World Habitat
trustee recruitment

February 2022
Introduction from our Chair

Thank you for your interest in these roles. I’m delighted that you are considering a position as a World Habitat trustee.

World Habitat is an organisation with a unique insight and opportunity to improve housing around the globe. In a world which is awash with troubles, World Habitat looks for solutions. We celebrate, champion and help communities develop new innovations, ideas and advances that improve the lives of people on low incomes.

We are a UK-based charity with a diverse global reach and an exciting future. We are developing an ambitious new strategy which will guide our work over the next few years. In order to deliver our ambitions for the future, we are seeking two new Trustees to join our committed and experienced Board with new skills and perspectives.

We would be particularly keen to hear from you if you have experience of international development, working in housing in the least developed countries, understanding of the Climate Emergency and how it affects low-income communities.

We are also looking for trustees with strategic finance skills. We don’t expect candidates to have experience that covers all of these areas. You may have other skills that you can contribute, so please do get in touch.

We are committed to proactively seeking greater diversity on our Board, to reflect the communities that we serve across the world, and to provide a broader range of views and perspectives to our decisions. We particularly welcome applications from women and from cultural and ethnic minorities.

If you share our commitment to bringing the best housing to the people who need it the most and have skills and experience that can help us develop, we would love to hear from you.

Dr Angus Kennedy OBE
Chair of World Habitat

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About us

Our vision
A world where everyone has a safe and secure home in a successful community

Our mission
We are a catalyst for change, we:
• help generate great ideas and identify best housing practice from around the world;
• transfer those ideas and practices to places where they are needed most; and
• help ideas grow so they benefit people who need them.

What we do
At World Habitat we do not take sides, other than with what works and what is good. We find, support, share and celebrate those ideas and actions that have an overwhelmingly positive impact on individuals, families and communities. We want to make housing, not an investment, or a dream, but a basic right for everyone.

Our World Habitat Awards – organised in partnership with UN-Habitat – recognise and highlight innovative, outstanding and sometimes revolutionary housing ideas, projects and programmes from across the world.

Through peer exchanges and our networks, we bring people and ideas together – from major global institutions and national governments, to grass-roots organisations and local communities.

We champion those communities that take control of solving their own housing needs. We initiated, and are now working with thirteen cities to end street homelessness through the European End Street Homelessness Campaign.

Why we do it
The early twenty-first century is a period of enormous social change. Our world is being reshaped by globalisation, rapidly developing technology, climate change, polarising wealth and a growing population exploiting limited resources.

These changes are having a profound impact on where and how people live. They bring threats of social division and conflict. All too often the worst effects are felt by the most vulnerable people and those on the lowest incomes.
But change also brings opportunities. The early twenty-first century is proving a period of abundance for creative new ideas, for realising innovative thinking and for advancing the way homes are provided, and the way in which people live.

At World Habitat we want to make the most of these opportunities and help spread the beneficial effects to those most in need; our work is dedicated to making this happen.

**Our programmes**

World Habitat works with people of all backgrounds in different places around the world to identify, share and develop the very best housing solutions.

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Read more about our programmes here: [World Habitat – Programmes](#)
Our future

We are finalising our 2022–2024 strategy, which will deliver on our mission of generating great ideas and identifying the best housing practice from around the world, transferring those ideas and practices to places where they are needed most and help them grow so they benefit people who need them; with the purpose of achieving our vision where everyone has a safe and secure home in a successful community.

The strategy will target three areas; our awards will encourage, cultivate, and demonstrate innovate housing ideas. Our homelessness campaign will seek to end the most extreme form of exclusion, and we will promote the growth of community-led housing to improve the housing options for people living in areas with the fewest housing choices.

The climate emergency is the greatest threat to that vision, and so we will deliver our mission in line with a rapid pathway to net-zero emissions. We will follow our organisational plan to achieving net-zero no later than 2030. We know that most housing providers are way behind the transition to a net-zero business model that is required to meet the Paris protocol targets, needed to keep the world within safe increases in global temperature. We will promote and encourage our partners to seek a faster route to net-zero and encourage adaption measures
to keep people safe from the inevitable threats caused by global temperature increases. We will use the World Habitat Awards as a means to encourage innovation and delivery of high-quality housing for low-income people that is consistent with a net-zero approach.

