



HARMONI

people + potential

Chair Recruitment Information Pack



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Welcome from the Current Deputy Chair

Dear Candidate

Thank you for your interest in joining the Board of Director Trustees of Harmoni as its Chair. We are one of the province's oldest charities with our history going back to Belfast in 1878. Over the past 143 years much has changed about the charity from its faith-based beginnings, and today we are very much a secular organisation, but we still provide compassionate support and care to people living with a disability or a disadvantage. We can only do that by having high quality and committed board members who between them provide a range of skills that are crucial to continuing our vital work.

Founded out of the Felt Street Methodist mission hall on Donegal Road, the charity's work was best described as a practical expression of the founders' faith. The first recorded act of charitable activity was the provision of free coal in the harsh winter of 1878/1879. Following that there were many different aspects of the charity's reach in the early days across all of society in Northern Ireland from the prisons to schooling for disabled children.

Our remaining two services are the provision of Supported Independent living at the Stricklands Care village Bangor, where 33 apartments are located for

people living with a disability to live independently. The second service is located in Belfast at Utility Street Men's Hostel where men experiencing homelessness are supported to attain independent living once again.

Our need at this time is to increase the capacity of our board as we enter the next period of service. We have lofty aspirations to do more for more but that is only achievable by having a well-led board that has a broad spectrum of strategic thinking and capacity to guide and direct the charity through an ever-changing service and funding landscape.

So, having read this information pack, if you believe you have something to offer this

dynamic charity with the desire to do more for more people please follow the guidelines to register your interest through Engage Executive Talent.

Yours faithfully

David McIlhagger
Deputy Chair



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Background to Harmoni

Harmoni started life in 1878 as a faith-based charity, helping working class people in Belfast and later across the whole of Ireland who lived with disability or social disadvantage. The scope of the charity widened rapidly and in the early 1900's. It was formally constituted as a company limited by guarantee in 1906 and by 1913 what we today would call mission creep caused the charity to become so heavily indebted as to risk its future.

Many significant buildings were constructed across Belfast and Bangor. Other smaller charitable activities were absorbed and many thousands of people were helped. Thankfully following a significant fundraising drive in 1913 the charity was stabilised and has continued to deliver a more prudent approach to the services offered since that point in time.

Over the 143 years of existence much has changed. Today the charity which operates a secular charity has two main outreaches:

- The first is the provision of Supported Independent living in Bangor County Down. 33 properties are available for people living with a disability ranging from Learning Disability to Physical disability and mental ill health.
- The second is the provision of a 59 bed Hostel for men experiencing homelessness based at Utility Street Belfast, the ancestral home of the charity.

The charity owns the 33 self-contained apartments on the 5-acre Bangor Stricklands Care Village site but is a tenant in the Utility Street hostel delivering only the Support services element. Some 90 staff including management are employed by the charity across both sites and the total turnover would be exceeding £3million annually.

Income is derived in the most part from statutory sources which are delivered as fees paid for services delivered to the various clients. The main funders are the NIHE through Housing Benefit and Supporting People funding and the South Eastern Health and Social Care trust for the care hours delivered in Bangor. It will come as no surprise that both statutory funders are struggling with budget capacity and service design issues and this will be a significant element of the strategic leadership focus in the coming years.

There has been some very useful and not insignificant grant income in recent years which has allowed service development to move forward at a strong pace. The future issue here will be to embed the grant funded service delivery, if deemed suitable, when the grant runs out.

The charity is blessed with a significant reserve level which more than meets the charity commission requirement of 3-6 months funding resilience level in the event the primary funders fail.

Over the past few years the board has changed in terms of numbers which currently stand at 7 trustee directors. The articles provide for a board of 12 so there remains room for new members. It includes a wide spectrum of backgrounds and professional subject matter expertise.



Our Vision

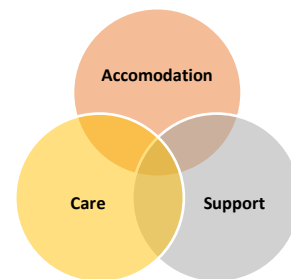
Improving Quality of Life, through compassionate support and care

Our Mission

Encouraging sustainable independent living for people who live with disability or disadvantage

Our Values

- *Organisationally open, transparent, and professional in all matters.*
- *Individually accountable for delivering a professional, person centred approach.*
- *Encouraging clients' personal aspirations with sensitive realism*



Core Mission themes

- *Primary Service User groups: People living with disability and disadvantage.*
- *Primary Descriptive term: Clients: The term implies there is an expected service standard which all our clients should expect.*

Strategic Aims

Harmonl Corporate: Doing More for More by creating an organisation which is a leader in the field of Support and Care.

