



Affordable homes.  
Exceptional care.

# Board Member Recruitment 2025

## Information Pack

March 2025

Registered Scottish Charity No. SC009086





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The Trust Story -  
our purpose, our culture  
our values



# The Trust Story

Trust is a not-for-profit registered social landlord, regulated by the Scottish Housing Regulator, Care Inspectorate and Scottish Charities Regulator (OSCR).

- We were originally called Kirk Care and re-branded as Trust in 2004. Since our first development in Bearsden, we have grown into a national and forward-thinking social landlord, with 3,943 homes across the length and breadth of Scotland. We provide affordable housing for households of all ages and are one of Scotland's largest housing, care and support providers for older people.
- We have a presence in 23 out of the 32 local authority areas in Scotland with around a third of our homes located in North Lanarkshire. While we are a national provider, we are very much rooted in the communities we serve. Our three main offices are in Edinburgh, Wishaw and Glasgow.
- We are an organisation who care. We're here to make a positive difference to the lives of our customers and the communities we serve. Our customers and communities are at the heart of everything we do, and our services are very people focused. As such, we are a large employer with over 720 full and part-time employees working across Scotland.
- We're innovators in our sector and very much a growing organisation, offering a warm welcome to new partnerships which will bring fresh ideas and align with our values. We have grown from c2500 to just under 4000 homes over the last 5 years.



# Our Purpose

**Our purpose is to make a positive difference in the lives of our customers and the communities we serve.**

With this commitment at our heart, we help our customers to feel secure and live well, with affordable homes and exceptional care. To do this we focus our efforts on:

- Outstanding personal contact
- New standards in service and care
- Being a responsible landlord
- Sector-leading innovation



# Our Culture

Trust is an organisation that's never stood still. We've embraced change and we place no limits on learning. We work hard to create exceptional experiences that help colleagues and customers to live well.

Our story and culture has been enriched through growth with like-minded people and organisations and our positive and inclusive culture is recognised externally by our Investors in People 'Platinum' accreditation.

We are committed to helping to create a more equal society which respects diversity and embeds inclusion. We aspire to lead the way in achieving this in everything we do and by influencing change and promoting equality in Scotland and further afield.



**INVESTORS IN PEOPLE™**  
We invest in people Platinum

# Our Values

We are a values driven organisation. Our values and culture are a vital part of Trust's DNA and what makes us the organisation we are all proud of today.

We are proud of our values. They describe what matters most to us, and act as a compass to guide our behaviour, influence our decision-making and help us work well together

Our values are expressed in a way that brings the character and personality of Trust to life and reflects the progressive business we are today.



## We believe in better

We're proud of the incremental gains achieved everyday.



## We're here for each other

How we regard, respect and support each other is so important to us.



## We love to learn

Open to new ideas, we try hard and fail fast in a culture of participation and trust.

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Our 5 Year  
Business Strategy  
– The Time is Now





The strategy is built around three key strategic themes:

## TIME TO BE BOLD

Time to be bold is our transformation blueprint, a radically new operating model for Trust. It's about co-designing and delivering customer and employee experiences that strive for 10/10 every time and feel effortless and personal.

It's about investing in empowered employees who have the freedom to use their judgement and expertise to do the right thing for the customer and the business. It's also about delivering exceptional value, being as lean and efficient as possible in everything we do.

All underpinned by enabling technology and data, supporting increased choice and modernised access to services for customers, and smart and simplified working for an agile workforce.

## TIME TO GROW

Time to grow is our strategy to grow together. It's about growing as a business through partnerships that are the right fit for Trust and developing new services that meet new and existing customer demands.

It's about growing through our new build programme and helping to address affordable housing need. It's about investing in our existing homes and smart technology. It's also about investing in learning and development so that we can grow as individuals and teams.

## TIME TO GO GREEN

Time to go green is our strategy to take us on a journey to net zero by 2045 at the very latest. It underpins The Time is Now.

It's about investing in a net zero future and embedding a climate mindset so that we can collectively and individually play our part in addressing the climate emergency. It's about designing and delivering a greener future for Trust.



**Our vision is to be...**  
**An empowered and growing organisation that's redefining standards in service and performance, making a positive impact on our society and environment.**

# trust

Why apply to join the  
Trust Board?



# Why apply to join the Trust Board?

The role of a Trust Board Member is highly rewarding and a great professional development opportunity.

Our Board Members benefit from training and support, whilst gaining a sense of real pride and satisfaction from providing quality homes and care for people who need them.

