



**INFORMATION PACK
FOR THE APPOINTMENT OF
NON-EXECUTIVE DIRECTORS**

OCTOBER 2018

1. Welcome

Thank you for taking an interest in Tonic and in this role.

This pack contains information about Tonic Living Community Interest Company (CIC), the role of a Non-Executive Director (NED) and how to apply.

Tonic Living CIC was formed as a new not for profit social enterprise in November 2014. We are based in London, within co-working offices at 8 Berwick Street, W1F 0PH.

Our current Board comprises:

Name	Title
Gilly Green	Founding Director
James Greenshields	Founding Director
Geoff Pine	Founding Director & Chair
Alastair Wilson	Founding Director

Tonic Living is now recruiting up to four additional board directors to join us in the next exciting phase to deliver our first housing scheme.

‘We’re building a better future for older LGBT+ people. We do it because we believe getting older should be empowering, affirming and fun, not scary, isolating or lonely. We’ll do it together to change perceptions, build amazing communities and improve people’s lives.’

We want to have a diverse, dynamic board and are seeking additional directors with a range of experience and skills in specialised older persons housing and social care, development, finance, legal, community leadership and LGBT+ communities. If you have professional skills in one or more of these fields and are aligned with our values then we would love to hear from you. We would like to particularly encourage applications from women, disabled, trans* and/or BAME candidates to increase the diversity of our board.

By joining Tonic Living CIC we can offer:

- A chance to be part of a groundbreaking project that will have a lasting impact
- A opportunity to be a disruptor through positive community-led change

- Induction and training
- Expenses paid

2. About Tonic Living

Tonic was established in 2014 to reduce the social isolation and discrimination feared and often experienced by older LGBT+ people. We receive our core grant funding from five national trusts and foundations.

Our mission is to establish specialised housing for older LGBT+ people that brings greater wellbeing through social connections and mutual support. Tonic aims to through its housing to ensure that older LGBT+ people have access to culturally appropriate care services. We are initially focusing our work in London as the capital has the largest LGBT+ population in the UK.

As a community-purpose organisation, we are working directly with the LGBT+ communities to develop solutions to specific issues in housing and social care that they have identified.

3. Our Values

Our values determine the priorities of our business activity and the standards to which we we operate. Our values are at the centre of everything we do from recruiting people who share our values to making business decisions which support living out our values.

Our values are:

Open and honest: We create safe environments where we are free to be us. Wherever we work, we show respect for others, facilitate inclusivity and recognise boundaries. Being the best we can be, always open to learning and understanding others' diverse needs.

Positive and personal: We are relentless in our pursuit of the positive, in a world where it's all too easy to find conflict. We celebrate getting older and being part of the LGBT+ community, finding shared stories that resonate with others and help us realise our vision.

Driven and active: We're determined to bring positive change to the LGBT+ community. We never stop learning; as we research, understand, and most importantly act on the issues confronting our community now and in the future.

4. The Role of a Non-Executive Director

Tonic Living CIC's governing board of directors meet up to six times per year in London. Directors are ultimately and collectively responsible for the organisation; setting its vision, mission and values, providing good governance and critical oversight as Tonic Living pursues its long-term community purpose.

On a day-to-day basis, operations are delegated to the Chief Executive Officer supported by the Project Coordinator. Details of the current Directors and staff team can be found on our website at <http://www.tonichousing.org.uk>

The role of a Non-Executive Director is to assist the Board in:

- advancing our community purpose;
- setting our strategic aims, ensure that the necessary financial and human resources are in place for the CIC to meet its objectives, and review management performance;
- providing leadership within a framework of prudent and effective controls which enable risk to be assessed and well managed;
- setting values and standards and ensuring that the CIC's obligations to its stakeholders and other parties are understood and met;
- ensuring that our resources are used to optimise impact in the delivery of the community purpose and provide value for money; and
- ensuring that we are engaging in best practice governance.

Non-Executive Directors have the same general legal responsibilities as any other Director. NEDs are expected to perform their duties faithfully, diligently and to a standard commensurate with their role and their knowledge, skills and experience. Tonic's current board has adopted the Practical Framework for the Governance of Community Interest Companies which was drafted with the Regulator of Community Interest Companies.

5. Criteria

Candidates should be able to demonstrate the ability to work in a non-executive capacity, offering support, advice and information to the CEO and staff team and have a clear understanding of and willingness to accept the legal duties, liabilities and responsibilities of a Director.

