



**First Ark Group**

**One Ark Non-Executive Director  
Candidate Brief**

**June 2018**

## TABLE OF CONTENTS

<b>1. First Ark Group</b>	<b>3</b>
Overview	3
One Ark	3
Vivark	4
Knowsley Housing Trust	5
KHT Services & KHTS Development	5
First Ark Social Investment	5
<b>2. One Ark Non-Executive Director</b>	<b>7</b>
Role Profile – One Ark Non-Executive Director	7
Person Specification	9
<b>3. How to apply</b>	<b>11</b>

## 1. First Ark Group

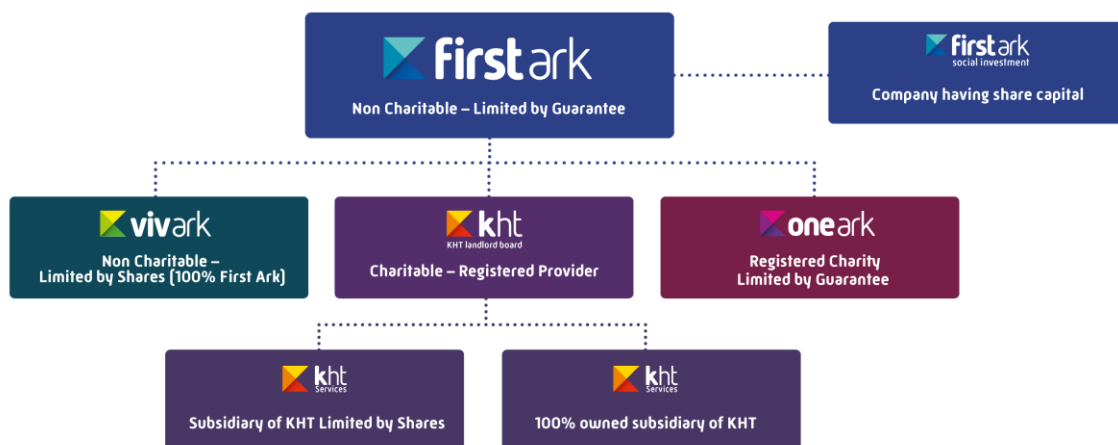
The First Ark Group is a unique social business model which consists of seven companies all working together to provide world class services to our customers and life changing opportunities which will inspire people in the communities in which we work. Generating social value is at the core of everything we do and is a key ingredient of our innovative formula for creating success.

The Group now has an exciting opportunity for two Non-Executive Directors to join and help make a significant contribution to the Group and the Communities it serves. The appointment will be on a short term basis initially as we are currently reviewing all our governance structures and Board arrangements.

### Overview

Created in 2010, First Ark Ltd is the parent company which sets and oversees the vision and direction of the Group. Providing a range of Corporate Services to the Group, First Ark also campaigns on the things which matter the most to our customers and communities and takes a strong thought leadership role.

### First Ark Group structure



Our shared vision across all the companies in the Group is to *create success together*. Our shared values are to be Bold, Brave, Pioneering, Open and Fair which captures our innovative approach as a Group and also the complete honesty and partnership approach which we build our business on.

The overview of the companies within the Group is as follows:

### One Ark Ltd

Our investment charity, was launched in 2013. One Ark will secure funding and investment and work with partners to deliver services which provide life changing opportunities to people in Knowsley and surrounding communities.

One Ark is introducing choice, creating opportunity and introducing life changing possibilities to communities. Our high-impact community initiatives create social value, breathing life into urban areas. One Ark's sustainable programmes regenerate communities with inventive projects, forging vibrancy and motivation through investment. Together, with our partners, we generate change to create a greater, happier, quality of life.

People are the cornerstone of every One Ark project. We value our partners, customers and communities and we're passionate about investing in opportunity. Our key areas of work include:

### **Employability and skills**

Unemployment rates in Knowsley are amongst some of the highest in the country and getting a job can be tough. We work with lots of employers throughout Knowsley and the Liverpool City Region to create job opportunities. We can offer support and practical help with CV writing, applications, interview skills and getting prepared for the world of work.

### **Digital Inclusion**

One Ark's support services are here to make the internet a little less intimidating. Participants are encouraged to take their first digital steps with our local events, or boost their online confidence with our community courses.

### **Financial Inclusion**

We have lots of inspiring ideas and rewarding advice that can make money go further. These include tips on saving money around the home, or the offer of debt management guidance, or even looking to support a project with investment.