We are committed to becoming a more diverse and equal organisation by improvements to our workplace and our Board so that they better connect to the diversity of our work and the people our work aims to help. We will direct our impact so that it is particularly targeted towards those in greatest need.

**Our commitment to sustainability**

The climate emergency presents the largest threat to our vision of a world where everyone has a safe and secure home in a successful community. It is already harming many of the world’s most vulnerable communities and its effects will be felt most acutely by those living in the poorest housing and communities.

If global temperatures continue to rise, the effects we are already seeing – more extreme weather, wildfires, rising sea levels and desertification – will accelerate, threatening biodiversity and ecological systems. Ultimately, if left unchecked, they will threaten the existence of many human settlements and society itself.

Like all organisations, our activities consume energy and generate carbon dioxide and other greenhouse gas emissions. We know we must work in a way that has a positive impact on the communities and residents we work with and preserve the environmental sustainability of the planet, at all levels of our operations. We take our responsibilities seriously and continue to work towards reducing and managing our own impact.

In response to the climate emergency, World Habitat has made a number of commitments: **World Habitat – Our commitment to sustainability**

**Our commitment to diversity**

We are passionate about challenging the chronic injustice of the one in seven people across the world who live without a proper home. Our mission is to help those who live on the streets; those who have lost their homes due to war and disasters; and those who simply cannot afford to live where they need to. Everything we do is focused on understanding what works and getting solutions to the people who need them most.

As just one organisation operating across the entire planet, we know our staff and Board of trustees can never be as diverse as the multiplicity of people we serve, but we are on a journey that aims to bring us closer. We are building an organisation and a work culture where difference is valued; where the views and insights of the growing network of people around the world we work with enhance and enrich what we do, and ultimately make us more successful at achieving our mission.
What we are doing about it

Commitment to improvement
In our 2019-2021 strategy we committed to improving diversity. We have agreed to increase diversity on the Board and introduced a ratchet so that diversity will not decrease again in the future. All staff and trustees have received diversity training. Our commitment to increasing our diversity is published on our website and reflected in our delivery plans with a set of clear actionable steps. We are continuously aiming to improve our website and social media to reflect this commitment.

A good employer
We will carry out annual diversity monitoring. We have strengthened our recruitment process in line with good practice. We have committed to regular diversity training for all staff (at least once a year).

Improving how we work with others
As a global charity we will take a range of actions to more effectively develop our approach to diversity and inclusion through our partnerships and the work we deliver. We will take active steps to improve our diversity and improve the impact of our programme delivery. We will increase our accountability and our understanding by building on the diverse nature of our networks to improve our work by actively involving them in shaping our work and actively seeking feedback.

Investors in diversity
In 2021, our approach was recognised by the National Centre for Diversity, and we received the ‘Investors in Diversity Award’ for small charities.
Our people

Board of Trustees

World Habitat is governed by a Board of Trustees (pictured above), who bring a wealth of experience to our work. All members give their time voluntarily and receive no benefits from the charity.

The Board meets quarterly and there is one standing sub-committee covering investment and other financial matters. Our Board consists of the following members.

Angus Kennedy, Chair

Angus is widely recognised to be one of the UK’s most influential regeneration professionals. He has over 40 years’ experience working in the public and private sectors. He is best known for his work as Chief Executive of Castle Vale Housing Action Trust (HAT), Birmingham, the award-winning 12-year £320m regeneration programme that transformed one of the most deprived parts of Birmingham. Currently he is Chief Executive of Community Regeneration Partnership, a consultancy he has run since the end of the HAT in 2005.

He is also Chair of Opportunity Peterborough (the Peterborough Economic Development Company). He was Chair of Cross Keys Homes (Peterborough) from 2008 to 2017. He was Chair of the RTPI Regeneration network from 2005 until 2013 and was on the RTPI Policy, Practice and Research Committee. He also served as a Neighbourhood Plan Independent Examiner from 2013 to 2018.

Angus was awarded the OBE in 2004 for Services to Social Housing in Birmingham and awarded an Honorary Doctorate by Birmingham University in 2005 for his work in...
the regeneration of Castle Vale and his wider contribution to the City of Birmingham and the West Midlands. He completed his 6-year term as an independent member of the Voluntary and Community Sector Honours Committee in 2017.

Angus joined World Habitat’s Board of Trustees in 2016 and is currently Chair.

