- Review and refresh our purpose and strategy annually via a Board Away Day.
- Align operational plans with long-term strategic goals, maintaining a live operational business improvement plan.

3.3. Tenant Voice

- Ensure tenants can shape the services they receive.
- Review how tenants can influence decision-making.

3.4. Risk Management

- Monitor strategic risks through a live risk register to ensure proactive mitigation.
- Monitor operational risks on an exception basis where they impact on residents.

3.5. Strong Board Leadership and Governance

- Ensure the Board has the right mix of skills, experience, and diversity through regular reviews.
- Support Board members with ongoing training and sector knowledge development.

3.6. Staff and Culture

- Embed Muircroft values within the staff team and build on these to achieve our goals.

About The Muircroft Board

The Board of Management current terms of reference are set out below. These demonstrate the responsibilities and remit of Board Members.

- a.** Setting and ensuring compliance with Muircroft's mission, vision, values, and strategic aims of the association, ensuring its long-term success.
- b.** Setting, approving, and reviewing policies and strategies to deliver the vision.
- c.** Setting a positive culture, with a strong customer focus, seeking to understand and improve customers' experience.
- d.** Ensuring that the association operates effectively, efficiently, and economically.
- e.** Providing oversight, direction and constructive challenge to the CEO and staff team and establishing and maintaining a strong working relationship between the Board and CEO.
- f.** Satisfying itself as to the integrity of financial information, approving the financial plan, each year's Business Plan, budget, and annual accounts prior to publication.
- g.** Monitoring performance of plans, budgets, and operations.
- h.** Ensuring the Association complies with Codes of Governance and works within its Regulatory Framework and its Rules and that the Association's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
- i.** Establishing and overseeing a framework for the identification and management of risk to protect Muircroft's assets and reputation, ensuring a safe environment for tenants, and determining Muircroft's risk appetite.
- j.** Establishing and overseeing a framework of delegation and systems of internal control so the business can run effectively.
- k.** Scanning the operating environment, thinking strategically, and adapting to changing circumstances.
- l.** Evaluating and approving new development opportunities, ensuring these are in line with Muircroft's business plan.
- m.** Agreeing changes to the structure, size, and composition of the Board in accordance with its Rules and referring these to a General Meeting when necessary.
- n.** Appointment of Chair and Vice Chair of the Board of Management, committee chairs and committee membership.
- o.** Approving the appointment or removal of any officer of the Board including the Chief Executive/Company Secretary.
- p.** Ensuring succession planning for Board and Chief Executive/Company Secretary appointments, Board member training and appropriate self-assessment.
- q.** Approving evictions.



Time Commitment

NB Successful candidates will be required to dedicate on average two days a quarter for meeting attendance. Additionally training sessions, awaydays, scheme tenant meetings are also commitments we encourage Board members to participate in.

Expenses

As a small organisation we do not remunerate Board members. However we may consider reimbursement of Board members personal expenses incurred in connection with their duties.

This may include the costs of child care or the care of a dependent adult as well as the normal expenses arising from attending any meetings, awaydays, site visits, conferences, and seminars.

Please note that for the purposes of expenses the Board's place of work is Muir House. As such, travel costs to and from home to your place of work is excluded from expense payments.

Before any expenses are incurred, the principle must be agreed with the Chairman of the Board in liaison with the Company Secretary. No payments will be made without prior approval or receipts.

Core Skills Required For 2026 Board Recruitment

Board members need to bring current or recent experience and skills in one or more of the following:

Essential

- ➊ **Strategic Housing Management** Experience in managing or overseeing housing services, including asset management and tenant satisfaction.
- ➋ **Health & Safety / Building Safety** Knowledge of building safety legislation, compliance, and risk mitigation.
- ➌ **Development & Regeneration** Experience in residential new build / regeneration schemes - including technical expertise in design, options appraisal, planning, development finance and construction processes.
- ➍ **Finance & Treasury** Financial planning, treasury management, social value expertise, securing lending. Essential
- ➎ **Lived Experience of Social Housing** Lived experience / personal insight into the tenant experience and awareness of delivering meaningful tenant engagement.