### **Environment**

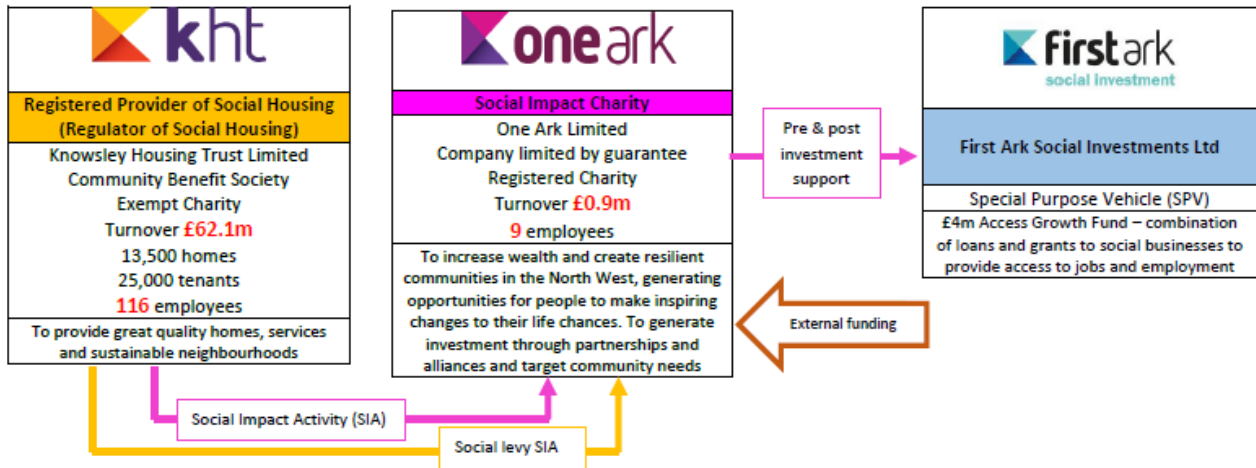
One Ark delivers the Knowsley Eco teams programme which offers solutions around being green, saving money, saving energy and growing food. Programmes include sessions on: growing your own food; rubbish and upcycling; energy efficiency; water and travel; wormeries and composting; and creative cooking.

### **Health and wellbeing**

It can be tough to eat well and live healthily for families living on a budget – especially during a rocky economic climate. But One Ark's projects introduce families to pathways to help their pound go further.

### **Partnership Working**

One Ark works in partnership with a number of other companies across the First Ark Group and with a variety of external partners. Together, with our partners, we generate change to create and implement employability and skills services, health and wellbeing initiatives, environmental solutions and digital and financial inclusions. These programmes regenerate the communities we work with to create a vibrant, sustainable economy.



Further information regarding One Ark can be accessed via this link: <http://www.one-ark.co.uk>

**Vivark Ltd** is an award winning facilities management and social enterprise company that has been providing services to customers across the North West for over 10 years. Our mission is to create success by delivering services which add value and exceed customers' expectations. Our social purpose means we invest our profits straight back into the local community in order to create opportunities and nurture talent, developing jobs, training and apprenticeships for young people.

Our experienced team transforms buildings and workspaces through innovative, high quality and value-led facilities management solutions, including property refurbishment, gas servicing and repairs and maintenance.

Further information regarding Vivark can be accessed via: <https://www.vivark.co.uk/>

**Knowsley Housing Trust Limited (KHT)** is our Registered Provider and has recently converted to a Community Benefit Society. Providing high quality homes at affordable rents, KHT was formed in 2002 and provides fantastic houses and services to over 25,000 people living in 14,000 rental homes in Knowsley, Merseyside. Continuing to improve the level of services and offer new and innovative solutions, including investing in green technologies, is a priority for KHT as well as supporting many of our customers through the challenges of welfare reform.

We're proud of doing life changing work in the community which addresses social and economic challenges and the needs of the environment. Also, our wider objectives are to provide opportunities for people to have a better quality of life, to build new homes to help to meet the demand for housing in Knowsley, and to enhance the life chances of all our residents.

Further information regarding KHT can be accessed via: <https://www.k-h-t.org/>

**KHT Services Ltd** is a wholly owned subsidiary of Knowsley Housing Trust Ltd (KHT). By 2016, as the Group continued to grow KHT started to implement its ambition to develop 1001 new homes, inside and outside of Knowsley. Many of these homes will be for affordable rent or shared ownership but will be developed on mixed tenure sites. Given the size of the development ambition and the level of trading which will occur as a result of the outright sale homes, KHT Services Ltd was created to be the vehicle for mixed tenure development on behalf of KHT.