**Adam Challis**
Adam manages the day-to-day operations of the JLL UK Residential Research team and co-ordinates the JLL pan-European Residential Investment team. In addition, he leads the JLL Residential sustainability committee. Adam acts as company spokesperson for a wide-range of housing market-related issues and is regularly cited in national and international media, alongside a wide-range of industry speaking engagements.

Adam’s experience spans 15 years of property research in the UK and Canada, working with both public and private sector clients on residential development and investment opportunities. He is author of numerous reports on market-facing issues and is a regular presenter and market commentator in UK and international media.

Adam joined JLL as Head of UK Residential Research in January 2013 and has held similar roles at other property advisors in London. He is a lecturer at The Bartlett, University College London.

Adam holds an MSc Urban Regeneration from the Bartlett, University College London, a BA Economics from Western University (London, Canada) and is currently an EMBA candidate at London Business School. He is a member of the Society of Property Researchers and the Urban Land Institute. Adam became a co-optee trustee of World Habitat in September 2018 and is also a supporter of both Shelterbox, a disaster charity, and JLL’s homelessness charity partner, Crisis.

**Stuart Macdonald**
Stuart is the director of PR and communications business See Media, which specialises in the UK social and affordable housing sector. He is also a former award-winning journalist and editor on several national and business trade publications, including Inside Housing, Building, Property Week, the London Evening Standard, The Herald and The Scotsman.

Stuart was named PPA business editor of the year 2010 and was president of membership body the International Building Press 2013/14. He has been a World Habitat Trustee since 2016.

**Ian McCormack**
Ian has nearly 40 years’ experience in the Financial Services industry. He was elected a member of the Stock Exchange in 1983 before individual membership was ceased in 1986. Currently an Investment Manager, with a quoted wealth management firm, Ian has extensive experience in managing portfolios of investments on the behalf of individuals, trusts, pensions, and charities. Ian is a Chartered Fellow of the Chartered Institute for Securities and Investment (CISI).
Married, with four grown up children, Ian is now accumulating grandchildren, four at the last count. Family is a particularly important part of his life.

Ian has lived in Leicester and Leicestershire all his life. He supports all the major local sports teams and especially Leicester Tigers (season ticket holder with his father and eldest son) and Leicester City. Many years ago, he played rugby to a reasonable standard and former team members still form the basis of his circle of friends.

Ian joined the World Habitat Board of Trustees as a Co-optee member in June 2018.

**Nick Murphy**
Nick is Chief Executive of Nottingham City Homes, who manage and maintain 27,000 properties. As well as delivering record satisfaction from existing tenants, the company is working with the Council to build new homes and regenerate areas of Nottingham, creating jobs and investment in local communities.

Nick has an extensive background in local authority housing and experience of working in the senior civil service, developing national housing policy and legislation. He is a Board member of the Chartered Institute of Housing Policy Advisory Committee. Nick has visited housing organisations in different countries around the world, and hosted international delegations in return.

Originally from South London, Nick has a passion for supporting communities to tackle disadvantage. He joined the World Habitat Board in 2018.

**Jo Richardson**
Jo is Professor of Housing and Social Research and Associate Dean (Research & Innovation) based in the Faculty of Business and Law at De Montfort University, Leicester. She joined as a Trustee of World Habitat in Spring 2018. Jo’s research in housing includes work funded by the Joseph Rowntree Foundation looking at conflict resolution in site management and delivery for Gypsies and Travellers plus ESRC and AHRC funded studies on co-production of research and working with communities; additionally she has undertaken a range of work evaluating projects for councils and housing organisations across the country.

Jo has worked with local partners on the ‘End Street Homeless’ campaign in Leicester and undertaken projects further afield, including a visiting lecture at Harvard University in 2016 and a Visiting Fellowship small research project on housing disadvantage for Indigenous communities, at Swinburne University in Melbourne. Prior to her career in academia Jo was a housing practitioner working with a local authority, a housing association, and also in policy and practice at the Chartered Institute of Housing.

Jo was elected President of the Chartered Institute of Housing in 2021.
Our Chief Executive

David Ireland joined World Habitat as Chief Executive in June 2014. He has been a housing activist all his working life, working for local authorities, government, the media and charities. He is a trustee of the charity Action Homeless and currently co-chairs the Association of Charitable Foundations Housing and Homelessness group. David is an Associate of the Centre for Comparative Housing Studies at DeMontfort University.