We are specifically looking for people with senior level professional experience and skills in one or more of the following areas:

- Operational management of retirement communities and/or extra care housing and/or domiciliary care provision

- Specialised housing development
- Strategic financial management (preferably in housing and social care sectors)
- Law and regulatory requirements in development, housing and/or social care
- LGBT+ communities and community organisations.

Knowledge and experience

Directors will need to demonstrate that they possess competencies in the following areas which the Board has identified as fundamental to its effectiveness:

- **Strategy:** the Board's role is to determine the strategic direction of Tonic Living and ensure it remains focused on achieving this. Directors should understand the key factors that affect older people's housing, social care and wellbeing and be able to align strategic and resource needs with the changing external environment to position Tonic Living for long-term sustainability.
- **Business & finance:** the Board is responsible for ensuring Tonic Living's long term financial viability and therefore each Director must have at least a basic understanding of financial statements as well as a broad understanding of financial management principles and our business model.
- **Risk management:** the Board must ensure that Tonic Living has an appropriate, robust and prudent risk framework and Directors should have the skills and knowledge to ensure that risks are identified, assessed, managed and addressed.
- **Community accountability & performance:** the Board is responsible for the scrutiny and evaluation of Tonic Living's performance in meeting its community purpose and to hold the CEO to account for delivering the business plan. Directors should have the skills & knowledge to evaluate and review the success of the agreed approaches, and to monitor the measures of social impact, financial and employee performance.
- **Governance:** Directors should understand the importance of good governance in ensuring the long term success of Tonic Living, and their role in ensuring good governance is always applied and promoted within the organisation.
- **Legal & regulatory:** the Board is responsible for ensuring that Tonic Living complies with all relevant legislative and regulatory requirements, and Directors should therefore be sufficiently familiar with the legislative and regulatory framework in which Tonic Living operates and be able to assess when expert advice is required to inform robust decision making.

Skills and personal qualities

Candidates should also possess the following qualities:

- **Commitment:** strong empathy with our vision, mission and values; a desire to serve on the Board with the sole purpose of helping Tonic Living achieve these, using them as the basis for discussions and decisions in meetings; ability and willingness to support and motivate the CEO and staff;
- **Probity:** honest, ethical behaviour, and respect for other Board members; supports mutual trust and confidence; helps to create a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward other Board and staff members and demonstrates a commitment to good governance;
- **Participation:** willing to devote the time necessary for Board work, including preparation prior to Board meetings, attendance and participation at Board meetings and training and development; enthusiastic, interested and engaged, with a focus on the community purpose and positive impact outcomes;
- **Collaboration:** seeks to add value by working effectively with the CEO, staff and others, to deliver Tonic Living's mission; instigates and develops professional relationships based on mutual respect and trust; has open, honest and supportive interactions with all individuals, whatever their role; works as a member of a team whilst challenging and contributing to thinking positively; focuses on strengths of individuals and is sensitive to the views of others;
- **Judgement:** exercises sound judgement on difficult and complex matters. Asks questions designed to get to the root of the issue; seeks expert perspective and knowledge where necessary. Identifies and analyses problems, distinguishes between relevant and irrelevant information to make appropriate decisions. Makes sound and well-informed decisions; perceives the impact and implications of decisions; focuses on raising standards and continuous improvement, allowing the CEO and staff space to operate;
- **Accountability:** understands the expectations, priorities and values of Tonic Living; recognises factors, internal and external, which promote or hinder stakeholder satisfaction and organisational performance; willingness to be held to account for Board performance and to manage relationships with other Board members.

6. Terms of appointment

Tonic Living Directors act in a voluntary, unremunerated capacity, however, out of pocket expenses can be claimed in accordance with Tonic Living Expenses Policy.

The time commitment is likely to be up to twelve days per year. In the first six months Directors are expected to participate in an induction process, the total time commitment for which is likely to be a maximum of two days.

Prior to appointment, Tonic Living will require its Directors to declare that they are “fit and proper persons” as defined by HMRC and sign up to our Directors’ Code of Conduct. Directors’ appointments will cease if they are prohibited from being a Director by law or they have failed to attend three consecutive meetings of the Directors.

7. How to apply

The proposed timetable for the appointment is as follows:

Process	Date
Closing of applications	Monday, October 29th, 2018 (17h30)
Interviews begin	Monday, November 5th, 2018

Informal discussion about the position is welcomed so please contact Luke Warner, Project Coordinator, to arrange a chat with Anna Kear, our CEO.

To apply, please send a CV and cover letter to Luke Warner at the email address below.

Contact information
Email: luke@tonichousing.org.uk
Phone: 0207 971 1091