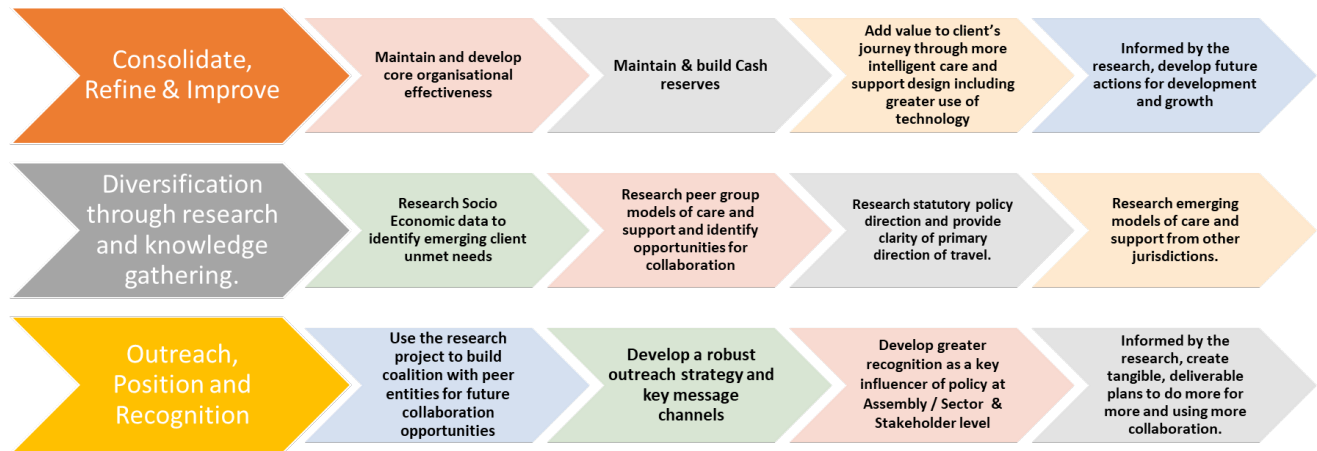
Stricklands care Village: A supported living space to call home for as long as the client wants or needs it.

Utility Street Men's Hostel: The last Hostel a man experiencing Homelessness should need.