Desirable

- ➏ Governance, Regulation & Legal Knowledge of housing regulation, charity governance, and board leadership. Understanding of housing law, tenancies and leases.
- ➐ Risk Management Experience in identifying, monitoring, and mitigating strategic and operational risks.
- ➑ Equality, Diversity & Inclusion (EDI) Commitment to inclusive governance and service delivery.
- ➒ Human Resources & Culture Experience in organisational culture, staff development, and values-based leadership.
- ➓ Local Knowledge (SO45 / New Forest) Understanding of local housing needs and community dynamics.
- ➔ Customer Service and Tenant Engagement Experience in customer service transformation, tenant voice, and co-production. Desirable
- ➕ Sustainability and Retrofit Understanding of Net Zero and retrofit strategies in housing.

Appendix 1

Board Terms of Reference

Responsibilities

The Board is responsible for the governance and strategic direction of the Association. Members of the Board of Management are responsible to the Chair of the Board of Management.

Core functions - summary

1. To ensure compliance with the values, vision, mission and strategic objectives of the association, ensuring its long-term success.
2. To set long and short-term strategic plans to achieve those objectives.
3. To satisfy itself as to the integrity of financial information, approving each year's budget and business plan and annual accounts prior to publication.
4. To establish, oversee and review a framework of delegation and systems of internal control.
5. To establish and oversee a risk management framework in order to safeguard the assets of the association.
6. To take appropriate advice.
7. To ensure at all times that the association takes account of any obligation imposed upon the association by the regulator in exercise of its powers.
8. To satisfy itself that affairs are conducted in accordance with generally accepted standards of performance and propriety.
9. To control the overall effective operation of the organisation in terms of its use of resources, financial viability and achievement of aims and objectives.
10. To promote the Group's diversity and equal opportunities policy and to have overall responsibility for its implementation and for monitoring its effectiveness throughout all its activities.
11. To promote corporate social responsibility including diversity, environment and issue assurance to stakeholders.
12. To establish and operate a performance appraisal system for the board, the chair and individual board members.
13. To take reasonable measures to assure themselves of compliance with all relevant law.

Reserved Responsibilities of the Board

The Board retains the following responsibilities which will not be delegated to executive staff or committees:

1. Consideration of any action leading to the removal of a board member;
2. Consideration and review of cases and policies in respect of conduct, standards, ethics or probity within the organisation;
3. Approval of the five-year business plan and the monitoring of performance against business cases;
4. Approval of the annual financial budget;
5. Approval of the annual accounts, including the formal statement about the association's systems of internal financial control, prior to their presentation at the annual general meeting (AGM);
6. Establishment of the framework of delegation to staff;
7. Approval of the disposals of any property assets, except those disposed of in line with the approved asset management strategy; and
8. Approval of the use of the association's seal.

Management and Delegation

The board may delegate any of its powers under written terms of reference to committees, officers or employees of the association or of any body whose accounts must be consolidated with those of the association.

The membership of any sub-committees shall be determined by the board. Every committee shall include one board member or co-optee to the board of the association. The board may appoint the chair of any sub-committee and shall specify the quorum.

All acts and proceedings of any committee shall be reported to board.

No committee can incur expenditure on behalf of the association except in accordance with a budget for the relevant expenditure previously approved by the board.

Membership

The Board will have a minimum of 5 and a maximum of 12 members (including any co-optees).

Muircroft operates an open recruitment process. The Directors of the Board are elected by the members at the AGM, having been recommended for election by the board. Members of the Board are directors of the company in law.

Board members are elected for a fixed term of 3 years and in line with the Association's Rules.

No member will serve beyond their 9th consecutive AGM. At the end of the fixed term, Board members will resign and, if they wish, re-apply for Board membership at the AGM in line with the Association's policy on Board membership, up to a maximum of three terms (nine years).

Applications for re-appointment will be considered in the light of appraisals of the Board member's effectiveness (through the annual appraisals) and the skills gaps on the Board at the time.

Quorum

This shall be three board members.

Frequency

The board shall meet at least three times every calendar year and at least seven days written notice of the date and place of every meeting shall be given by the secretary to all board members and co-optees.