And while we don't offer remuneration, we pay reasonable out of pocket expenses.

You can learn more about our current Board Members here - [Our people | Trust Housing Association](#)



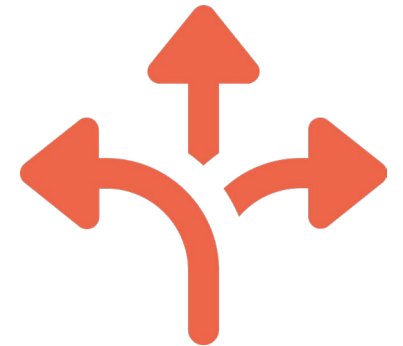
# The Role of the Trust Board

The role of Board Member is **non-executive**; Trust's Chief Executive is responsible for operational management within a framework of controls established by the Board.

In practice the Board and Chief Executive work in partnership to promote the Trust brand, to develop innovative approaches to business development and delivery and to safeguard the organisation's future.

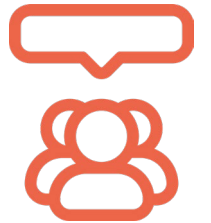
## Trust's Board of Management:

- ✓ Provides **leadership** and **direction** to Trust, determining **strategy** and ensuring that human and financial resources are available to support its delivery.
- ✓ Promotes high standards of corporate governance, overseeing an **effective governance** regime to ensure that Trust complies with legal and regulatory requirements.
- ✓ Monitors Trust's **performance** ensuring that **risks** are assessed, monitored and managed.



# Board Member Commitments

- ✓ All Board Members are Trust ambassadors who promote the work of the Board, share the core values of the organisation and are governed by the Trust Model Governing Rules.
- ✓ Board Members attend six meetings per year which are normally held at our offices in Edinburgh or Glasgow. Meetings are two hours in length with a 30-minute training session on topical issues beforehand and usually take place in the afternoon. Board Members are expected to have read the board papers and prepared in advance for meetings. Digital skills are required.
- ✓ We have two offsite strategy days, which usually involve an overnight stay.
- ✓ In addition, Board Members may be involved in committee work and be asked to represent Trust at local and national events.
- ✓ Board Members will also undertake visits to Trust developments across Scotland, at least two per year. On occasion this can be some distance due to the geographical spread of locations.



# Board Member Skills and Experience



- ✓ The skills of **leadership** and **motivation**, coupled with the ability to offer support and constructive challenge to the Executive Team.
  - ✓ The ability to contribute to the development and review of **strategy** and to evaluate implementation.
  - ✓ Experience of working effectively as part of, and contributing to, the work of a team or group; the ability to participate actively and constructively in discussion.
  - ✓ Good **digital skills** are required as Trust is operating in an increasingly digital world. With technology as a key enabler, we are transforming how we work and deliver services as we meet the evolving expectations and demands from customers, colleagues and other stakeholders.
  - ✓ The ability to analyse a wide range of **data**, including financial data, and to make sound judgements/reach appropriate decisions or conclusions.
  - ✓ Good communication and interpersonal skills. Strong **networking** and **partnership** working capabilities. The ability to engage with and understand the views of Trust's stakeholders.
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# Support, Training and Development



- ✓ New Board Members will be supported by being paired up with a mentor who will be an experienced member of the Board, together with a tailored induction programme.
  - ✓ Board Members' skills will be reviewed annually to identify training areas, support needs and skill gaps. The Board will receive an annual programme of training and individual support will be given to those Board Members who wish to acquire additional skills to enable them to better carry out or develop their role.
  - ✓ The Chair will identify Board Members who would be interested in becoming office bearers through the annual appraisal process and will agree any appropriate development support to assist them in achieving their ambitions.
  - ✓ Strategic board away days will provide an important opportunity for networking and team building as well as training and development.
  - ✓ The Board are encouraged to identify any other development areas throughout the year and to attend relevant conferences and events.
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# How to apply

Interviews will take place on Tuesday 6 May or Friday 9 May 2025

Successful applicants will be recommended for election at the AGM in September 2025.

To apply, please send in your CV and covering letter to Annette Brown (Governance & Business Support Manager).

E: [Annetteb@trustha.org.uk](mailto:Annetteb@trustha.org.uk)

Post: 12 New Mart Road, Edinburgh, EH14 1RL

For queries relating to this advert:

T: 0131 444 4940





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[trustha.org.uk](http://trustha.org.uk)