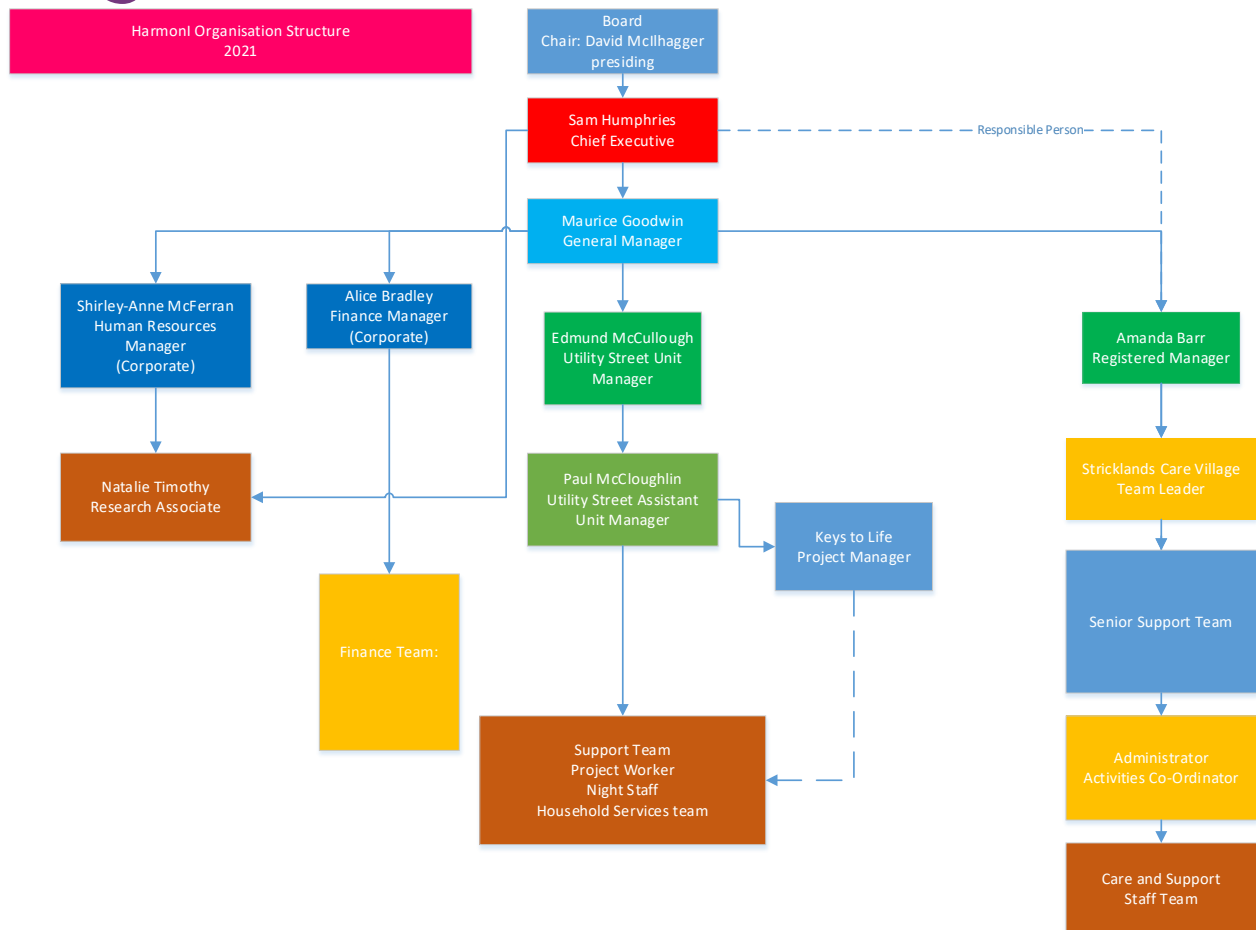
Strategic Plan

The current Strategic Plan was released on 1st January 2022. It is entitled **Research – Knowledge – Action** and aims to ensure the charity is equipped for the future challenges and changes from within society at large and from changes in the sector.

Strategic Plan Infographic



Organisation Chart



What we are looking for

We hope to welcome to the Chair someone with an evidenced background in, or significant experience of, the wider health and social care sector in the Northern Ireland context. We are looking for someone who has the capacity to horizon scan and with the help of board colleagues, chart a path for the charity which helps us realise one of our core ambitions “To do more for more”.

The Board of Trustee Directors is constituted with a range of people with experience and subject matter expertise across a range of disciplines and sectors.

Providing accommodation-based care and support and hostel accommodation, there is an imperative for Harmonl to enhance its existing relationships with statutory and third sector stakeholders in the health and social care space. The new Chair will be able to marshal ideas from the board on the actions Harmonl needs to take to position itself not just as a service provider to statutory health bodies, but as a strategic partner. For example, they will lead Harmonl’s objective to have supported living acknowledged by the statutory sector as being on par in its priorities with acute and residential care. The individual may already even have key public sector influencers in their networks who can provide guidance on how to deliver that strategic goal.

The new postholder will be able to solicit from board’s members information on how observable political, economic and environmental developments affect the charity. They will be able to exploit that analysis in a way that informs the charity’s strategy, and enhances its impact on the quality and range of services provided to Harmonl’s beneficiaries.



Caring at Strickland's

Harmonl also hopes that the new Chair can bring to bear their experience of strategic change management to the organisation. Their career may well have included the management and administration of services, but experience of managing transitions in the workplace and in the design and delivery of meaningful service improvements will be highly prized.

While having the right skill set is important to the role, having the right mindset is just as important. Harmonl has a 143-year track record of excellent service provision to some of the most vulnerable people in society. Those service users come first in any consideration. Many of its existing board members have a head for the varying aspects of business, and all of them have a social heart.