While Chief Executive of the Empty Homes Agency, David persuaded successive UK governments to introduce legislation and fund programmes to get empty homes back into use. These experiences have given David great optimism that the people and the means to ensure everyone has a safe and secure home already exist and that it is World Habitat’s job to help them achieve their goal.

David was awarded an OBE in 2013 for services to housing.

Our staff

We are an international charity, made up of a dedicated team who work with people and projects all over the world to make positive action happen.
What we are looking for

Our Board is currently made up of six Trustees who bring a wide-range of experience, skills and backgrounds but a review of our Board in line with our vision and purpose determined that recruitment focus on adding new skills and backgrounds from the following priority areas.

- **International perspective** – including international development or experience of housing in middle-income, and the least developed, countries.
- **An in-depth understanding of the climate emergency** and how it affects low-income communities, including knowledge of environmental sustainability and decarbonisation policy.
- **Finance, accountancy, strategic finance**.

As just one organisation operating across the entire planet, we know our staff and Board of trustees can never be as diverse as the multiplicity of people we serve, but we are on a journey that aims to bring us closer. We’re building an organisation and a work culture where difference is valued; where the views and insights of the growing network of people around the world we work with enhance and enrich what we do, and ultimately make us more successful in achieving our mission.

We are committed to increasing the diversity on our Board, and therefore encourage interest from prospective Trustees from all backgrounds and experiences to ensure we better represent the communities that we serve. We welcome applications from anyone regardless of ethnicity, heritage, gender, disability, sexuality, religion, socio-economic background or other differences.

Previous Board experience is not necessary; we have a commitment to support and develop Trustees to ensure that they can fulfil their roles and responsibilities effectively and make a positive contribution to our Board.

**Purpose of the role**

To ensure that World Habitat is carrying out the strategic purposes for which it is set up, and no other purpose. To work with other members of the Board of Trustees and the Chief Executive to deliver an effective, well-governed organisation that complies with all statutory requirements.
The statutory duties of a trustee:

- To ensure the organisation complies with its governing document.
- To ensure that the organisation pursues its objectives as defined in its governing document.
- To ensure the organisation applies its resources exclusively in pursuance of its objectives i.e. the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- To contribute actively to the Board of Trustees in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To act according to high ethical standards. To identify, understand and manage conflicts of interests and loyalty.
- To safeguard and promote the organisation’s reputation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property and assets of the organisation and to ensure the proper investment of the organisation’s funds.
- To appoint the Chief Executive and monitor his or her performance.

In addition, with other trustees to hold the charity ‘in trust’ for current and future beneficiaries by:

- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the charity and for its “corporate” behaviour; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the charity’s assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the charity’s governance is of the highest possible standard.
- Contributing to and sharing responsibility for the Board of Trustees’ decisions.
- Preparing for and attending meetings, training sessions and other events.
- Making full use of any specific knowledge or experience to help the Board of Trustees make good decisions.
- Serving on staff recruitment, disciplinary and appeal panels as and when required.
- The above list of duties is indicative only and not exhaustive. The Trustee will be expected to perform all such additional duties as are reasonably commensurate with the role.
We expect our trustees to follow our Code of Conduct, to respect and uphold the values of World Habitat:

**An agent for change**
- We seek to be a catalyst to bring about positive change.
- We work to influence policy and practice that leads to beneficial social change.
- We provide opportunities for creative thinking and action.

**Globally minded**
- We build understanding of connections between people, their homes and the planet.
- We promote the adaptation and transfer of solutions across contexts and borders.
- We connect people and ideas to foster collaboration and the free sharing of knowledge.

**Independent**
- We are impartial, professional, and act with integrity.
- We maintain our freedom to focus on issues that are relevant and important.
- We nurture community resilience and self-reliance.

**Innovative**
- We encourage fresh thinking on housing policy and practice.
- We focus on practical and scalable solutions.
- We tackle difficult, sometimes unfashionable issues, because they matter.

**Caring**
- We are committed to social justice and equality of opportunity.
- We are focussed on sustainable outcomes for people, both now and for future generations.
- We value diversity and respecting all individuals.