**First Ark Social Investment Ltd** was incorporated in 2016 and is a subsidiary of First Ark Limited. The Company operates to deliver a single Social Investment Fund called 'Invest for Impact'. This is a £4m Growth Fund developed in conjunction with Access – The Foundation for Social Investment, with funding provided from Big Society Capital and The Big Lottery Fund.

The Company's role within the Group, is in providing an accessible investment fund to support the development of a strong social economy in the North West of England. The fund is targeted at Social Enterprises and Charities that are seeking investment to develop their growth and / or increase their sustainability.

One Ark provides a range of operational and support services to First Ark Social Investment to enable the company to undertake its business objectives. This includes the administration of the Fund and the provision of pre and post investment support to VCSEs.

Further information regarding First Ark Social Investment can be accessed via:  
<https://firstarksocialinvestment.com/>

### **Links for further reading**

The profiles of the Executive and Non-Executive teams can be accessed via the following link: <https://firstark.com/about-us/meet-the-team>

'Value at the heart of the First Ark Group', our value for money report captures the ways in which we add value through new homes and investment, providing affordable homes for rent, optimising asset value and developing innovative procurement approaches- as well as our social impact achievements. The report can be accessed via the following link:  
<https://www.firstark.com/about-us/what-matters-to-us>

First Ark Group Corporate Strategy:  
<https://www.firstark.com/media/1187/first-ark-corporate-strategy.pdf>

## **2. ONE ARK BOARD NON-EXECUTIVE DIRECTOR**

We are currently working with Consultants to undertake a fundamental review of our current Governance Structure. Accordingly please note that our initial requirement is for two Non-Executive Directors to join One Ark on a short term basis of (6/12 Months) but this may be extended dependent upon the outcome of our governance review.

### **Role Profile – Non-Executive Director, One Ark**

#### **Purpose of Role**

To contribute added value experience, skills and insight to the shaping and creation of the investment charity - One Ark, part of the First Ark Group. To ensure that One Ark plays a significant role in informing and influencing Group strategy whilst also overseeing the development and delivery of charitable activity and investment that meet the aspirations of the Group. To play a significant role in developing One Ark's Business Plan to deliver challenging income, investment, and charitable objective related activity.

#### **Key Accountabilities**

##### **Leadership**

- Share accountability for the direction and operational oversight of One Ark within the context, strategy and policy of the FA Group. Ensure that obligations to One Ark stakeholders and investors are understood and reflected in execution of strategy and operational policies and practices

##### **Strategy**

- Contribute appropriately to development of the Group Corporate Plan by setting longer term objectives for One Ark aligned with the Group vision, values and strategy. Determine the strategic aims and outcomes required and drive the development of the annual Business Plan, providing support and challenge to facilitate co-creation of the plan.
- Determine the strategic aims and set longer-term goals/objectives for the Group, including identification of key outcomes. Drive the development of the annual Business plan, and provide support and challenge so as to facilitate co-creation of the Plan.
- Ensure that strategic decision-making provides context for guiding One Ark operational priorities and activities
- Contribute to/initiate the review and evaluation of present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks in the internal environment to inform effective strategic decision-making.
- Be collectively accountable for the quality and effectiveness of the Business Plan in delivering long-term sustainability of the Group and protection/enhancement of Group assets.

##### **Performance Monitoring**

- Ensure the annual budget for One Ark secures the resources allocated are both necessary and sufficient to drive delivery of the outcomes set out in the annual Business Plan
- Regularly review and monitor the performance of One Ark against the Business Plan and Group Corporate Plan expectations and ensure appropriate management information/business intelligence is provided to enable high quality governance of One Ark in terms of both financial and non-financial measures such as social value impact
- Provide strategic input to creation of the investment and development plan and oversee execution of planned investment/divestment/development strategy to maximise positive customer and business impact
- Oversee the strategic presentation of Social Value Accounts

### **Risks**

- Lead the regular review of the One Ark risk map to ensure current and future risks are effectively identified, quantified, mitigated, and managed

### **People**

- Set a positive climate to facilitate a high challenge/high performance governance culture within One Ark.
- Oversee the One Ark recruitment and retention strategies, policies and processes to ensure a skilled motivated and high performing workforce is in place to deliver the Business Plan goals and expectations

### **Legal**

- Ensure frameworks are in place to provide assurance that One Ark is compliant with all relevant legal, charitable, regulatory and statutory obligations

### **Personal / Development**

- Be both well informed (undertake appropriate background reading, develop and maintain an appreciation of the key challenges faced by the sector) and contribute specialist knowledge, expertise and/or experience to add value to board effectiveness.
- Contribute to creating and sustaining a 'learning board' by participating in/leading Board induction and development activities