Board meetings work best when all members are contributing actively, exercising a positive challenge function to each other and the executive, and providing support when necessary. We are looking for a Chair who is confident in leading and facilitating discussions and jointly exploring issues with their board colleagues in order to reach balanced, fully rounded decisions on which the charity can act with confidence.

Hostel life at Utility Street, Belfast



If you have additional skills and qualities that you feel are relevant and that would add value to the Harmoni board, we invite you to make an application. We are inviting people from across all sectors who have the relevant skills and who connect with the mission and values of Harmoni to submit their CV.

Harmoni is committed to diversity and equality of opportunity and welcomes applications from all sections of the community.

Time Commitment

The need for excellent strategic planning and governance of the charity requires it to convene a range of regular, board-level meetings. The chairing style and agenda of the meetings has traditionally prioritised time for strategic debate, and to minimise unnecessarily exhaustive reviews of operational or administrative detail.

Full Board Meetings and AGM

The board's purpose is to oversee governance and drive the strategic direction of the organisation. The full board meets four times a year, usually in November, February, June and September. The June meeting is co-scheduled with the Annual General Meeting. Most meetings are held at the charity's Bangor base, with occasional rotation to its hostel at Utility Street in central Belfast. Dates are variable, but timings are generally 4:00pm – 5:30pm, subject to consensus with the members. Electronic attendance of meetings has been facilitated during the COVID-19 disruption.

Sub Committee and Working Groups

The Finance and General Purpose Committee meets 4pm-5:30pm on a date one week before the main board. The Chair has the option to convene ad hoc working groups from time to time. To date, these have provided more detailed proposals in relation to the development of Harmoni's strategy, before bringing their findings, proposals or recommendations back to the Sub Committees or the full Board.



Chief Executive Liaison

The Chair will be expected to meet with the Chief Executive on a routine basis in order to keep up to date on progress from the executive, and will support the Chief Executive.

Utility Street award winners

Chair Induction and Support

The Chair will be offered a full induction programme and supporting material.

Harmonl Board September 2022

Chair Presiding David McIlhagger Deputy Chair

Members
Paul Collins
Hannah Irwin
Brian Lavery
Peter Regan
Elaine Colgan
Amira Graham

Finances

Further details on our financial accounting may be accessed by clicking on the links below to our annual reports.

[Annual Report 2021](#)

[Annual Report 2020](#)

[Annual Report 2019](#)

Chair Role Profile

Core Responsibilities

Area	Core Responsibility
Strategic Leadership	• Ensuring the board delivers a clear strategy to meet the current and future needs of the charity and its beneficiaries. • Ensuring discussions at the board are suitably weighted towards the strategic needs and while avoiding micro-management of the executive ensuring quality operational information is delivered in a timely manner by the CEO and Executive team. • Ensure the members of the board are individually engaged and actively offering their skills for the benefit of the charity and beneficiaries. • Ensuring the Board and the Executive meet all statutory requirements from a Charity and Company Limited by guarantee.
Board Leadership	• Ensuring the Board is appropriately lead and managed, being cognisant of the volunteer nature of the members, but balancing it with the need to ensure professionalism. • Establishing suitable review mechanisms of the board's collective and individual performance. • Supporting and developing the Chief Executive in their role. • Acting on behalf of the Charity and Board at strategically imperative meetings and events.
Clarity of Purpose	• Ensuring the board remains devoid of issues which could detract from the core purpose of the charity. • Ensuring the board makes decisions that advance the purpose and values of the charity for the benefit of the clients.
Constructive Relationship Fostering	• Ensure article 29.1 requirement is delivered: 29.1 The day-to-day administration and management of the Charity shall be delegated by the Board of Trustees to the Chief Executive of the Charity. • Identifying those external relationships to foster and develop that will enable the strategy of the charity to be delivered.

Horizon Scanning

- Ensure that constructive relationships are formed and supported at Board level which would benefit our clients most.
- Remaining personally and organisationally aware and knowledgeable of sectoral issues now and those emerging issues, opportunities, and concepts that ensure the charity is aligned to meet those upstream issues appropriately.
- Remaining cognisant of the short-term issues which need managed in order to ensure the charity is strategically positional to engage the future opportunities and challenges identified.