**Well connected**
- We value being connected to people who have direct experience of the issues we care about.
- We work in partnership with others so that together we can have more influence.
- We work together with others best placed to deliver real change.
Location

World Habitat’s registered office is Coalville, Leicestershire and is relocating to Leicester in 2022. Where possible, Board of Trustee meetings are held in person in Leicester, however, most meetings are held on a hybrid basis and there is the facility for trustees to attend online if they are unable to attend in person.

Our Trustees can be located anywhere in the UK. We will also consider applications from candidates based overseas, provided that they are able to attend at least one meeting in person per year and attend other meetings on-line. Reasonable travel expenses will be covered, however we are mindful of costs to the charity and the carbon footprint of our Board, so suggest discussing with our recruitment partner prior to submitting an application.

Time commitment: On average 6 to 8 days per year; four (two hour) Board of Trustee meetings per year (held on Wednesday mornings). Some trustees are also members of sub-committees (meetings are held three times a year either in Leicester, London or online), occasional strategy days, and also occasionally represent World Habitat at various events and meetings with key stakeholders.

Term

Members shall be appointed for a fixed term of three years from the date of appointment, save where the Board of Trustees set a shorter period prior to the appointment. Most Trustees serve two three-year terms on our Board.

Trustees may serve as a member of the Board of Trustees for a continuous or aggregate period of 9 years without the support of a special resolution at a general meeting of the association.

Remuneration: The role of a Trustee is not remunerated, but reasonable out of pocket expenses, agreed in advance, are paid.

Good governance: in charities is fundamental to their success. It enables and supports compliance with the law and promotes a culture where everything works towards fulfilling the charity’s vision. We are committed to good governance and to the charity’s continued improvement. We recognise the requirement of meeting the charity’s stated public benefit. Trustees understand their roles and legal responsibilities. We measure our governance against the Charity Governance Code which sets out good governance that goes beyond legal requirements every year and continually seek opportunities to improve further.
What’s in for you?

In addition to using your significant skills, abilities and passion to work alongside enthusiastic trustees and employees who are committed to our mission, being a trustee can also bring personal and professional benefits. These include learning about the management and strategic decision making of a charity, working with a diverse group of people with the same common goal, and the satisfaction of ensuring that World Habitat is fulfilling a vision for a world where everyone has a safe and secure home in a successful community.

The global nature of World Habitat provides Trustees with the opportunity to network internationally and to occasionally attend events and visits organised by World Habitat and its partners.
How to apply

If you are interested in this opportunity we encourage confidential conversations with our recruitment partner Anna Jay, MD of Public Leaders Appointments in advance of your application.

You can contact Anna at: anna@publicleadersappointments.com and 07904 236 348.

Your application should consist of a CV and covering letter – of no more than 3 sides of A4 – outlining your motivations for applying (affinity for our vision and mission etc) and highlight how your skills, knowledge and experience meet the requirements of our new trustees.

Applications should be sent to anna@publicleadersappointments.com by midnight 17 March 2022, with reference WH/Trustee.

World Habitat is committed to ensuring that it is accessible to everyone regardless of race, gender, ability, religion, sexual orientation or age. We would be grateful if you could also complete and return our Equal Opportunities and Diversity Questionnaire; the information you provide will help us comply with our commitment to ensuring equality and our aim to improve diversity.

Following consideration of applications and shortlisting, we will invite selected candidates to meet a panel of Trustees and our Chief Executive, ideally in person at our office in Leicester.

Interviews are scheduled for 5th (potentially 6th) April 2022.

If successful, we will carry out the required checks on you being a ‘fit and suitable’ person as a trustee, such as taking up references and self-declarations. Prospective Trustees should be aware that the charity will need to carry out due diligence to check eligibility before appointment.
Useful information

Useful links

• 2021 World Habitat Awards Winners Announced - 16 December 2021
• World Habitat Strategy – 2019-2021
• World Habitat News
• World Habitat – Governing Document (can be requested)
• Trustees Code of Conduct – full document (can be requested)

Meeting dates in 2022

Future board meetings

• 1 June 2022 (subject to change)
• 7 September 2022
• 7 December 2022

Future subcommittee meeting dates

• 17 May 2022
• 15 November 2022
Our vision is a world where everyone has a safe and secure home in a successful community

We are:

- an agent for change
- globally minded
- independent
- innovative
- caring
- well connected.