Appendix 2

Board Member Role Description

Key Responsibilities

As a member of the Board of Management:

1. To oversee and set the long-term strategic direction for the organisation
2. To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance and monitoring risk
3. To ensure an effective business plan and budget is in place
4. To ensure that performance is monitored and managed through internal controls and delegation
5. To approve key policies to allow the organisation to achieve its objectives

Duties and tasks to fulfil the key responsibilities:

1. To oversee and set the long-term strategic direction for the organisation including monitoring risk
 - To collectively set the strategic objectives and high-level policies for the organisation;
 - To contribute to establishing a framework for approving policies and plans to achieve those objectives
 - To uphold and promote the core policies, purpose, values and objectives of the Association
 - To ensure major risks are reviewed regularly and an effective risk management framework is maintained
 - To keep abreast of current developments and thinking in the sector including matters relating to housing, social policy, regulation and investment.

2. To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance
 - To act reasonably and always in the best interests of the organisation, and comply with its code of conduct; to ensure your behaviour as a Board Member models the values of the organisation
 - To contribute to and share responsibility for decisions of the Board and any committee of the Board of which you are a member;
 - To work in partnership with the Chief Executive Officer and to challenge constructively;
 - To satisfy yourself that the Association's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity;
 - To engage effectively with key stakeholders as required, particularly tenants;
 - To comply fully with the organisation's Governing Instrument including policies, procedures and standing orders

3. To ensure an effective business plan and budget is in place
 - To satisfy yourself as to the integrity of financial information, and ensure that all loan covenants are complied with;
 - To approve each year's accounts prior to publication and approve each year's budget and business plan;

4. To ensure that performance is monitored and managed through internal controls and delegation
 - To ensure there are appropriate mechanisms, both internal and external, to verify that the board receives a balanced and accurate picture of how the organisation is performing
 - To ensure that internal controls and systems are audited and reviewed regularly;
 - To monitor performance at a strategic level in relation to plans, budgets, controls and decisions;
 - To participate in regular reviews of Board performance, and in Board Member appraisal; to participate in Board development and training, and in other learning activities as required.

All Board Members are required to have the following knowledge, skills and attributes:

Skills and Attributes;

- i. Communication skills**
 - ☉ Written: can convey complex ideas and opinions with clarity and accuracy.
 - ☉ Listening: listens intently and with care to ensure clarity of understanding, asks questions to ensure full comprehension, builds on ideas or suggestions of others.
 - ☉ Presentation: can engage an audience and convey messages clearly and concisely and in a way that connects with the audience.
 - ☉ Open: is honest and open when communicating with others. Self-aware and able to acknowledge errors or shortcomings in own performance. Willing to invite and accept constructive feedback.
 - ☉ Influencing: is able to gain support and influence; political acumen.
 - ☉ Team working: builds strong and effective working relationships with Board and executive colleagues.
- j. Strategic awareness:** is able to articulate current environmental factors and those that could impact in the future. Aware of the internal resources available to the organisation and how these can be best used to achieve 'fit'.
- k. Innovation:** looks for creative and innovative solutions to problems, and is able to support and encourage innovative approaches in others. A skilled learner who sees problems as opportunities for learning.
- l. Local / regional knowledge:** understands the environment and the challenges and opportunities that are available in Muircroft's areas of operation.
- m. Stakeholder awareness:** is able to articulate perspectives of key stakeholders, and to take those into account in decisions.
- n. Perspective:** is able to rise above the immediate problem or situation and see the wider issues and implications. Ability to relate disparate facts and connect relevant relationships and imagine possible future scenarios and their potential outcomes.
- o. Change readiness:** is alert and responsive to need for change. Can model agility and encourage creativity amongst the board and executive in response to the challenges of today and the future.
- p. Analysis and decision making**
 - ☉ Clarity: on what are appropriate decisions to be made by the board. Understands clearly the difference between governance and management, and manages that boundary well.
 - ☉ Detail: insists on appropriate levels of detail to provide assurance. Is conscientious and well prepared for board duties.
 - ☉ Independent judgement: considers weighting of evidence, reasonable assumptions, alternative views, the ethical dimension and other information before reaching a final decision.
 - ☉ Decisive: is able to exercise reasonable judgement, make decisions and take action.

Appendix 3

Governance Structure