### **Ambassadorship / Representation**

- Enhance the brand, reputation and image of the Group by representing and promoting One Ark as an ambassador at key events/interfaces with stakeholders, employees, customers etc. both internally and externally

### **Typical Performance Measures**

- Quality of the Business Plan in delivering longer term sustainability of One Ark and contribution to the overall Group Corporate Plan goals



- Contribution to creation of business resilience e.g. effectiveness of risk analysis, and effectiveness/speed of responsiveness in decision-making and joint problem solving, co-creation of plans etc.
- Quality of contribution to achievement of improved customer satisfaction levels
- Achievement of agreed financial targets and return on investment delivered
- Positive impact on the local economy in terms of demonstrably improved social value created/delivered
- Quality of relationships and effectiveness of shared leadership role with governing bodies of other parts of the Group
- Quality of relationships with key stakeholders including supply chain partners, community/neighbourhood groups, LAs, developers, regulators, etc.
- Demonstration of commitment to the principles of good governance and reputation for delivery of good practice in governance as validated by regulators and other relevant recognised independent authorities

## Person Specification

**Because the Board is most effective as a team, we are looking to recruit two Non-Executive Directors with particular skill sets. To ensure a balanced Board we require a Non-Executive Director with both financial management and risk management experience. This Board Member will also sit on the Groups Audit & Risk Committee to provide a link between the One Ark Board and Audit and Risk Committee. We also require a Non-Executive Director with Social Investment expertise**

This section sets out a range of relevant areas of experience, skills and behaviours which *as a combination* might represent a **balanced Board**.

It is *not expected* that any single individual will be able to bring all of the factors set out. ***Anyone who can bring proficiency in 2 or 3 of the factors listed in each of the following sections would be able to add significant value as a Group Board Member.***

### **Desirable Knowledge/Experience:**

- Track record of success in a significant business leadership team role as a Senior Manager, Executive or Non-Executive in the private, public, charitable or not-for-profit sector
- Experience/Qualification in a relevant business discipline e.g. Strategy and Planning, Marketing, Finance, HR, IS, General Management, Business Economics etc.
- Understanding/experience of the charitable market place and regulatory context including deep insights relating to the balance of VFM and Social Value as it relates to the First Ark vision
- Experience/understanding of development of service propositions across a diverse customer base and complex Group structure
- Relevant experience / understanding of social investment models for growth and sustainability

- Experience/understanding of models of best practice in corporate governance
- Experience / understanding of fund raising / income generation strategies
- Experience / understanding of delivery of major transformational services / programmes in challenging circumstances
- Experience / Knowledge of strategic marketing / communications campaigns and techniques
- Experience of leading / contributing to major social impact projects

### **Skills:**

- Business finance skills – proficiency in effectively reviewing and interpreting business budgets, cash flow profiles, management accounts, P&L, balance sheet etc
- Strategic planning and policy development skills
- Effective analytical/research skills that enable efficiency in absorbing business intelligence/performance data and key business insights to inform strategic decision making
- Highly developed communication/engagement skills – questioning, listening, facilitating, use of a range of chairing, summarising, proposing skills to deliver effective participation in joint problem solving, co-creation and shared decision making
- Creativity – skills in stimulating lateral thinking/generating ideas and inspiring innovation
- Skills in use of current and emerging technology and tools such as social media to enable networking, shared insight and efficient absorption of data, intelligence etc.
- Stakeholder engagement/representational skills that enable highly effective brand and reputation management

### **3. How to Apply**

To apply, please send a full CV and supporting statement to First Ark Group by **19<sup>th</sup> July 2018**, detailing, with examples and evidence, of how you meet the criteria in the role description and outlining the contribution you would make to the Group.

Responses should be sent by e-mail to:

[governance@firstark.com](mailto:governance@firstark.com)

Please make a note of the interview dates below and make us aware as soon as possible if there is a potential diary issue. We will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

A section panel will meet to consider applications and we will advise all applicants if they have been selected for interview. Should you require any additional information please email [governance@firstark.com](mailto:governance@firstark.com)

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**Timetable**

<b>Closing Date</b>	19 <sup>th</sup> July 2018
<b>Shortlist meeting with selection panel</b>	21 <sup>st</sup> July 2018
<b>First Ark Panel Interviews</b>	8 <sup>th</sup> August 2018

**Purpose and Confidentiality**

This Assignment Brief does not form part of an offer of employment nor a component element of a contract of employment. Its purpose is to provide information for candidates who have declared an interest in the position.

The content of this brief should be regarded as confidential to the original recipient and is not for disclosure to any third party without the prior permission of First Ark.