Core Expectations

- As the Chair must be a Trustee Director, anyone interesting in applying for the role of Chair is expected to commit to serving as a Trustee Director in the first instance for a period of four years, three of which would be the first term of the Chair tenure. Eligibility for a second three-year term as Chair is accounted for within the articles.
- Any candidate for the role of Chair must be fully aligned to the core values of Harmoni.

Chair Person Specification

Area	<i>Personal qualities and behaviours</i>
Personal Attributes	• Articulate and intelligent. • Suitably confident but balanced with appropriate humility. • Open and Innovative. • Organised. • Enthusiastic about the charity and its beneficiaries. • Possessed of personal gravitas yet capable of creating appropriate ease for all those they meet. • Empathetic to the client groups the charity supports.
Capacity	• Committed to the organisation in time and talent. • Capable of assimilation of information and the ability to distil it into points of clarity and focus. • Possessed with a clarity about all roles and responsibilities within the board and capable of maximising the contribution of each member. • Empowering of others. • A leader not a boss. • Possessed of the capacity to remain focussed on the strategic picture. • Have a good degree of financial literacy in respect to charities and corporate entities. • Fully cognisant of Charity Governance requirements.
Personal Connectiveness	• Willing to use existing relationships professionally and appropriately only to further the aims and objectives of the charity and its strategic direction. • Willing to seek out and foster new relationships which only further the aims and objectives of the charity and its strategic direction.

Essential and Desirable Attributes of the Chair

Essential

- 3 years board level experience
- Able to demonstrate significant involvement in strategy development and management at an organisational level.
- Ability to demonstrate the leadership of a professional team
- Ability to demonstrate the assimilation of information leading to a clear distillation of the information into usable knowledge.
- Ability to demonstrate a knowledge of the governance required by a charity and company
- Ability to demonstrate some knowledge of the issues which clients supported by Harmoni might face.
- The ability to demonstrate engagement at high level with senior statutory and third sector people.

Desirable

- Previous chair role of either a subcommittee or board
- Led and delivered a strategy development for an organisation or specific service function
- Have led a team / subgroup at board level
- The ability to demonstrate handling of complex data and its distillation into meaningful actions.
- Professional qualification that includes governance elements.
- Having had experience at board or senior management level of a similar client group. (Not current experience as this could give rise to a conflict of interest)
- Having been part of an evidence submission to statutory partners or other Senior third sector personnel or projects.

Candidates must disclose any information about their personal or professional life which in the trustee board's perception could bring Harmoni into disrepute, including removals from previous governance roles, current or previous membership of organisations which may conflict with the aims, principles and values of the organisation, or behaviour which might be seen to undermine public confidence and trust.

Candidates must also disclose if they have been convicted of a crime, which debars them from acting as a company director, or they are an undischarged bankrupt or disqualified to act as a company director.

Candidates must disclose any information, which could give rise to a perception of conflict of interest with their role as an Harmonl board member. This will not necessarily result in an inability to serve on the board.

The Application Process

For a confidential discussion about the position in the first instance, please contact Engage Director Patrick Minne, patrick@co3.org.uk **07792 509003**.

1. Candidates are asked to provide a full CV by email to Engage by **noon on Monday 30 January 2023** to Patrick Minne **patrick@co3.org.uk**.
2. CO3 will provide all the submissions to the Harmonl panel who will longlist candidates.
3. Longlisted candidates will be invited to an individual zoom call to individually discuss their candidacy. The intention is to shortlist two candidates for recommendation to the full board.
4. Harmonl's full board will convene a single topic meeting to individually talk with the two shortlisted candidates. They will each be given an opportunity to address the board on what they see as their three main priorities if appointed.
5. The full board will vote on the selection of the final candidate.



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Please address any enquiries relating to the advertised position, and your submission, to Harmoni's recruitment partners:

Patrick Minne
Engage Executive Talent

Tel: 07792 509003
Email: patrick@co3.org.uk

www.engageexec.co.uk

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Enquiries unrelated to this recruitment can be addressed by email to:

Harmoni
Downshire Road
Bangor
BT20 3RD

Tel: 028 9146 5211

Harmoni 2019 has been registered with the Charity Commission for N. Ireland NIC101731 and is a company limited by guarantee R0000316